

SYFR Collaboration Programme

Collaboration Strategy



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V1.0F	Creation of SYFR specific collaboration strategy	Kayleigh Storer; Stewart Nicholson	CMB and FRA Members	August 2019
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1. Background

Emergency services' collaboration can take many forms, from operational matters such as co-responding to incidents to more behind the scenes work such as sharing premises or integrating control rooms. Initiatives like these may help reinvest resources into the frontline and deliver an improved service to the public with shorter response times. [Emergency Services Collaboration; NFCC]

The requirement for a Fire and Rescue Services to seek collaborative opportunities can be found in the Fire and Rescue Services Act 2004, the Civil Contingencies Act 2004, and the Fire and Rescue National Framework for England 2014.

The Civil Contingencies Act 2004, and accompanying regulations and non-legislative measures, delivers a framework for civil protection in the United Kingdom to meet the challenges of the present day. The Act is separated into two substantive parts: local arrangements for civil protection (Part 1) and emergency powers (Part 2). Part 1 includes collaborative activities undertaken within Local Resilience Forums (LRFs).

The Policing and Crime Act 2017 Act places a statutory duty on the police, fire and rescue and emergency ambulance services to:

- Keep collaboration opportunities under review;
- Notify other emergency services of proposed collaborations that could be in the interests of their mutual efficiency or effectiveness; and
- Give effect to a proposed collaboration where the proposed parties agree that it would be in the interests of their efficiency or effectiveness.

The duty is purposefully broad to allow for local discretion in how it is implemented and recognises that local emergency services are best placed to determine how to collaborate for the benefit of their communities. However, it sets a clear expectation that collaboration opportunities should be pursued.

2. Collaboration definition

There is no set definition of emergency services collaboration provided by the Home Office, the government or the Policing and Crime Act 2017. This ambiguity has led to a variety of definitions across the country, with each service making a decision on which definition to adopt or adapt. The below definition has been constructed as a result of the collaborative work of SYFR so far, taking into account the separation from partnership and a focus on engagement with one another, rather than on behalf of.

Collaboration: The action of working with other organisations to create a product, deliver a service or to procure together.

3. Vision

A collaborative culture across the service to add value to the work we do for our communities.

4. Aim and objectives

South Yorkshire Fire and Rescue will collaborate locally, regionally and nationally where it is efficient or effective to do so to contribute to making South Yorkshire safer and stronger.

Objectives:

- a) To collaborate where it is effective and efficient to do so
- b) To thoroughly consider collaboration throughout the service's decision-making process
- c) To deliver benefits to our communities through short and long term collaborations
- d) To maintain robust evaluation of our collaborations to ensure our collaborations add value

5. SYFR strategic direction

SYFR collaboration will always support our wider SYFR strategy and vision, notably it will support the delivery of the current CRMP and the principles of Our Story.

CRMP 2021 -2024

FUTURE RISKS

Risk changes all the time. Some things can emerge very quickly, with the Covid-19 pandemic a very recent and stark example of this. Other risks emerge more slowly, such as population changes or new housing or business developments.

Our job is to review these risks regularly. This will involve us regularly reviewing our community risk model and working with partners including local and national government to understand the changes which could affect South Yorkshire in the future.

We have always been a collaborative organisation, with strong partnership working particularly within our Joint Community Safety Department and across our emergency response.

The current CRMP captures this, reiterating the importance of 'key partners with the local authorities' and the important of 'partnership work with other agencies' in understanding and managing our risk.

The service recognises the value of working with partners for responding to current community risk, and planning for future risks.

Our Story

Two aspirations contained within Our Story that are particularly aligned to the work of collaboration are 'Put People First' and 'Strive to be the Best', with a further focus on collaboration included within the aspiration 'Put People First'.



STRIVE TO BE THE BEST

We will work with others, make the most of technology and develop leaders to help us become the very best.



PUT PEOPLE FIRST

We will spend money carefully, use our resources wisely and collaborate with others to provide the best deal to the communities we serve.

COLLABORATION

We will continue our work to proactively identify the right areas to collaborate with others. This could be other emergency services or local and national organisations with a shared aim to make South Yorkshire safer.

We will look to always consider whether collaboration is a suitable option for new projects, but not at the expense of our own identity and specialisms. We will develop the skills needed to work well with others, offering training for any new ways of working to maximise the impact we make.

6. National collaboration

SYFR will remain linked in to the national collaboration progress, supporting the work as appropriate. SYFR will adapt their approach to collaboration in line with changes to national laws, policies and acts.

7. Key principles

Community focused

To always work with the interests of our communities in mind, making collaborative decisions that are in their best interest.

Value

Our collaboration will always add value to the work of the organisation, providing benefits above and beyond a non-collaborative approach.

Empowerment

To consider collaboration for the benefit of the local communities, whilst ensuring that staff are empowered to deliver a joint approach.

Openness

To clearly communicate with our collaboration partners, working together with trust and transparency at all levels of the organisation.

8. Key processes

Governance

Collaboration can be difficult to keep track of when working with multiple organisations. Colleagues will utilise existing governance structure where possible to support the control of this work. Where required, new governance structures will be set up. Regional projects with fire services may require CRMP board, CMB board and/ or regional governance. Collaboration projects with South Yorkshire Police will be managed through the project board or collaboration board structure, reporting into the Fire and Rescue Authority boards as required.

Assurance

Collaboration will be considered through the formal governance and reporting routes. Collaboration is included in the business case template and collaborative opportunities should be considered and documented through the business case. The Strategic Governance and Collaboration Manager is included in the CMB consultation list. Staff feedback and assurance will also be received through the board members of the appropriate governance.

Communications

'Shared Service Architects' training for collaborative staff states that 'Developing partnerships is 75% about relationships and only 25% about the deal'. Communication is integral to the development and success of collaborative activities and projects, both with partners and with your staff. It is important to consider your key stakeholders, how you will communicate with them and to embed regular, suitable communications into any collaboration project.

Monitoring and evaluation

An overview of SYFR collaboration activities and projects will be monitored as accurately as possible, which will include staff responsibility to raise and update on their collaborative

work. A recording process is available for staff to promote transparency of SYFR collaborations.

Evaluation of activities and projects on the collaboration register will be undertaken where possible, including cost and benefit analysis. This will feed into regular reporting.

9. Approach and support

Those working in collaboration will be supported through the contents of this strategy, through a collaboration approach and by project staff as appropriate.

10. Embedding the strategy

This strategy complements the SYFR priorities and the principles of collaboration. Staff are expected to follow the direction and approach within this strategy in order to enhance the benefits and value of South Yorkshire Fire and Rescue collaborating with partners.

11. Supporting documents

The collaboration and projects arena is fast-paced, with supporting programme and project documents emerging regularly. An overview or copies of these will be available upon request through the SYFR projects team or via the Strategic Governance and Collaboration Manager.

Examples of supporting documents:

- SYFR collaboration approach
- SYFR CRMP 2021-24
- Annual service plan
- South Yorkshire Police & South Yorkshire Fire and Rescue 'Strategic Intent'
- Yorkshire and the Humber – Regional Procurement Group terms of reference
- NFCC Yorkshire and Humber Strategic Group
- Collaboration registers

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