



**South Yorkshire
FIRE & RESCUE**

SOUTH YORKSHIRE FIRE & RESCUE

SERVICE PLAN

2024-25

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 publish this Service Plan which sets out key areas the service will focus on to improve the service both for the public we serve, and those who work for us.

These areas are not quick fixes, so they cover a three year period- but with a list of annual actions describing the immediate things we want to achieve under each area for the current year.

The plan is developed in conjunction with the service's Corporate Management Board and with input from staff.

We report our progress against each of the Service Plan 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.

A new CRMP is being developed in 2024/25 for publication in 2025.

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. The Police & Crime Commissioner for South Yorkshire also sits on the Fire & Rescue Authority, although this may change in 2024 as a result of wider political changes which are under discussion locally. 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, Director of People & Culture

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.



Linda Haigh, Director of Finance & Procurement

Linda is a qualified accountant and public sector finance specialist. She's led finance teams at the Passport Agency, Yorkshire Forward, NHS Blood & Transplant and Liverpool Women's Hospital during her varied career. Alongside her work with SYFR, Linda also has an unpaid role as Corporation Member at Askham Bryan Agricultural College.



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 2023/24 we set out six priority areas for the service.

We've made good progress against the annual actions we'd set ourselves for these priorities.

For example, we published a plan which explains how we will deliver these efficiencies and increase productivity against national targets, ensure a balanced budget and deliver value for money. Efficiencies offered by budget holders have been captured in the 2024/25 Medium Term Financial Plan (MTFP). If delivered, these efficiencies would represent a 16% reduction when compared to the non-pay budget. The capital programme has also been refreshed.



Recycling has been improved across our estate, whilst behaviour change measures included an energy saving competition for staff. We reduced energy consumption by 9% in 2022/23 and produced a heat decarbonisation plan to help us understand opportunities for making our buildings greener.



A project to a review of all leadership training and development has been established, with crew and watch manager development the first priority- though progress has been affected by other priority work around our culture. We have introduced a 360 feedback process for all leadership levels and are supporting national sector programmes where possible.

to streamline the information it provides. Further improvements are planned. A review of reporting arrangements at a strategic level is currently underway, whilst performance clinics have been re-established.

Orca is well used by operational staff to review data and subsequently drive local activity, following efforts

We have completed a gap analysis for the commitments we made following sector culture reviews and delivered some urgent actions-

including delivering a staff culture survey, employee culture awareness campaign and further supporting the development of our staff networks. A positive action strategy and toolkit has been developed, whilst diversity and inclusion training continues to take place for all staff. A corporate induction programme has been introduced. The Occupational Health Team has now filled all established roles.

Many service delivery improvements have been completed. This include publication and implementation of a fire contaminants policy, the introduction of eight new fire appliances, a new governance structure for Business Fire Safety and the start of a programme to review our specialist attributes. A project to implement National Operational Guidance has been formally closed. Work continues to better record service-wide exercises, whilst Control exercises have tested matters arising from the Grenfell Tower Inquiry.

WHAT STAFF TOLD US

Before drafting our service plan, we invited team and district managers to tell us what they thought we should be focusing on in the next period. Many said they thought our existing six priorities remained relevant, whilst some suggested new actions under each of these themes.

A workshop was then held with Corporate Management Board members to further develop these priorities and actions, before a draft version of this plan was published for all staff to feed back upon.



OUR SERVICE PLAN PRIORITIES

Efficiency

Identify and remove inefficiencies across the service and prioritise our capital spending where it is most needed.

In 2024/25 we will:

- Review and report back on our Efficiency & Productivity Plan
- Prioritise capital spending, as part of development of our next Community Risk Management Plan
- Benchmark our spending against other services
- Robustly scrutinise recruitment as part of workforce planning processes
- Implement processes for identifying and scrutinising efficiencies- and reporting these back to staff



Leadership

Prioritise leadership development for junior supervisory managers.

In 2024/25 we will:

- Implement a development programme for aspiring leaders
- Deliver a coaching and mentoring programme for all staff
- Embed the 360 degree process for supervisory managers, aligning outcomes with the Personal Review process
- Continue to support the development of sector leadership programmes nationally



Inclusion, diversity and culture

Embed inclusion across the service so all staff can thrive and ensure positive action is translating into genuine recruitment outcomes.

In 2024/25 we will:

- Deliver on actions arising from the staff culture survey
- Launch and implement a revised equality, diversity and inclusion strategy
- Empower staff networks to appropriately influence organisational policy and employee experience
- Involve all parts of the service in positive action work and measure its impact
- Monitor and evaluate the quality and effectiveness of equality impact assessments
- Review and improve support for neurodiverse staff and staff with disabilities



Performance and productivity

Better use data to support the continual improvement of our service delivery, improve productivity and to ensure our work is targeted where it is most needed.

In 2024/25 we will:

- Consider improvements or investments in our performance information systems
- Review our local performance indicators to ensure they are fit for purpose
- Widen the scope of performance clinics to include other parts of the service beyond emergency response
- Better use data to inform local plans, performance measures and frontline work- benchmarking our productivity against others where possible



Sustainability

Reduce waste of goods, energy, fuel and other resources across the service.

In 2024/25 we will:

- Begin implementing our decarbonisation strategy, subject to relevant funding
- Continue progress against the objectives in our Green Plan
- With the help of Green Champions, educate stakeholders about achievements and promote understanding of the our objectives
- Use data and performance information more effectively to drive sustainability initiatives



Service delivery improvements

Ensure the outstanding delivery of our core services- prevention, protection, resilience and response- continues.

In 2024/25 we will:

- Address areas for improvement identified in our most recent inspection by His Majesty's Inspectorate
- Monitor the implementation of professional fire standards across the service
- Progress the Specialisms Programme, in conjunction with the development of the our next Community Risk Management Plan
- Further implement our contaminants action plan, particularly focussing on vehicles, buildings and behaviours
- Continue to explore digital efficiencies as part of existing work
- Continue to improve operational learning and debriefing
- Ensure all improvements are robustly evaluated post delivery





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.

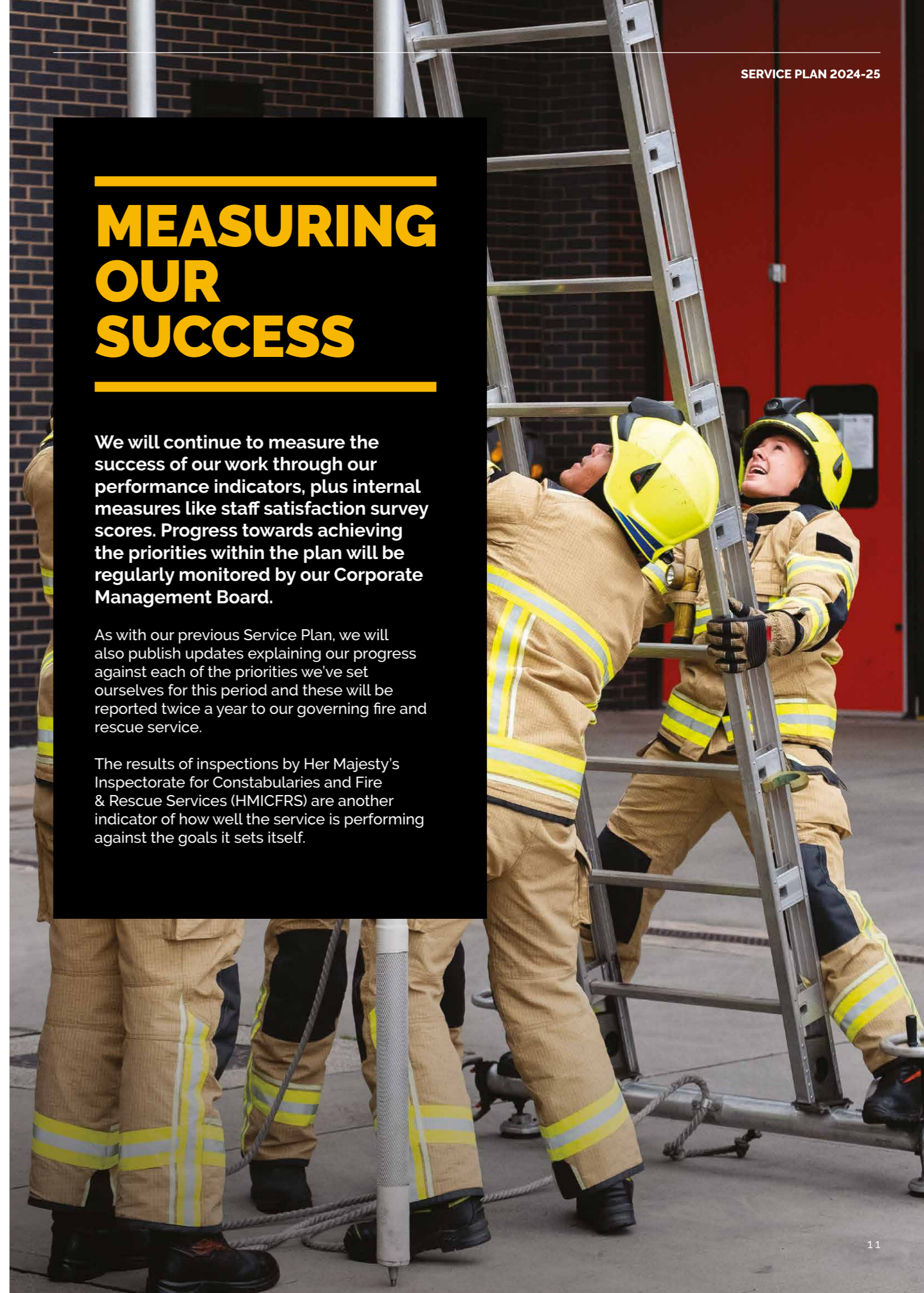
We will take steps to monitor and mitigate all risks, in accordance with our usual risk management processes and record these on our corporate risk register.

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 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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