

SOUTH YORKSHIRE FIRE & RESCUE AUTHORITY

Meeting	FIRE AND RESCUE AUTHORITY
Meeting Date	20 FEBRUARY 2023
Report of	CHIEF FIRE OFFICER / CHIEF EXECUTIVE
Report Sponsor(s)	ASSISTANT CHIEF FIRE OFFICER / DIRECTOR OF SERVICE IMPROVMENT
Subject	SERVICE PLAN 2023/24

EXECUTIVE SUMMARY

This report presents the Service Plan for 2023/24.

This plan has been developed following consultation with our staff and corporate planning events involving senior leaders to identify the service's short and medium term priorities.

There are six priorities identified in the plan, which the Service wishes to focus on in the next three years, with some immediate actions for each during 2023/24. The priorities are:

- Efficiency
- Sustainability
- Leadership
- Performance information
- Diversity, inclusion and culture
- Service delivery improvements

RECOMMENDATION(S)

Members are recommended to:-

- a) Approve the Service Plan 2023/24

CONTENTS

Main Report

Appendix A - Service Plan 2023/24

BACKGROUND

1. 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.
2. It has 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.
3. 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.

DEVELOPMENT

4. The Service engaged team, function and district managers as part of a consultation exercise in mid-2022 to discuss the short and medium term priorities for improving the Service.
5. The Service's Senior Leadership Team (SLT) then met to discuss this feedback, alongside their own immediate priorities. They also analysed the threats and opportunities facing the Service, the organisation's strengths and weaknesses and the political, social and economic influences, which might affect the Service in the future.
6. These discussions generated a list of six priorities, which the Service wishes to focus on in the next three years, together with some immediate actions for addressing them in 2023/24. We then carried out a further period of consultation with our staff on the contents of the draft plan.
7. A blog from the Assistant Chief Fire Officer introduced staff to the contents of the draft plan and an intranet and staff bulletin article pointed staff towards a survey where people could submit their feedback. Managers also led feedback sessions with watches and teams as part of a 'team brief'.
8. Where appropriate, we have made changes to the contents of the plan based on this feedback and these are described on page seven of the plan.

NEXT STEPS

9. Following Member approval, the Service Plan will be published on the Service's website and intranet.
10. Progress towards achieving the priorities within the plan, will be regularly monitored by the Service's Corporate Management Board and as per the progress reporting for the current plan, we will provide Members of the Fire and Rescue Authority with a formal update report twice a year.
11. The Service Plan will be reviewed annually to check it still reflects our priorities.

CONTRIBUTION TO OUR ASPIRATIONS

- ☒ **Be a great place to work-** we will create the right culture, values and behaviours to make this a brilliant place to work that is inclusive for all
- ☒ **Put local 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
- ☒ **Strive to be the best in everything we do-** we will work with others, make the most of technology and develop leaders to become the very best at what we can be

OPPORTUNITIES FOR COLLABORATION

- ☒ Yes
- ☐ No

If you have ticked 'Yes' please provide brief details in the box below and include the third party/parties it would involve:

We expect opportunities for collaboration to be proactively considered as each priority is delivered.

CORPORATE RISK ASSESSMENT AND BUSINESS CONTINUITY IMPLICATIONS

12. There are no business continuity implications associated with this report.

EQUALITY ANALYSIS COMPLETED

- ☐ Yes

If you have ticked 'Yes' please complete the below comment boxes providing details as follows:

Summary of any Adverse Impacts Identified:	Key Mitigating Actions Proposed and Agreed:

- ☐ No
- ☒ N/A

If you have ticked 'No' or 'N/A' please complete the comments box below providing details of why an EA is not required/is outstanding:

We expect Equality Analyses to be completed as each priority is developed further.

HEALTH AND SAFETY RISK ASSESSMENT COMPLETED

- ☐ Yes
- ☐ No
- ☒ N/A

If you have ticked 'No' or 'N/A' please complete the comments box below providing details of why a Health and Safety Risk Assessment is not required/is outstanding:

We expect health and safety risk assessments to be completed if required, as and when individual priorities are progressed.

SCHEME OF DELEGATION

13. Under the South Yorkshire Fire and Rescue Authority [Scheme of Delegation](#) a decision *is required / *has been approved at Service level.

Delegated Power

☒
☐

Yes
No

If yes, please complete the comments box indicating under which delegated power.

D: Legislation
D2: Consultations

IMPLICATIONS

14. Consider whether this report has any of the following implications and if so, address them below: , Diversity, Financial, Asset Management, Environmental and Sustainability, Fleet, Communications, ICT, Health and Safety, Data Protection, Collaboration, Legal and Industrial Relations implications have been considered in compiling this report.

List of background documents		
Appendix A - Service Plan 2023/24		
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