



South Yorkshire
FIRE & RESCUE

SOUTH YORKSHIRE FIRE & RESCUE

SERVICE PLAN

2023-24

Making
**SOUTH
YORKSHIRE
SAFER &
STRONGER**

ABOUT THIS PLAN

South Yorkshire Fire & Rescue aims to be one of the best fire and rescue services in the UK.

To help us achieve this, we published annual plans for 2021/22 and 2022/23 which set out key areas the service would focus on across a 12-month period to improve the service- both for the public we serve, and those who work for us.

It's since become clear that many of the areas we decided to focus on are not quick fixes- requiring longer term focus, energy and resources.

Staff also told us they wanted us to publish a smaller number

of priorities, with clearer actions supporting them, to help them focus their own areas of work.

Lastly, the government's Fire Reform White Paper is likely to introduce new areas of focus for us.

For these reasons, we are now publishing a three year service plan, made up of longer term priorities for the service. Each priority will contain some shorter-term actions which we will update annually.

We will continue to report our progress against each of these areas to our governing Fire and Rescue Authority.

OUR STORY

In 2021, we published an update to our strategic narrative- called **Our Story**- which established our vision to become one of the UK's leading fire and rescue services.

Our Story clearly sets out our purpose which is 'making South Yorkshire safer and stronger'. It also explains the behaviours we expect our staff to display, regardless of rank or role, and describes our aspirations for the future. Together with the national Core Code of Ethics for fire and rescue staff, this forms an essential part of everything we do.



As well as Our Story, another other important document is our Community Risk Management Plan (CRMP).

All fire and rescue authorities must produce a CRMP, which sets out the steps they will take to identify all foreseeable risks within their respective areas and how they will organise their service delivery resources to best reduce that risk. The plans should ensure the right resources are in the right places at the right time to provide the best service to local communities with the resources that are available.

We published our current CRMP in 2021/22 and review it annually. The way we do this is set out in our CRMP methodology document. This document explains the various ways in which we analyse local risk, the types of risk we consider, the data sets we consider and the ways in which we engage the public, partners and staff in this process.

This Service Plan seeks to complement the work already set out in our CRMP- and the other strategies and plans which support it.

HOW DO WE MAKE DECISIONS?

Decision-making is managed through three main routes- internal governance, Corporate Management Board (CMB) and the Fire and Rescue Authority (FRA).

The parameters for this are set out within our **Constitution**. The Constitution sets out how the Authority works, how decisions are made and procedures to ensure efficiency, transparency and accountability to local people.

Our internal governance structure ensures that effective risk, project and performance management is built into the most suitable board, committee or group. Monitoring and decision-making can be made at this level, with decisions largely focused on projects, performance, risk and service delivery. We have reviewed the terms of reference for all meeting groups, committees and boards so that delegated areas of responsibility and accountability are clear.

The Corporate Management Board (CMB) functions as a strategic board meeting to make high-level decisions for the service, within the 'scheme of delegation'. It also operates as an assurance process for reports that are due to be presented at Fire and Rescue Authority meetings.



South Yorkshire Fire and Rescue Authority is a statutory body made up of 12 local Councillors from the four South Yorkshire Districts of Barnsley, Doncaster, Rotherham and Sheffield, plus South Yorkshire's Police and Crime Commissioner. The Authority meets regularly throughout the year, using a structure which allows them to discuss, consider, scrutinise, challenge, monitor and question the Chief Fire Officer and their leadership team on the way the service is run.

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WHO IS OUR SENIOR LEADERSHIP TEAM?

The service's decision making is supported by a senior leadership team, made up of key leaders from across the service.

Our Senior Leadership Team is made up of our principal officers (Chief Fire Officer, Deputy Chief Fire Officer and Assistant Chief Fire Officer) and heads of function. Our Corporate Communication Manager and other managers where necessary also attend Senior Leadership Team meetings to provide strategic advice in these areas.



CFO Chris Kirby, Chief Executive

Chris joined the service as Deputy Chief Fire Officer in 2020. He'd previously served with West Yorkshire Fire & Rescue for more than two decades, having joined as a firefighter in 1998. As Chief Fire Officer and Chief Executive, he is responsible for the vision and strategic direction of the service and the effective delivery of its core functions.



DCFO Tony Carlin, Director of Service Delivery

Tony joined South Yorkshire Fire & Rescue in 2000, having begun his career as a firefighter in North Yorkshire in 1992. During his career, he has overseen areas including community and business fire safety, workforce development, training and data and performance. He is responsible for our key service delivery areas- prevention, protection and response.



ACFO Andy Strelczenie, Director of Service Improvement

Andy has worked within the fire and rescue service for 26 years, originally at Hereford and Worcester Fire & Rescue Service before transferring to South Yorkshire Fire & Rescue. He leads on the delivery of South Yorkshire Fire & Rescue's service improvement plan and community risk management plans. He is also responsible for operational training, health and safety, estates and fleet management.



Sue Kelsey, Head of People & Organisation Development

Sue's career in HR in the public sector spans 35 years, working in the fire and rescue service for nearly five years. She oversees the delivery of the service's People Strategy.



AM Simon Dunker, Head of Emergency Response

Simon has worked for over 24 years in South Yorkshire Fire Rescue in many departments. His current responsibilities include working with district command teams to ensure the efficient and effective running of our fire stations and operational crews.



AM Matt Gillatt, Head of Service Improvement

Matt has worked for SYFR for 27 years in a number of roles across the organisation. He is now responsible for our Business Intelligence team, Governance, Performance and Collaboration and Community Risk Management Planning.



AM Paul Heffernan, Head of Service Delivery Support

Paul has worked in the fire and rescue service for 25 years, having started his career in Buckinghamshire Fire and Rescue Service. As Head of Service Delivery Support he is responsible for Firefighter Safety Team, Tech Services, Health & Safety and Resilience, Planning and Contingencies.



Zander Mills, Corporate Communication Manager

Zander has worked in the fire and rescue service for 13 years, with a background in journalism and public relations. He oversees delivery of the service's campaigns and its public and staff engagement work.

WHAT WE ACHIEVED LAST YEAR

In 2022/23 we set out eight immediate priorities for the service.

Our 2022/23 plan set specific targets for the service to undertake within the year and we've made good progress against all eight of these.

For example, crews have helped to devise 'minimum expectations' within station plans to ensure all time is used productively, whilst our activity levels have returned to pre-pandemic levels across most service delivery areas.

This is supported by Orca (an online data hub) which hosts an electronic version of the quarterly performance report. A response standards report is also now published for scrutiny by staff and the Fire Authority.

An interim equality, diversity and inclusion strategy and action plan has identified key actions to support this important area of work- including a review of HR policies and practices, particularly in relation to recruitment.

Work is underway to establish a leadership programme, including the service's first talent management strategy. Our coaching and mentoring offers are being reviewed.

A new agile working policy is now live and embedded through training and support for managers. A review of the estate for agile working purposes is underway.

New software has been purchased and also developed in-house to track and capture operational



training and learning. This includes live incidents and links into our exercise programme. This all forms part of our operational training delivery plan, which maps out our work in this area across three years. Significantly, 2022 has seen the refresh of incident command training and delivery that aligns

our service with regional partners and is a notable move towards interoperability.

We've signed up to the emergency services' sustainability charter, set up a staff sustainability committee and have created a new green plan for the service.

Previously approved investments in business and community fire safety have been made, human resources has undergone a restructure and we are recruiting to our driver training and fleet maintenance teams. Efficiencies have been generated in estates, whilst our capital programme includes upgrades across our property estate and the procurement of new fire engines.

WHAT STAFF TOLD US

Before drafting our service plan, we invited function and district managers to tell us what they thought we should be focusing on in the next period.

Many said they thought that priorities we'd identified the previous year should be carried over into this plan as they remained important issues for the service. Others fed-back that we should have fewer priorities supported by clearer actions and we have tried to reflect that in this plan.

Further consultation with wider staff was carried out on the draft plan- including an all staff survey and watch and team brief. Amendments or additions requested by staff included the areas around efficiency, culture and service delivery, as well as minor changes to wording. These changes are now reflected in this- the final plan.



OUR SERVICE PLAN PRIORITIES

Efficiency

The service faces significant financial challenges over the next few years, including cost pressures caused by energy prices, inflation and increased wage costs.

At the same time, we know there are inefficiencies which are costing the service money which might better be spent elsewhere. Inefficiency also contributes to issues around operational staffing and fire engine availability.

We therefore intend to **identify and remove inefficiencies across the service and prioritise our capital spending where it is most needed.**

This is about making the service as financially sustainable as possible, so that it is best placed to meet uncertain financial challenges in the future.

In 2023/24 we will:

- Identify inefficiencies and prioritise
- Review our capital spending programme
- Assess all non-pay budgets to identify revenue savings where possible



Sustainability

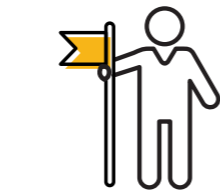
Sustainability benefits are not only environmental.

That's why we want to **reduce waste of goods, energy, fuel and other resources across the service.**

If done properly, we expect this to support our priority around financial efficiency, as well as contributing to our green objectives- including our commitment to be carbon net zero by 2040.

In 2023/24 we will:

- Identify areas of greatest waste and develop plans to reduce these
- Analyse our energy use and put plans in place to reduce it where appropriate
- Begin to implement the service's green plan



Leadership

Good leaders help to set the culture, drive performance and develop others.

We've made strong progress in offering development programmes for senior leaders, such as the Executive Leadership Programme, and we support moves by the National Fire Chief's Council to develop a national leadership programme for the sector.

However, we recognise that we must also urgently **prioritise leadership development for junior supervisory managers**- including Watch and Crew Managers and corporate team managers.

This important group of staff represent our future leaders and they are also fundamental to creating a positive workplace culture where everyone can thrive.

In 2023/24 we will:

- Review our existing development pathways for junior officers and supervisory managers
- Develop a revised leadership development offer to this important group of staff
- Further support the development of sector leadership programmes at a national level



Performance information

We've already improved the way we provide data to our staff, with new tools available to access and analyse real-time information.

However, this improved data is not yet fully utilised to drive performance and set priorities at a station or team level.

We want to change this to support the continual improvement of our service delivery, improve productivity and to ensure our work is targeted where it is most needed.

In 2023/24 we will:

- Better use real time data and intelligence to inform decisions of leaders and drive improvements across the service
- Improve staff understanding of Orca and the ways it can support their work
- Establish forums to better scrutinise the service's performance at a strategic level
- Better use data to inform local plans, performance measures and frontline work



Inclusion, diversity and culture

Equality, diversity and inclusion remains a major area of focus for the service and we've already made good progress- but culture reviews in other parts of the country highlight that there is still much for us to do.

However, we believe there is still more to be done to create an inclusive culture, whilst our workforce still does not adequately represent the communities we serve.

We want to **embed inclusion across the service so all staff can thrive and ensure positive action is translating into genuine recruitment outcomes.**

In 2023/24 we will:

- Implement commitments we made to the Fire Authority following London's independent culture review
- Identify and implement better support for neurodiverse staff and those with disabilities
- Further empower staff networks to help us drive workplace improvements
- Set realistic goals for positive action initiatives across all recruitment areas
- Establish a corporate induction programme to further support inclusion
- Continue our improvement journey around staff wellbeing support, including embedding investment in Occupational Health and compliance with our requirements around employee health screening



Service delivery improvements

Our previous commitment to **ensure the outstanding delivery of our core services- prevention, protection, resilience and response-** remains.

Much of our work in this area is already captured elsewhere- such as the strategies for each function, or our service improvement plan. However, we want to prioritise certain things to drive improvement at a strategic level.

In 2023/24 we will:

- Implement our action plan around incident ground contaminants
- Improve the resilience of our emergency response vehicle fleet
- Quality assure our prevention and protection work at a local level to ensure it is meeting the needs of our communities
- Further align our protection work to local risk
- Use the Specialisms Programme to drive further improvements
- Improve on-call availability
- Improve operational learning and debriefing
- Progress National Operational Guidance implementation
- Improve interoperability via cross border exercises
- Ensure operational risk information is relevant and up to date



RISKS TO ACHIEVEMENT

We believe the objectives we've set out in this plan are realistic and achievable.

However, we're also aware that there are some risks to achieving them all- such as impacts on our budget, or further disruptions caused by pandemics, major incidents or other events.

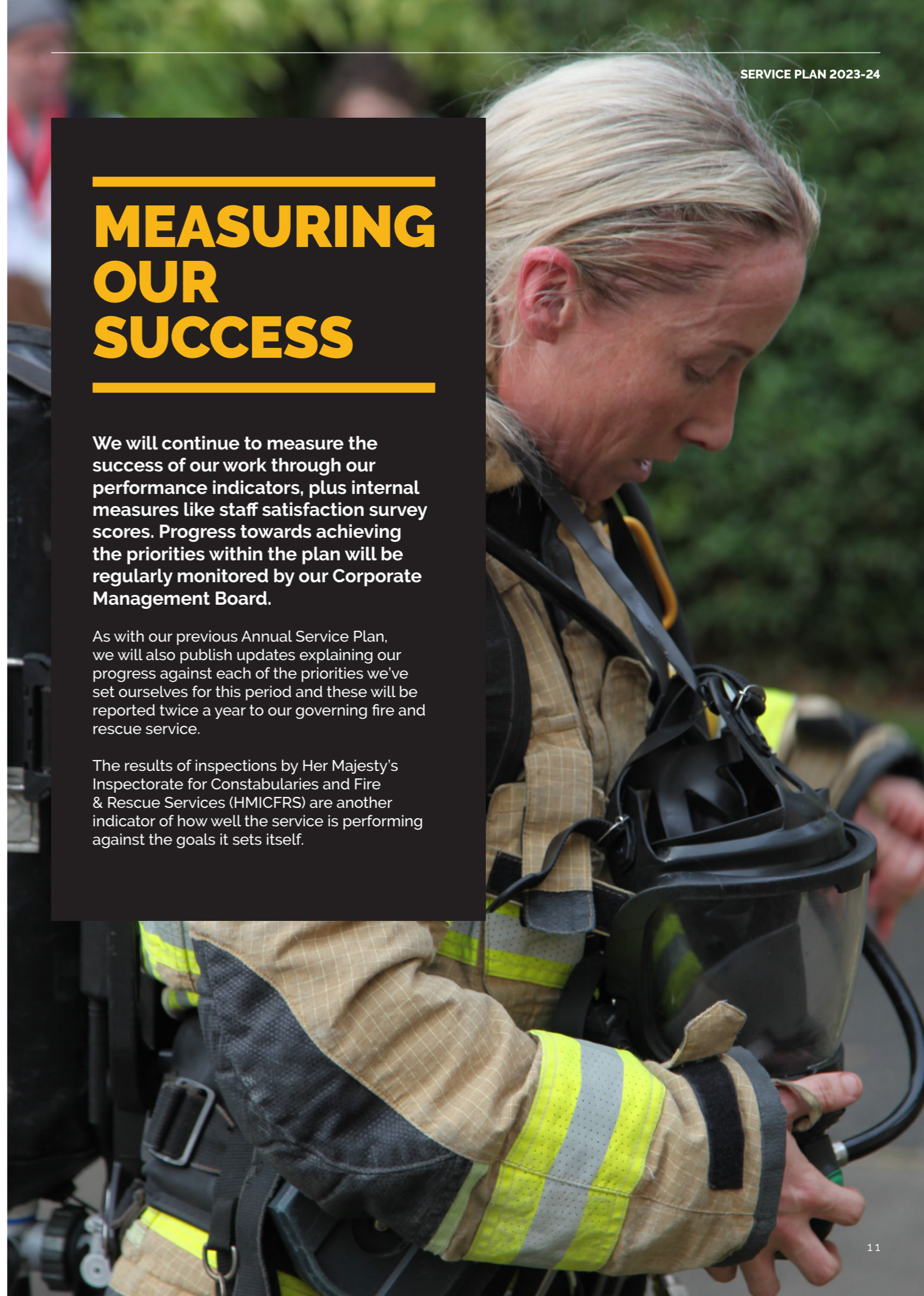
We will take steps to monitor and mitigate all risks, in accordance with our usual risk management processes and record these on our corporate risk register.

MEASURING OUR SUCCESS

We will continue to measure the success of our work through our performance indicators, plus internal measures like staff satisfaction survey scores. Progress towards achieving the priorities within the plan will be regularly monitored by our Corporate Management Board.

As with our previous Annual Service Plan, we will also publish updates explaining our progress against each of the priorities we've set ourselves for this period and these will be reported twice a year to our governing fire and rescue service.

The results of inspections by Her Majesty's Inspectorate for Constabularies and Fire & Rescue Services (HMICFRS) are another indicator of how well the service is performing against the goals it sets itself.



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Pashto	"ددى خپروني د ژباړى د غوښتو لپاره، يا د ساوتنه يارک شاپر فاير اينډ ريسکيو په باب د نور معلوماتو تر لاسه کولو لپاره، لطفاً په دې پته ای ميل وکړئ customercare@syfire.gov.uk يا په دې شمېره زنگ ووهئ: 0114 253 2209."
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Urdu	اس دستاویز کا ترجمہ حاصل کرنے یا 'ساوتھ یارکشاير فاير اينڊ ريسکيو' سے متعلق مزید معلومات کے لیے برائے مہربانی ای میل بھیجیں: customercare@syfire.gov.uk یا فون کریں: 0114 253 2209

