

PART 4
SOUTH YORKSHIRE FIRE & RESCUE
MANAGEMENT STRUCTURE AND
DECISION MAKING

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Part 4 South Yorkshire Fire and Rescue Management Structure and Decision Making

Introduction

Set out within this section are the meetings and decision making structure within South Yorkshire Fire and Rescue Service (SYFR), which has been designed to support the South Yorkshire Fire and Rescue Authority's (SYFRA) overall governance requirements in respect of the exercise of statutory duties and powers. It takes into account the Authority's 'Scheme of Delegation', which has delegated certain powers to the Chief Fire Officer / Chief Executive and other senior Officers.

There are three main decision making bodies within the Service structure:

- Executive Team (ET)
- Senior Leadership Team (SLT) and Senior Leadership Team Business Change
- Corporate Management Board (CMB)

Supporting these are Board level meetings which have some decision making power, with a number of Committee and Group level meetings reporting to and providing information to these Boards, all of which are responsible to the Executive Team, Senior Leadership Team or Corporate Management Board.

- Community Risk Management Plan (CRMP) Board
- Service Delivery Board
- People Board
- Service Improvement Board
- Asset Management Board

Terms of Reference

Executive Team

The SYFR Executive Team is an executive decision making body.

Purpose / Objectives

- Provide the overall accountability for the management of the Service, giving overall strategic leadership and direction.
- Deal with corporate level matters requiring urgent consideration and decision as required.
- Act as an initial sounding board for Executive Team members to put forward outline proposals for future policy ideas/suggestions that are not appropriate for discussion at Senior Leadership Team.
- Act as the interface between Elected Members of the Fire Authority and service senior management
- Make collective financial expenditure decisions within the delegated limits set within the constitution.
- Operate within the parameters of the SYFRA Constitution specifically relating to:
 - Part 3 - Scheme of Delegation of Officers
 - Part 4 – Rules of Procedure
- Delegate any approved actions falling out of the approved Community Risk Management Plan that are aligned to the work of one of the other Boards within the Service governance structure. These actions should be delegated appropriately with minutes of the Board meetings reflecting the dates that responsibility was handed over to the respective Board.
- Monitor and review all related performance measures to facilitate best practice and drive improvements

- Monitor and review all related risks to identify any outstanding issues and take appropriate action.
- Provide governance for any related projects and/or programmes. To manage project and/or programme manager accountability and assure change activity to ensure it is on track to deliver intended outputs'

Membership

Chief Fire Officer/Chief Executive
 Deputy Chief Fire Officer/Chief Operating Officer/Director of Service Development
 Assistant Chief Fire Officer/Director of Service Delivery
 Director of Support Services

and by exception

SYFRA Clerk
 SYFRA Treasurer
 SYFRA Monitoring Officer
 Area Manager
 Function Head

Senior Leadership Team (SLT)

The SYFR Senior Leadership Team is an executive decision making body.

Purpose / Objectives

- Consider key issues that will affect the Authority and the delivery of its services to the public.
- Agree and provide strategic policy advice to the Authority via the Executive Team.
- Ensure that the strategic and corporate policy objectives are delivered through co-ordinated leadership of cross-internal departments and, where required, external partners, agencies and contractors.
- Review the financial plans and performance on a quarterly basis to ensure that budgetary priorities are being met through management actions.
- Inform and influence decisions that are delegated to Executive Officers on matters of corporate, operational and reputational interest.
- Respond to any business continuity or emergency event where increased command, leadership and/or management is required.
- Review the performance of all service delivery and support functions to facilitate best practice and drive improvements.
- Monitor and maintain high standards with regard to workforce health, safety and welfare.
- Delegate any approved actions falling out of the approved Community Risk Management Plan that are aligned to the work of one of the other Boards within the Service governance structure. These actions should be delegated appropriately with minutes of the Board meetings reflecting the dates that responsibility was handed over to the respective Board.
- Monitor and review all related performance measures to facilitate best practice and drive improvements.
- Monitor and review all related risks to identify any outstanding issues and take appropriate action.
- Provide governance for any related projects and/or programmes. To manage project and/or programme manager accountability and assure change activity to ensure it is on track to deliver intended outputs.

Senior Leadership Team Business Change

The SYFR Senior Leadership Team is an executive decision making body. Every quarter they will focus on Business Change reporting, monitoring and decisions; a dedicated SLT meeting focused on SYFR key programme and projects.

- To provide the governance of SYFR's business change activity to deliver against the Service's aim of 'Making South Yorkshire Safer and Stronger.
- To provide monitoring, assurance and direction for key SYFR programmes and projects, ensuring that there is a dedicated strategic-level change function as required.

Purpose / Objectives

This meeting will work within the objectives of the standard SLT terms of reference.

- Provide senior leadership approval or guidance on the service's business change portfolio, including programmes, projects, risk management, and benefits realisation.
- Support and approve the devolved approach, including approval and decisions on new risks, performance indicators and annual plan priorities for which board, group and committee they are devolved to.
- Receive and direct issues escalated through the governance process.
- Provide senior leadership approval or guidance on the Service's business change portfolio, including benefits realisation, programme and projects register, and risk management.
- Consider the need to introduce new, innovative and cost effective practices.
- Review change activity with high potential for significant corporate or financial impact.
- Provide senior level sponsorship and endorsement of the objectives of the portfolio and share best practice of programmes and projects.
- Ensure that the provision of resource is appropriate for the delivery of the portfolio and aligned to service priorities.
- Ensure that any required project amendments, re-planning or re-scoping is co-ordinated.
- Approve closure of projects and determine the sign off process.

Membership

Chief Fire Officer/Chief Executive
Deputy Chief Fire Officer/Chief Operating Officer/Director of Service Development
Assistant Chief Fire Officer/Director of Service Delivery
Director of Support Services
Head of Emergency Response
Head of Human Resources
Head of Prevention and Protection
Head of Service Delivery Support
Corporate Communications Manager
Strategic Governance and Collaboration Manager

Corporate Management Board (CMB)

The terms of reference for the Corporate Management Board are enshrined within an overall framework that ensures that it:

- Determines the overall **strategies** that are necessary for the Service to achieve its objectives;
- Puts in place the appropriate **organisational** aspects to support this;
- Oversees the corporate **planning** and **implementation** aspects;
- Monitors and **measures** progress against objectives; and,

- Undertakes an overall organisational **audit** and **review** role.

Purpose / Objectives

- Contribute towards the strategic leadership and development of the Service; assessing the need for future strategy development arising from an analysis of external influences e.g. political, economic, socio-cultural, technological, environmental and legal perspectives, which are likely to have a medium to longer term impact upon the work of the SYFRA and correspondingly the SYFR.
- Consider draft minutes of the most recent SYFRA and Committees and identify any actions arising.
- Agree content of forward agenda for SYFRA and Committees and where appropriate, approve SYFRA papers and reports prior to circulation.
- Agree priorities for future Service strategy development.
- Approve new/revised corporate level strategies for implementation.
- Periodically review and update as necessary all corporate level plans, including the annual budget for subsequent SYFRA approval/endorsement.
- Review performance monthly and quarterly against Local Performance Indicators (LPis), and overall progress with the Corporate Business Plan objectives. This takes place prior to reporting to the SYFRA.
- Monitor expenditure (bi-monthly) and where necessary, take appropriate action with regard to exception reports arising from the current year's revenue and capital spending plans.
- Review corporate level risk exposures (monthly and quarterly) and update the Authority's Corporate Risk Register and Governance Improvement Plan to identify any outstanding issues and take appropriate action.
- Receive exception reports against departmental Business Plans.
- Delegate any approved actions falling out of the approved CRMP that are aligned to the work of one of the other Boards within the service governance structure. These actions should be delegated appropriately with minutes of the Board meetings reflecting the dates that responsibility was handed over to the respective Board.
- Monitor and review all related performance measures to facilitate best practice and drive improvements
- Monitor and review all related risks to identify any outstanding issues and take appropriate action.
- Provide governance for any related projects and/or programmes. To manage project and/or programme manager accountability and assure change activity to ensure it is on track to deliver intended outputs.

Membership

Chief Fire Officer/Chief Executive
 Deputy Chief Fire Officer/Chief Operating Officer/Director of Service Development
 Assistant Chief Fire Officer/Director of Service Delivery
 Director of Support Services
 Head of Emergency Response
 Head of Human Resources
 Head of Prevention and Protection
 Head of Service Delivery Support

With the addition of

Corporate Communications Manager
 Financial Services Manager
 Head of Joint Fleet Services
 ICT and Digital Business Manager
 Procurement Manager
 Interim Facilities Manager

Data Protection Officer
Strategic Governance and Collaboration Manager
Strategic Intelligence Manager
Barnsley MBC Officers to cover legal, financial and performance/planning matters

and by exception - Any specialist role when required.

As explained above, a number of Board level meetings, which have some decision-making power, report to the Executive Team, Senior Leadership Team or Corporate Management Board when required. These Board level meetings are as follows:

Community Risk Management Plan Board (CRMP)

The CRMP Board oversees the governance and delivery of the Community Risk Management Planning process for the Service.

Purpose / Objectives

- Oversee the development of the Service's CRMP.
- Ensure appropriate resources are made available for the development of the CRMP (subject to the Service's Scheme of Delegation / Financial Regulations etc.).
- Undertake regular horizon scanning to identify opportunities and threats, changes in legislation and national policy, funding settlements, National Fire Chiefs Council (NFCC) direction etc. that need to be considered as part of the planning activity.
- Drive continuous improvement and future development of the CRMP.
- Research and develop CRMP related initiatives/projects up to the approval process.
- Make recommendations and proposals to senior managers/ SLT / SYFRA in relating to the CRMP, i.e. fire cover, prevention, protection and response planning.
- Escalate issues and risks as required.
- Oversee consultation / engagement work in relation to the CRMP.
- Ensure the regular review/ update of the Service's risk intelligence that informs the CRMP process, commissioning new projects where required to deliver improvements.
- Ensure the CRMP is integrated into wider business planning activity, i.e. corporate and departmental business plans, efficiency plans, Medium Financial Term Plan (MFTP) etc.
- Delegate any approved actions falling out of the approved CRMP that are aligned to the work of one of the other Boards within the Service governance structure. These actions should be delegated appropriately with minutes of the Board meetings reflecting the dates that responsibility was handed over to the respective.
- Monitor and review all related performance measures to facilitate best practice and drive improvements.
- Monitor and review all related risks to identify any outstanding issues and take appropriate action.
- Provide governance for any related projects and/or programmes. To manage project and/or programme manager accountability and assure change activity to ensure it is on track to deliver intended outputs'.

Membership

Deputy Chief Fire Officer/Chief Operating Officer/Director of Service Development (Chair)
Assistant Chief Fire Officer Assistant Chief Fire Officer/Director of Service Delivery
Head of Service Delivery Support
Head of Emergency Response
Head of Prevention and Protection
Corporate Communications Manager

Decision Making

The Board has authority to make recommendations to SLT / CMB regarding CRMP planning and proposals that will inform efficiency/ investment planning. It has the authority to make decisions relating to the budget allocated for the delivery of the CRMP.

Associated Meetings

Reporting to the CRMP Board are a number of specialist Committees and Groups

- Community Risk Management Committee
 - Data and Research Group

Service Delivery Board

The Service Delivery Board provides a Service forum for principal stakeholders involved in Service Delivery to support the development and improvement of operational emergency response effectiveness.

Purpose / Objectives

- Develop, prioritise and recommend new and revised operational policies, procedures and equipment, and promote best practice, through effective communication and consultation with other Fire and Rescue Services.
- Manage, support, assure and direct the work of the Fire Cover Committee, the Partnerships Committee, the Safeguarding Executive Committee and the Safeguarding Reference Group.
- Provide professional advice, research and information in support of all projects and programmes reporting into the Service Delivery Board, to assist and guide SYFR to maintain and improve operational performance in line with national guidance and good practice.
- Provide professional advice, research and information in support of the Workforce Development Committee to deliver and maintain effective and resilient training arrangements in support of operational effectiveness.
- Respond, manage, and report against relevant Annual Plan priorities.
- Provide updates to and take responsibility for revisions to Service Policies and Procedures.
- Provide professional advice, research and information to support delivery of community intervention programmes.
- Liaise with the Community Risk Management Committee to provide professional advice, research and information to support delivery of fire safety programmes.
- Analyse strategic information with reference to changes in risk assessments and operational planning assumptions.
- Analyse and respond to operational issues allocated from the CMB and take appropriate action.
- Analyse key performance indicators alongside the Corporate Performance Framework data, providing advice, research and information-reporting to CMB.
- To approve and quality assure proposed changes prior to formal submission of reports to CMB.
- Provide Task and Finish groups as required.
- Work alongside the CRMP board to analyse, advise and respond to corporate, national, local and foreseeable risk for SYFR service delivery.
- To receive, accept and implement all relevant actions following the approval of the CRMP and to deliver or implement these using appropriate internal and external resources. Use of appropriate programme / project management support should be adopted.

- To monitor and review all related performance measures to facilitate best practice and drive improvements.
- To monitor and review all related risks to identify any outstanding issues and take appropriate action.
- To provide governance for any related projects and/or programmes. To manage project and/or programme manager accountability and assure change activity to ensure it is on track to deliver intended outputs'

Membership

Assistant Chief Fire Officer, Director of Service Delivery (Chair)
 Head of Emergency Response
 Head of Prevention and Protection
 Head of Service Delivery Support
 Head of Human Resources
 Group Manager Training
 Group Managers District Leads
 Group Manager Ops Support & Technical Services
 Group Manager Civil Protection
 Group Manager Prevention
 Control Manager
 Technical Fire Safety & Support Manager
 Health and Safety Manager

Decision Making

The Director of Service Delivery, Chair of the Board, reports to the Chief Fire Officer via the Executive Team and the CMB. This is achieved through the production of specific reports where appropriate and through general updates that map progress / performance against the annual business plan and key deliverables.

The Board will carry out analysis and quality assurance of performance management.

Associated Meetings

Reporting to the Service Delivery Board are a number of specialist Committees and Groups

- Safeguarding Executive Committee
 - Safeguarding Reference Group
- Fire Cover Committee
- Partnerships Committee

People and Culture Board

The People and Culture Board provides a strategic and critical role as a guardian of the SYFR People Strategy, in safeguarding our distinctive culture and ensuring a modern, sustainable and healthy working environment for our staff and volunteers.

Purpose / Objectives

- Monitor and receive information from the NFCC People Strategy and People Programme to assist the development and delivery of the SYFR People Strategy.
- Ensure that the NFCC Core Code of Ethics is aligned to the SYFR Purpose, Aspirations and Behaviours
- Oversee the development and endorse the work for the SYFR Equality, Diversity and Inclusion Strategy.

- Oversee the development and endorse the work for the SYFR Health and Wellbeing Strategy.
- Oversee the development and endorse the work for the SYFR Workforce Planning Strategy.
- Oversee the development of the SYFR Workforce Development Strategy and Plan.
- Receive and monitor quarterly reporting information from the following Committees prior to it being presented at the SYFRA, the SYFRA Performance and Scrutiny Board and any other Authority Committees.
 - Equality, Diversity and Inclusion Committee
 - Health, Safety and Wellbeing Committee
 - Workforce Development Committee
 - Workforce Planning Committee
- Monitor industrial relations including disputes, scrutinise responses and identify trends.
- Receive and scrutinise key workforce metrics to ensure trends are identified and risks and issues addressed, as well as to highlight positive patterns and the impact of mitigating actions on those areas identified for action.
- Receive, quality assure and approve new or revised strategy and policy documents. Policy documents can be delegated to the respective committees.
- Undertake regular horizon scanning to identify opportunities and threats, changes in legislation and national policy, NFCC direction etc. that need to be considered as part of the planning activity.
- Receive, accept and implement all relevant actions following the approval of the CRMP and to deliver or implement these using appropriate internal and external resources. Use of appropriate programme / project management support should be adopted.
- Monitor and review all related performance measures to facilitate best practice and drive improvements.
- Monitor and review all related risks to identify any outstanding issues and take appropriate action.
- Provide governance for any related projects and/or programmes. To manage project and/or programme manager accountability and assure change activity to ensure it is on track to deliver intended outputs.

Membership

Deputy Chief Fire Officer/Chief Operating Officer/Director of Service Development (Chair)
 Head of Human Resources
 Head of Service Delivery Support
 Head of Emergency Response
 Head of Prevention & Protection
 Corporate Communications Manager
 HR Business Partner Employee Relations
 HR Business Partner Organisational Development
 Director of Support Services

and by exception

Assistant Chief Fire Officer/Director of Service Delivery
 Staff Network Group Chair
 Strategic Governance and Collaboration Manager
 Occupational Health Manager
 Health and Wellbeing Manager

Decision Making

The Board has delegated decision for approval of spending within functional budgets.

Recruitment decisions may be discussed at the Board, but Function Heads have delegated approval to recruit into vacant positions, which are already on the Establishment and are within

their functional budget. Function Heads will follow the standard Business Case process with sign off from the Head of Human Resources.

The creation of any new, permanent established posts will require approval by SYFRA in line with the SYFR Workforce Planning Policy and associated processes.

Delegated approval is given to SLT to create and recruit to fixed term supernumerary positions (above Establishment) where required to meet business needs.

Associated Meetings

Reporting to the People Board are a number of specialist Committees and Groups

- Health, Safety and Wellbeing Committee
- Workforce Development Committee
- Equality, Diversity and Inclusion Committee
- Workforce Planning Committee

Service Improvement Board

The Service Improvement Board ensures the Service Improvement Plan drives continuous and sustainable improvement across SYFR.

Purpose / Objectives

To provide governance around the delivery of the areas for improvement and actions contained within the Service Improvement Plan. This will include:

- Scrutinising, supporting and challenging the overall performance of SYFR against the areas for improvement contained within the Service Improvement Plan.
- Monitoring the delivery of the specific improvement plan actions to agreed quality standards and timescales.
- Driving the continued implementation and future development of the Service Improvement Plan.
- Provide support, advice and guidance to action owners and leads.
- Agree new actions on the service improvement plan, including the overall priority of the action and any associated risk.
- Undertaking peer challenge exercises on key areas or themes of work to provide further scrutiny, challenge, advice and support to action owners/ leads.
- Making recommendations on the additional resources that may be required to deliver the rapid and sustainable improvements as set out in the Service Improvement Plan.
- Scrutinise and agree business cases for service improvement activities, including allocating funding from the service improvement budget.
- Identifying and actively working to mitigate or remove any risks/ barriers that impact on the pace and progress of achieving required improvements.
- Reporting into relevant governance bodies including, but not limited to, SYFRA, SLT and CMB.
- Communicating information about the Service Improvement Plan to key stakeholders internally and externally. Progress reports from this Board will be presented to CMB and, where relevant to the SYFRA.
- Identifying lessons learnt and opportunities for learning.
- Receive, accept and implement all relevant actions following the approval of the CRMP and to deliver or implement these using appropriate internal and external resources. Use of appropriate programme / project management support should be adopted.
- Monitor and review all related performance measures to facilitate best practice and drive improvements

- Monitor and review all related risks to identify any outstanding issues and take appropriate action.
- Provide governance for any related projects and/or programmes. To manage project and/or programme manager accountability and assure change activity to ensure it is on track to deliver intended outputs'

Membership

Deputy Chief Fire Officer/Chief Operating Officer/Director of Service Development (Chair)
 Head of Emergency Response
 Head of Human Resources
 Head of Prevention and Protection
 Head of Service Delivery Support
 Service Improvement Officer
 Corporate Communications Manager
 Service Improvement action owners/ leads as required.

Decision Making

The Board has delegated authority to approve funding from the Service Improvement budget.

The Board has delegated authority to agree new actions and review and close existing actions on the Service Improvement Plan.

Service improvement update reports to the SYFRA/CMB utilise the Service reporting template.

Associated Meetings

Reporting to the Service Improvement Board are a number of specialist Committees and Groups

- Corporate Reporting & Governance Committee
- Operational Research & Development Committee
 - Equipment Steering Groups (7)

Asset Management Board

The Asset Management Board provides assurance to South Yorkshire Fire and Rescue's (SYFR) Senior Leadership Team and Executive Team that SYFR is in a position to reliably achieve its priorities, effectively manage risk and uncertainty and act with integrity in Property Services, Fleet Services, Protective Security, Data Privacy and compliance with relevant legislation, regulations and standards.

Purpose / Objectives

- Receive and monitor quarterly reporting information from the following Committees prior to it being presented at the SYFRA and any other Authority Committees.
 - Strategic Fleet Committee
 - Property Committee
 - Information governance Committee
 - Protective Security Committee
- Provide strategic management and policy lead role; having delegated authority to quality assure and approve changes
- Monitor and quality assure audit and scrutiny processes, including internal audit, external audit, health and safety

- Monitor, quality assure and approve internal control framework and activities, including recommendations from audits, change to business processes and procedures, for quality assurance and approval
- Monitor, quality assure and approve changes to policies and procedures relating to relevant support services – property and facilities management, vehicle fleet management, protective security, and data protection
- Consider and approve long term asset management plans including the draft medium term / annual capital investment plans
- Receive, accept and implement all relevant actions following the approval of the CRMP and to deliver or implement these using appropriate internal and external resources. Use of appropriate programme / project management support should be adopted
- Monitor and review all related performance measures to facilitate best practice and drive improvements.
- Monitor and review all related risks to identify any outstanding issues and take appropriate action.
- Provide governance for any related projects and/or programmes. To manage project and/or programme manager accountability and assure change activity to ensure it is on track to deliver intended outputs.

Membership

Director of Support Services (Chair and Senior Information Risk Officer - SIRO)
 Facilities Manager
 Head of Joint Vehicle Fleet Management
 Financial Services Manager
 Emergency Planning Officer

and by exception

Data Protection Officer
 Procurement Manager
 ICT and Digital Business Manager

Decision Making

The Board has delegated authority to approve or provide recommendations for changes to processes, strategy and audit outcomes prior to reporting to the SYFRA.

Associated Meetings

Reporting to the Asset Management Board are a number of specialist Committees

- Information Governance Committee
- Strategic Fleet Committee
- Protective Security Committee
- Property Committee

Further Information

If you would like to request further information relating to the SYFR governance meeting structure, please email your request to: foi@syfire.gov.uk