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Date 09 April 2024



SOUTH YORKSHIRE
**FIRE & RESCUE
AUTHORITY**

To: Members of the Fire and Rescue Authority
cc: Appropriate Officers

Sarah Norman, *Clerk*
Neil Copley, *Treasurer*

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Barnsley
South Yorkshire
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Dear Member

SOUTH YORKSHIRE FIRE AND RESCUE AUTHORITY
15 APRIL 2024

Please find enclosed the items marked “to follow” on the agenda for the meeting of the Fire and Rescue Authority on Monday 15 April 2024.

Yours sincerely

Daisy Thorpe
Council Governance Officer

Encs

SOUTH YORKSHIRE FIRE AND RESCUE AUTHORITY

15 APRIL 2024 AT 10.00 AM IN THE RECEPTION ROOM, BARNSELY TOWN HALL

AGENDA Reports attached unless stated otherwise

	Item	Page
13	Elm Lane Update	3 - 8
16	Fit for the Future Update	9 - 44

SOUTH YORKSHIRE FIRE & RESCUE AUTHORITY

Meeting	FIRE AND RESCUE AUTHORITY
Meeting Date	15 APRIL 2024
Report of	CHIEF FIRE OFFICER AND CHIEF EXECUTIVE
Report Sponsor(s)	DEPUTY CHIEF FIRE OFFICER, DIRECTOR OF SERVICE DELIVERY
Subject	ELM LANE REBUILD

EXECUTIVE SUMMARY

In 2022 the Fire Authority approved the construction approach of modular buildings for fire stations that were deemed to require a replacement. The first concept station was identified as Elm Lane Station in Sheffield.

Despite initial market research and engagement with several modular suppliers, this report identifies several issues with modular as concept, primarily focused on cost and quality concerns. Due to these concerns, 3 alternative construction approaches will be evaluated with the findings expected to be shared in autumn 2024.

These are:

- Traditional build
- Modular led-build
- Full refurbishment

RECOMMENDATION(S)

Members are recommended to:-

- a. Accept commencement on further costing investigation which considers 3 alternative routes to the previously plans.

CONTENTS

Main Report

BACKGROUND

1. In October 2022 the Fire and Rescue Authority approved the construction approach of modular buildings for fire stations that were deemed to require a replacement. The first concept station was identified as Elm Lane fire station in Sheffield.
2. Since sign off of this approach 2022, we have successfully appointed a multi-disciplinary contractor through the NHS SBS framework; Black Cat Building Consultancy (BCBC). BCBC was successful in the mini competition, demonstrating a huge enthusiasm for their projects, transparent communications and a smaller team to allow for more agility.
3. The NHS SBS framework – Modular Buying Guide SBS10091 was selected as the route to market by South Yorkshire Fire and Rescue (SYFR and BCBC) which consisted of a rigorous 3 stage process. The stages consisted of:
 - CA1 - an expression of interest issued 18 May 2023.
 - CA2 - a capability assessment issued 9 August 2023.
4. There were a total of 6 suppliers who completed this stage, with 4 being selected for the final tender stage by SYFR and BCBC. The final tender stage requested full costings for a design created through site surveys and extensive internal consultation. This tender specified the quality of materials required for the build, along with a timescale for delivery. Despite initial high interest, 3 suppliers withdrew from the tender citing logistical issues and/or commercial viability.
5. Therefore only 1 supplier submitted a tender. This return equated to a 53% higher than the original cost estimate determined by the Cost Manager at BCBC and 188% higher cost than was initially projected during pre-tender discussions with suppliers.
6. Some factors have been identified during this process which may have contributed to the increase in costs such as the continuing increase in building material and labour costs, timings of tender issue being around the same time as the national RAAC news and a design which requires a bespoke modular set up rather than an “off the shelf” product. Additional concerns were also received around cost and finish quality of the build affecting longevity and future remedial costs.
7. Post tender discussions have been explored with the 1 supplier to understand costs and approach and to identify any possible cost reductions. The supplier engineered an 18% reduction but this would involve changes to some areas of the design.
8. BCBC produced a full tender evaluation report which included an estimate cost for a traditional build based on BCIS “Highest” rate for 500 – 2000m² fire station in November 2023 – demonstrating that a traditional build could be achieved within the original budget envelope. The report also explores further observations on the modular industry. In summary the benefits of modular are still being realised in public sector settings and are more suited to industries with larger scale projects with consistent pipelines and a repetitive product to achieve the economies of scale stipulated during research.
9. Due to the low number of tender responses, SYFR wanted to understand further options available for the redevelopment of Elm Lane. Therefore, SYFR have instructed BCBC to lead further investigation into the following 3 options.

- Traditional Build - SYFR already have a provisional cost for a traditional block build. Development of an external design will be required along with the assessment of risks and timings associated with this method.
 - Modular Led – To request a cost from a modular supplier based on their most cost efficient production solution which maintains the quality previously specified.
 - Full refurbishment - Completing a full condition survey which considers the foundations and structural elements of the current Elm Lane fire station. If this is considered sound, it would be proposed that the current Elm Lane Fire Station would be stripped back to brick with a redesign of the internal structure to match requirements of the modern fire and rescue service. The design which resulted from internal consultation, would be used as a base point to define room specification and layout within the current building structure, with the possibility of minor extensions and demolitions. We will also look to introduce more sustainable M&E supplies as to align to our Green Plan such as air source heat pumps and solar PV. The building's exterior would also include an overhaul to ensure better insulation solutions than what is currently in place.
10. SYFR are still invested in redeveloping Elm Lane which is still within the SYFR Capital Plan. However we need to be flexible on how this can be delivered. A full analysis which considers the cost, time and risk implications of each of the 3 options will be created, scrutinised and presented in Autumn 2024.
11. SYFR are not able to commit to a time frame for delivery on this project at the moment and whichever route is selected, we will go through our usual procurement process which, due to the value, we anticipate this will be via a tender.

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 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

CONTRIBUTION TO SERVICE IMPROVEMENT

- [HMICFRS Inspection Framework e.g. Diagnostic area and/ or diagnostic questions](#)
- [SYFR Inspection report Areas for Improvement \(AFIs\)](#)
- [Fit for the Future Improvement Objectives](#)
- [Professional Standards for Fire & Rescue Services in England](#)
- [SYFR Service Plan 2023-24 Priorities](#)
- [SYFR Community Risk Management Plan 2021-24](#)

Providing improved facilities to colleagues of SYFR that fits with today's standards of the modern fire service.

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:

Opportunity for letting of flexi-space area to blue light services and new training facility which could be used by SYP, YAS and other FR services.

CORPORATE RISK ASSESSMENT AND BUSINESS CONTINUITY IMPLICATIONS

- 12. Elm Lane being out of action due to any service disruptions (power etc.) during construction.
- 13. Reduced training opportunities for crews at Elm Lane

EQUALITY IMPACT ASSESSMENT 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

This will be completed with the final technical drawing. EDI representatives have been consulted as part of the current consultation period.

HEALTH AND SAFETY RISK ASSESSMENT COMPLETED

- Yes
- No
- N/A

H&S has been consulted. A H&S risk assessment will take place when we have the technical drawing and when the cons is complete.

SCHEME OF DELEGATION

- 14. 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.

IMPLICATIONS

15. 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		
Report Author:	Name:	Becky Eastes, Project & Programmes Manager
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SOUTH YORKSHIRE FIRE & RESCUE AUTHORITY

Meeting	FIRE & RESCUE AUTHORITY
Meeting Date	15 APRIL 2024
Report of	CHIEF FIRE OFFICER & CHIEF EXECUTIVE
Report Sponsor(s)	DEPUTY CHIEF FIRE OFFICER / DIRECTOR OF SERVICE DELIVERY
Subject	FIT FOR THE FUTURE UPDATE

EXECUTIVE SUMMARY

This report provides an overview of Fit for the Future and the work undertaken to date by South Yorkshire Fire and Rescue (SYFR).

RECOMMENDATION(S)

Members are recommended to:

- a. To note the contents of the report and provide further scrutiny on progress towards Fit for the Future.
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CONTENTS

Main Report

Appendix A - Fit for the Future Progress Report

Appendix B - Links to other service improvement plans and frameworks

BACKGROUND

1. The National Fire Chiefs' Council (NFCC), the National Employers (England) and the Local Government Association (LGA) have been working together for more than three years to continue to develop a joint picture of the future for all Fire and Rescue Services (FRSs) in England.
2. The work is firmly rooted in evidence and expert commentary. Fit for the Future (FfF) has been the subject of extensive engagement across Fire and Rescue Authorities (FRAs) (Chairs and Police Fire Crime Commissioner (PFCCs)) and within FRSs (CFOs and other Senior Managers).
3. FfF is intended to genuinely drive change in the FRSs the public receive.
4. FfF has been restructured around three key themes which are:
 - Service Delivery
 - Leadership, People and Culture
 - National Infrastructure and Support
5. Within the three key themes are 12 improvement objectives. The full FfF document was presented at the FRA meeting on [21 November 2022](#).
6. There are a number of key areas of work and oversight that will be informed by FfF, these include:
 - Production of central guidance, doctrine and tools.
 - Audit and inspection.
 - Pay and conditions for employees.
 - Fire Standards development.
7. The ambitions in FfF are set to be achieved within 5 years. Engagement by the partners will continue to regularly refine the content of FfF so it works at strategic and operational levels for FRAs and FRSs. Joint arrangements to do this will be put in place.

FfF Update

8. SYFR have been considering the degree to which our own plans for the future reflect the improvement objectives in FfF. SYFR continue to collect evidence for the improvement objectives. Appendix A provides an overview of the progress so far.
9. We will continue to collect evidence to support the FfF improvement objectives and work towards addressing any identified gaps.
10. We are very aware that much of the activity we undertake to achieve the FfF improvement objectives will be the same activity that supports progress against our other service improvement work e.g. Fire Standards, HMICFRS inspection work, Service Plan priorities etc. We are endeavouring to link this work together to support evidence gathering. Further information can be found at Appendix B.
11. We have done some work to identify and analyse the benefits of the FfF work.

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 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

CONTRIBUTION TO SERVICE IMPROVEMENT

- [HMICFRS Inspection Framework e.g. Diagnostic area and/ or diagnostic questions](#)
- [SYFR Inspection report Areas for Improvement \(AFIs\)](#)
- [Fit for the Future Improvement Objectives](#)
- [Professional Standards for Fire & Rescue Services in England](#)
- [SYFR Service Plan 2023-24 Priorities](#)
- [SYFR Community Risk Management Plan 2021-24](#)

This report monitors progress against the improvement objectives outlined in Fit for the Future. It contributes to many areas of service improvement as highlighted in Appendix B. The Service Improvement Board monitors progress towards Fit for the Future.

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:

Collaboration is linked to a number of the FfF improvement objectives, namely IO 9, IO 10 and IO 12.

CORPORATE RISK ASSESSMENT AND BUSINESS CONTINUITY IMPLICATIONS

- 12. Risks to the achievement of FfF include a lack of capacity to address the improvement objectives.

EQUALITY IMPACT ASSESSMENT 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 EqlA is not required/is outstanding:

No direct EqlA required. Any subsequent business change or policy change as a result of FfF will have an associated EqlA if required.	
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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:

No direct H&S risk assessment required. Any subsequent business change or policy change as a result of FfF will have an associated H&S assessment if required.
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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		
Item 19 - Appendix A - Fit for the Future.pdf (moderngov.co.uk)		
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Appendix A: Fit for the Future Progress Report

Theme: Service Delivery – the role of the Fire and Rescue Service

Improvement Objective 1

Improvement Objective (IO)	Progress update	Description of work needing to be done
<p>IO1: Fire and Rescue Services (FRSs) will have evidence based, high quality and consistent Community Risk Management Plans (CRMPs), based on the Community Risk Planning Fire Standard. The Plans will encompass all aspects of service deployment and delivery, addressing local risks within diverse communities as well as ensuring they are resilient to national risks and threats.</p>	<p>In His Majesty's Inspectorate for Constabulary and Fire & Rescue Services (HMICFRS) inspection 2022, South Yorkshire Fire & Rescue (SYFR) were 'good' in the understanding risk of fire and other emergencies diagnostic area. The inspectorate found that we assessed an appropriate range of risks and threats after a thorough Community Risk Management Plan (CRMP) process.</p> <p>The CRMP 2021-2024 has been reviewed and updated. It was approved by the Fire and Rescue Authority (FRA) in January 2024.</p> <p>The CRMP review process was audited in December 2023 by RSM. The review assessed the formulation and approval of the CRMP and how the Service is delivering against the plan, how this is being managed, and how success is being monitored and reported. They also assessed how the Service is using data to drive decision making and changes going forwards. A 'substantial assurance' opinion was given.</p> <p>The CRMP is based on robust risk modelling. It also takes into account National and Local Risk Registers, as well as learning from various emergencies (local, regional and national / international) to inform our understanding and preparedness for all foreseeable operational risks.</p> <p>An external company has been appointed to conduct a fire cover review, for the development of the new CRMP.</p>	<p>SYFR received two related Areas for Improvement (AFI) in HMICFRS inspection report 2022:</p> <p>AFI: The Service needs to make sure that it uses its resources across prevention, protection and response functions in a more joined up way to meet the priorities in its CRMP.</p> <p>AFI: The Service should have effective measures in place to assure itself that its workforce is productive and that their time is used as efficiently and effectively as possible to meet the priorities in its CRMP.</p> <p>Continue to work on the next CRMP. This will be a full review with extensive stakeholder engagement.</p> <p>Undertake a CRMP benchmarking exercise.</p> <p>Continue work on the specialisms programme.</p>

	<p>We undertake stakeholder engagement and consultation on the CRMP. This includes engagement with underrepresented groups to ensure plans give equality of access to services for all in our diverse communities. An equality impact assessment for the new CRMP has been developed.</p> <p>There is a dedicated CRMP Board to support progress against the CRMP. The Fire cover committee holds responsibility for response times, risks and emergency response processes for efficient response times.</p> <p>A specialisms programme has been established.</p> <p>The Money and Resources section in CRMP 2021-24 demonstrates how we will use resources to deliver the services required.</p> <p>The foreseeable risk register has been reviewed.</p> <p>Emergency Response, Prevention and Protection strategies have been developed to support the delivery of the CRMP.</p> <p>A review of Site Specific Risk Inspection (SSRI) records commences in April 2024, which over the course of twelve months will see all medium risk records reviewed and brought up to date. The last remaining element to ensure risk records are relevant and up to date is a programme of quality assurance and upskilling operational crews on the expected standard of risk information records.</p> <p>We have conducted a gap analysis against the CRMP fire standard and we have met all the criteria within the standard. This will be reviewed by the Fire Standards Assurance Group during the development of the next CRMP.</p>	<p>We will complete the utilisation survey and compare to the previous year's survey. We will develop an action plan to increase utilisation and productivity by 3% per year.</p> <p>Conduct the review of SSRIs.</p> <p>Periodically review the CRMP fire standard to ensure we are still compliant.</p>
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Improvement Objective 2

Improvement Objective (IO)	Progress update	Description of work needing to be done
<p>IO2: Fire and Rescue Services support new and innovative ways to prevent fires and other emergencies. They will work with people in local communities to make them safer including tackling the health inequalities that put their wellbeing at risk.</p>	<p>Received 'Good' in the Preventing fires and other risks diagnostic in HMICFRS inspection 2022.</p> <p>Prevention strategy in place and linked to risks in the CRMP.</p> <p>The Joint Community Safety Department (JCSD) is effective and carries out an extensive range of prevention activities. We routinely evaluate the performance and benefits of the JCSD and report these internally and to the FRA.</p> <p>Targeted risk-based approach to HFSVs. Online HFSV tool available to all.</p> <p>A review of HFSV policy and questionnaire has taken place, including the reviewing the Equality Impact Assessment.</p> <p>An Organisational working number of HFSVs has now been agreed. The number of overdue HFSVs is being monitored and actioned by district Station Managers and Community Safety management.</p> <p>The Community Fire Risk Management Information System (CFRMIS) is being upgraded to support more efficient and effective HFSVs.</p> <p>Community engagement activities are targeted to at those most at risk in communities, for example Think Family, road safety campaigns, water safety campaigns.</p> <p>Prevention activity in those areas that fall outside the 15 minute footprint has been delivered.</p>	<p>SYFR received two related AFIs in HMICFRS inspection report 2022:</p> <p>AFI: The Service should make sure it puts in place measures so it can catch up on the home fire safety checks identified and awaiting a visit that have built up during the pandemic.</p> <p>AFI: The Service should make sure it quality assures its prevention activity, so staff carry out home fire safety checks to an appropriate standard.</p> <p>Further progress the QA work.</p> <p>Raise the profile of prevention within the CRMP. We have compared our investment in prevention and protection vs response and will review our differences to the average FRS and other FRS to ensure we have the right balance of investment vs risk.</p> <p>Continue work on the Prevention fire standard.</p>

	<p>Community Safety will be a key stakeholder in the development of the new CRMP.</p> <p>Quality Assurance (QA) is being re-introduced by Community Safety Watch Managers in March 2024.</p> <p>We are 65% compliant with the Prevention Fire Standard. A Temporary Station Manager is now in position, and this work has been allocated as a reference. There are no areas in which we are 'non-compliant'. Some peer review work has taken place with West Yorkshire Fire & Rescue, along with support from the NFCC Implementation Liaison Manager.</p>	
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Improvement Objective 3

Improvement Objective (IO)	Progress update	Description of work needing to be done
<p>IO3: A culture of responsibility and ownership will be driven by the FRS to influence all organisations and bodies responsible for fire safety. Fire protection activity carried out by FRSs will reflect their role as a part of the changing regulatory system.</p>	<p>Risk Based Audit Programme (RBAP) in place but is currently under review.</p> <p>Ongoing work with medium rise risks following the building risk review programme.</p> <p>Grenfell project has been closed down. The actions that remain open are being monitored through the Service Improvement Board.</p> <p>The Business Fire Safety (BFS) team has recruited into all established posts.</p> <p>New inspecting officer's competency framework in place.</p> <p>Governance arrangements for BFS have been strengthened, including a suite of performance measures and regular meetings dedicated to BFS take place. BFS performance is also monitored by the Service Delivery Board.</p> <p>A Quality Assurance (QA) framework has been drafted. The QA framework is being sent for consultation, and the process will be launched in April 2024.</p> <p>Supported the government's idea for grant funding to remediate external wall systems. Worked with Responsible Persons to support process and informed crews that building can remain occupied.</p> <p>Yorkshire and Humber region supporting Business Safety Regulator (BSR) regime. Will appoint the necessary team to undertake BSR work (SYFR two inspectors in addition to establishment).</p>	<p>SYFR received 'requires improvement' in the protection diagnostic in HMICFRS inspection report 2022. There are three related AFIs:</p> <p>AFI: The Service should assure itself that its risk-based audit programme prioritises the highest risks and includes proportionate activity to reduce risk.</p> <p>AFI: The Service should make sure it has an effective quality assurance process, so staff carry out audits to an appropriate standard.</p> <p>AFI: The Service should make sure it works with local businesses and large organisations to share information and expectations on compliance with fire safety regulations.</p> <p>Review the RBAP to ensure the highest risks are being prioritised.</p> <p>Waiting for guidance from the NFCC as to what the BSR will look like.</p> <p>Decide if to become a Primary Authority.</p> <p>Understanding how crews can further support BFS work.</p>

	<p>Effective strategy for reducing unwanted fire signals. This is currently being updated and reviewed.</p> <p>Effective business engagement strategy in place.</p> <p>Exploring the opportunity to become a Primary Authority.</p> <p>Business Safety Advisors, who carry out audits of lower risk premises, and also carry out Business Engagement activities.</p> <p>Business Engagement is now embedded within BFS. The Business Support and Training Officer record business engagement activity on a tracker.</p> <p>Crews undertake Business Safety Visits.</p> <p>BFS have completed the implementation tool for the Protection fire standard. This has been reviewed by the NFCC Implementation Liaison Manager.</p>	<p>Raise the profile of protection within the CRMP. We have compared our investment in prevention and protection vs response and will review our differences to the average FRS and other FRS to ensure we have the right balance of investment vs risk.</p>
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Improvement Objective 4

Improvement Objective (IO)	Progress update	Description of work needing to be done
<p>IO4: The benefits of all FRS activity are measured and evaluated so that decision making about resource allocation can be improved.</p>	<p>Various plans outline how we will use our resources effectively and efficiently, e.g. CRMP, MTFP.</p> <p>The Service Improvement Fund is aimed specifically at driving service improvement activity and has supported the progress against a number of Areas for Improvement contained within the HMICFRS inspection reports.</p> <p>We have a robust programme and project management governance framework in place. As part of this all projects have a closedown report and a post implementation review that allows us to learn and make improvements. Benefits realisation is in place for programmes and projects.</p> <p>An evaluation framework has been developed.</p> <p>We routinely monitor, review and evaluate the benefits and results of collaboration activity.</p> <p>The Princes Trust scheme has been paused following a review.</p> <p>An efficiency and productivity plan has been produced. This will be reviewed and reported on in April 2024.</p> <p>There is an efficiency long list which is regularly reviewed and directors/manager responsible are asked for updates on whether ideas can be progressed and savings delivered.</p> <p>We have taken part in the 2023/24 cross FRS financial benchmarking exercise and the results of this have been fed back to</p>	<p>Draw on central evaluation techniques to improve local evaluations.</p> <p>Internal audit are due to review SYFR governance arrangements in April 2024.</p> <p>Strengthen our performance and productivity as per the priority in the Service Plan 2024-25.</p> <p>Continue to review our financial performance and identify efficiencies.</p> <p>Provide monthly financial performance reports.</p>

	<p>Executive team and will be reviewed with SLT to inform future financial planning.</p> <p>The Director of Finance and Procurement has volunteered for a lead role on the NFCC finance committee and for coordinating the national work on efficiency and benchmarking.</p> <p>We continue to review our financial performance. Members receive a quarterly budget monitoring report which sets out our budget position and include efficiency savings. The MTFP sets out our future financial forecasts and includes investments and efficiencies reports.</p> <p>We regularly review and strengthen our internal governance arrangements.</p> <p>A new Internal Governance and Assurance fire standard has been consulted on and will be released shortly. SYFR have played an integral role in developing this fire standard.</p> <p>HMICFRS inspection 2022 found that SYFR are good at evaluating our prevention work and have good evaluation tools in place.</p>	
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Theme: Leadership, people and culture

Improvement Objective 5

Improvement Objective (IO)	Progress update	Description of work needing to be done
<p>IO5: FRSs refocus their investment in the selection, training and development of employees to maintain, support and improve their skills and knowledge throughout their careers.</p>	<p>Middle Managers (MM) Maintenance of Competence (MOC) is now embedded and has been in use since August 2023 for operational staff in the middle manager cohort. Recent updates have included Fire Investigation and HAZMAT specialisms, Other specialist training will be added when resources allow.</p> <p>ICT resources are currently prioritising the work of moving e-learning content from Learnpro onto internal systems. This work will benefit MM MOC, FF MOC and National Operational Guidance (NOG) as well as paving the way for corporate staff and senior leader MOC projects. The Mako system continues to be developed to support this work.</p> <p>All levels of operational staff have a clearly identified development programme that incorporates a range of learning and development activities appropriate to their role. The Service is currently reviewing 'passport' programmes for each rank.</p> <p>Some of the Service's functions already have clear progression pathways in place e.g. BFS, Finance, People function. Further work is being undertaken within the Development/Pathway project to develop pathways for all corporate functions.</p> <p>The Service has an e-learning system that provides a wide range of modules for managers to provide support and development.</p> <p>A range of in-house training sessions are available to managers covering areas such as people management, conducting investigations, project management.</p>	<p>SYFR received two related AFIs in HMICFRS inspection report 2022:</p> <p>AFI: The Service should ensure it understands everything it needs to do to adopt NOG and it should ensure its plan is resourced to do so.</p> <p>AFI: The Service should arrange a programme of cross-border exercises, sharing the learning from these exercises.</p> <p>Continue work on the Culture Programme, of which one of the main objectives is leadership development.</p> <p>Implement a service-specific programme for aspiring leaders.</p> <p>Deliver a coaching and mentoring programme for all staff.</p> <p>Embed the 360 degree process for supervisory managers, aligning outcomes with the Personal Review process.</p> <p>Continue to support the development of sector leadership programmes nationally.</p>

	<p>The Service's Culture Programme and associated projects will improve the training and support offered to staff in management and leadership roles.</p> <p>Recruitment processes strengthened. A full review is undertaken after every wholetime recruitment process.</p> <p>A corporate induction programme is delivered to all new employees.</p> <p>Personal Review process well established and we have good completion rates. All staff have an electronic Personal Review record and this is reviewed and updated at least every 6 months with their line manager. Training and development needs can be identified through this and are then reviewed and organised via the People function. A training needs analysis for every role supports this process.</p> <p>360 feedback sessions have taken place for senior and middle managers. The remaining managers 360's will take place over Spring 2024.</p> <p>Improved realistic, cross-border and multi-agency training and exercises.</p> <p>Improved incident command training.</p> <p>Implemented the NOG project.</p> <p>A culture survey has taken place and work continues to implement the recommendations.</p> <p>Capital programme in place to support employees with high quality equipment.</p>	<p>Continue to work on fulfilling the criteria contained within the fire standards.</p>
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	<p>We currently offer CMI level 3 and 5 to managers/aspiring managers and level 7 courses to senior managers/aspiring senior managers.</p> <p>The Executive Leadership Programme is available for Group Managers and above and corporate staff equivalents.</p> <p>The SLT recently discussed options for fast-tracking high potential candidates and work is underway to develop options for this via the leadership projects.</p> <p>The Service has a Workforce Development Committee, which is attended by a range of function managers and rep bodies.</p> <p>Operational Preparedness and Operational Competence professional standards gap analysis has been completed. We are over 85% compliant with the standards and actions are in place to meet the outstanding criteria. These standards will be reviewed once the operational learning fire standard work has been completed.</p>	
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Improvement Objective 6

Improvement Objective (IO)	Progress update	Description of work needing to be done
<p>IO6: Prospective employees are attracted to FRSs as an employer of choice where inclusive recruitment practices and the available diverse roles and responsibilities help the Service manage risk in the local community.</p>	<p>Received 'Good' in the Ensuring fairness and promoting diversity diagnostic in HMICFRS inspection 2022.</p> <p>The People Strategy 2024-27 was approved in January 2024.</p> <p>Positive action work continues. A positive action strategy has been developed, along with supporting guidance and a toolkit to provide staff with the skills and tools/resources to help us achieve our organisational objective of increasing diversity in our workforce.</p> <p>We are in the process of updating our Community Activity Database (CAD) which will provide one location for all our community engagement and positive action work to be logged.</p> <p>Targeted recruitment campaigns. Recruitment Guidance has been developed which supports all staff to be ambassadors in relation to positive action/recruitment.</p> <p>The Service is investing in a new Positive Action & Engagement Officer role, which is a fixed term contract in the first instance so we can evaluate the impact. Their main focus will be to support the service to improve diversity in all areas.</p> <p>Core code of ethics project and Our Story has incorporated the code of ethics. Core code of ethics e-learning module launched and the pledge has been rolled out to all staff.</p> <p>The Service prepares an annual workforce profile report that is shared with all staff and is available on the Service website. This also identifies planned actions to improve diversity.</p>	<p>SYFR received two related AFIs in HMICFRS inspection report 2022:</p> <p>AFI: The Service should identify and overcome barriers to equal opportunity, so that its workforce better represents its community.</p> <p>AFI: The Service should make sure that it has effective grievance procedures. It should identify and implement ways to improve staff confidence in the grievance process.</p> <p>Update the Community Activity Database.</p> <p>Recruit into the Positive Action & Engagement Officer role.</p> <p>Involve all parts of the Service in positive action work and measure its impact.</p> <p>Keep informed of the NFCC direct entry and NFCC talent management work. The Service is awaiting the evaluation of the national direct-entry schemes before deciding whether to implement a similar scheme.</p>

	<p>EDI training has been re-launched, with a one-day course provided by an external trainer.</p> <p>NFCC Maturity models and inclusion training gap analysis completed.</p> <p>We have achieved all the criteria contained within the core code of ethics fire standard. This will be reviewed by the Fire standards assurance group in May 2024.</p>	<p>Review the core code of ethics fire standard to ensure compliance.</p>
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Improvement Objective 7

Improvement Objective (IO)	Progress update	Description of work needing to be done
<p>IO7: An inclusive culture is at the heart of every FRS. They are welcoming and supportive places to work, retaining the widest variety of people from all backgrounds throughout their careers.</p>	<p>HMICFRS inspection report 2022 recognises that there is a positive working culture throughout the Service. We have well-defined values that are understood by staff.</p> <p>We have reviewed the recommendations in the HMICFRS values and culture report and the London Fire Brigade culture review. We have also reviewed the culture reports undertaken by other FRS's. These reviews identify any potential gaps within our own service and actions to address this.</p> <p>A staff culture survey undertaken in autumn 2023 and action planning is now in progress, involving all staff.</p> <p>Recruited a Culture Programme Lead who commenced in March 2024 and will further drive our culture development plans.</p> <p>Core code of ethics project has embedded the code within our existing values and behaviours framework (Our Story).</p> <p>The second round of mandatory face to face ED&I training for all staff is well underway.</p> <p>The Service has a staff group for all protected characteristics and each group has a strategic influencer (SI), who is a member of SLT or a senior manager. The role of the SI includes encouraging feedback on diversity and culture. There is an open invitation to all staff groups for Exec Team members to attend and ask questions/provide feedback.</p> <p>A new communications culture campaign for 2024 is in progress and focuses on inclusion and staff groups.</p>	<p>SYFR received two related AFIs in HMICFRS inspection report 2022:</p> <p>AFI: The Service should identify and overcome barriers to equal opportunity, so that its workforce better represents its community.</p> <p>AFI: The Service should make sure that it has effective grievance procedures. It should identify and implement ways to improve staff confidence in the grievance process.</p> <p>Continue to implement the recommendations from the HMICFRS values and culture report.</p> <p>Deliver on actions arising from the staff culture survey.</p> <p>Launch and implement a revised equality, diversity and inclusion strategy.</p> <p>Empower staff networks to appropriately influence organisational policy and employee experience.</p> <p>Review and improve support for neurodiverse staff and staff with disabilities.</p>

	<p>The Service has an active EDI Committee, chaired by the Senior People Partner (OD) and attended by a manager from each function within the Service, representative bodies, Chairs of staff groups and a member of the FRA.</p> <p>Current uniform standards include adaptations for pregnancy, menopause, religion and more.</p> <p>The Service has a People Board which has been expanded to People & Culture Board.</p> <p>The Service produces an annual EDI performance report, which sets out the work undertaken to improve diversity and inclusion.</p> <p>Equality Impact Assessment (EqIA) training, both in-person and e-learning is available to all staff who complete EqIA's.</p> <p>Regular update reports/ presentations to FRA members / training for FRA members on our progress with regard to EDI.</p> <p>We have an Individual Grievance policy and Dignity at Work policy and staff can receive advice and support from People Partners or representative bodies on how to use these. Staff who use the grievance policy are invited to complete a feedback survey during the process and on completion of the process so that we can ensure that they feel their grievance is dealt with fairly and that they are given appropriate support throughout.</p> <p>The FRA have a Whistleblowing policy. The policy has been reviewed recently and made more accessible, in terms of layout, to our staff. We aim for this to be approved by the FRA in April 2024. There will be a communications campaign to ensure staff know it has been refreshed and to remind them how to access it.</p>	<p>Monitor and evaluate the quality and effectiveness of equality impact assessments.</p> <p>Continue work on the Culture programme.</p> <p>Implement the mandatory ED&I objective for everyone in their personal review.</p> <p>Complete the review the Whistleblowing policy.</p>
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	<p>The Service has also introduced an independent Speak up Service to enable an additional pathway for people to raise concerns, anonymously if they prefer.</p> <p>The Service has now updated its policy on DBS checks to ensure all staff are checked to the appropriate level.</p> <p>We have a wide range of health and wellbeing support services for staff to access.</p> <p>Inclusion, Diversity and Culture is a priority in the Service Plan 2024-25. Function and station plans contain ED&I objectives.</p>	
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Improvement Objective 8

Improvement Objective (IO)	Progress update	Description of work needing to be done
<p>IO8: Political leaders and managers work together to deliver strong inclusive leadership across all FRs. Common approaches and leadership frameworks will be developed that set out Service values, expectations and behaviours which all can support and promote. This will be the basis on which Fire and Rescue Services are led and all employees operate.</p>	<p>SYFR was found to be 'good' at managing performance and developing leaders in HMICFRS inspection 2022.</p> <p>Working towards this with the Maintenance of Competence programme currently live. Providing a standardised approach and system for managing training.</p> <p>The Culture Programme will manage three projects for developing leaders, including establishing a SYFR leadership programme and establishing leadership pathways.</p> <p>Personal review process. Effective use of training requests section.</p> <p>360 feedback process for leaders.</p> <p>The FRA's Performance & Scrutiny Board receives a quarterly update on EDI activity and performance. The FRA receive a quarterly update on culture development plans.</p> <p>Promotion pathway - annual promotion boards, qualification check, and support from Line Managers and Group Managers.</p> <p>Strategic Influencers for staff networks.</p> <p>Work continues on the Leading the Service Fire Standard. A workshop has taken place with the Fire Standards Board to understand the requirements of the standard. We continue to gather evidence against the criteria and implement further actions.</p>	<p>SYFR received one related AFI in HMICFRS inspection report 2022:</p> <p>AFI: The Service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders.</p> <p>Wider use of NFCC leadership framework in recruitment and promotion process.</p> <p>Deliver Culture and Leadership programme.</p> <p>Review and update the People Strategy.</p> <p>Implement the Leading the Service fire standard.</p>

Theme: National infrastructure and support

Improvement Objective 9

Improvement Objective (IO)	Progress update	Description of work needing to be done
<p>IO9: FRSs have access to comprehensive national implementation support and a repository of standards, guidance and tools that they embed in their own local service delivery.</p>	<p>We can show where we comply against the national frameworks that do exist. That should provide some level of evidence that we comply nationally where direction is given. e.g. Fire & Rescue national framework; policing and crime act collaboration; professional fire standards; fit for the future; NOG; JESIP; annual governance statement; annual statement of assurance; value for money; HMICFRS inspection; NFCC guidance and toolkits.</p> <p>Some evidence of co-procurement at a regional level, e.g. Personal Protective Equipment.</p> <p>Implemented the NOG project.</p> <p>Active participants in NFCC working groups and meetings.</p> <p>Work with the Fire Standards Board to development and review the fire standards.</p> <p>We are utilising NFCC guidance and toolkits to develop the next CRMP.</p> <p>We utilise capacity from the Fire Standards Board and NFCC to support the implementation of the fire standards. This has helped us to better understand the requirements of the fire standards, as well as allow for a consistent approach across the fire and rescue sector. We have also worked with peers to review the standards.</p> <p>Emergency Preparedness and Resilience Professional Standard is 95% complete. This has been reviewed by the fire standards assurance group, as well as the NFCC Implementation Liaison Officer.</p>	<p>Keep up-to-date with national partner developments so that support can be accessed as soon as it becomes available.</p> <p>Continue to support the consistent national approach to identifying risks and developing the CRMP.</p> <p>Continue to collaborate with partners to develop site-specific risk plans which are based on a shared and common understanding of local risks.</p>

Improvement Objective 10

Improvement Objective (IO)	Progress update	Description of work needing to be done
<p>IO10: Opportunities to collaborate are considered in all aspects of service delivery, where it will bring about better outcomes for communities. Partnership working will be based on solid evidence and data to determine the most efficient and effective use of resources to ensure the safety of the public and our employees.</p>	<p>The Joint Community Safety Department (JCSD) is effective and carries out an extensive range of prevention activities. We routinely evaluate the performance and benefits of the JCSD and report these internally and to the FRA.</p> <p>Rose Regeneration collaboration report 2021.</p> <p>Effective procedures for dealing with multi-agency incident and we are a valued partner in the Local Resilience Forum.</p> <p>Headquarters building is now shared with NHS South Yorkshire Integrated Care Board as well as Age UK Sheffield.</p> <p>Regional co-procurement group.</p> <p>Grenfell project now closed and remaining actions monitored via the Service Improvement Board.</p> <p>We are implementing the recommendations from the Manchester Arena Enquiry.</p> <p>Joint Operational Learning (JOL) and National Operational Learning (NOL).</p> <p>We have a programme of exercises in place including multi-agency and cross-border exercises.</p> <p>Yorkshire and Humber Operational Resilience Group (YHORG) allows for some regional consistency.</p> <p>We are now sharing our risk information with neighbouring services.</p>	<p>SYFR received one related AFI in HMICFRS inspection report 2022:</p> <p>AFI: The Service should arrange a programme of cross-border exercises, sharing the learning from these exercises.</p>

	<p>This process has been tested and agreed within the region. It provides a standardised approach to sharing both permanent and temporary risk information with any neighbouring service and the ability for our Control to share neighbouring risk information with our crews and officers as appropriate. We have also liaised with Derbyshire Fire and Rescue as well as Nottinghamshire Fire and Rescue whom share a joint regional Control centre regarding sharing information in this way.</p> <p>Partnerships Community Safety Guidance and Procedures Policy in place. Partnerships Officer roles support this, along with the internal governance structure. Partnerships are reviewed to ensure they are achieving expected benefits and to make any improvements.</p> <p>We use a range of data and information from partner agencies to target those most at risk from fire, such as assisted bin collection data from councils, which can identify vulnerable people.</p> <p>Collaboration projects all include benefits realisation.</p> <p>Implementation of NOG.</p> <p>Staff understand how to identify vulnerability and take action to safeguard vulnerable people as a result. Including working with partner agencies.</p> <p>Emergency Preparedness and Resilience fire standard is 95% complete. This has been reviewed by the fire standards assurance group, as well as the NFCC Implementation Liaison Officer.</p> <p>The Safeguarding fire standard is 50% complete and has been reviewed by the fire standards assurance group.</p>	
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Improvement Objective 11

Improvement Objective (IO)	Progress update	Description of work needing to be done
<p>IO11: All FRSs will develop the management of data and digital capabilities to ensure evidence-based decision making. This will enable the measurement of benefits delivered through service activity, evaluation of the Service and also support employee development.</p>	<p>Digital Transformation 4 programme is on track, with all projects expected to deliver by end of March 2024. We are currently making plans for Digital Transformation 5.</p> <p>TETRA risk information system in place.</p> <p>Performance Management Framework in place.</p> <p>Incident Recording System and Orca for data analysis and performance reporting.</p> <p>Orca and community handbooks are used to inform station plans and activity.</p> <p>Function/ District/ Station plans in place with clear performance measures.</p> <p>HMICFRS benchmarking data.</p> <p>South Yorkshire Police collaborations e.g. Tranman</p> <p>Good use of data sources and analysis to identify risks in CRMP. We have commissioned an external company ORH to support the development of the next CRMP.</p> <p>Sit on the NFCC cyber security sub-groups. Support Home Office best practice in cyber security.</p> <p>This implementation tool for the Data Management fire standard has been completed.</p>	<p>SYFR received one related AFI in HMICFRS inspection report 2022:</p> <p>AFI: The Service should ensure its firefighters have good access to relevant and up-to-date risk information.</p> <p>Continue to roll out the Digital Transformation Programme.</p> <p>Improving Performance and Productivity is a priority in the SYFR Service plan 2024-25.</p> <p>Consider improvements or investments in our performance information systems.</p> <p>Review our local performance indicators to ensure they are fit for purpose.</p> <p>Better use data to inform local plans, performance measures and frontline work-benchmarking our productivity against others where possible.</p> <p>Continue to support national partners to deliver activity that will improve data and digital capabilities.</p> <p>Develop a Business Intelligence Strategy.</p>

		<p>Review the NFCC Data Management Framework, which has been designed to help FRSs to implement the Data Management fire standard, comply with good data management practice and, where appropriate, legal obligations.</p>
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Improvement Objective 12

Improvement Objective (IO)	Progress update	Description of work needing to be done
<p>IO12: The National Employers (England), the LGA and the NFCC will work in partnership to drive and embed organisational learning to promote continuous improvement at all levels. The partners will jointly own an implementation group to support delivery of the Fit for the Future improvements at local level.</p>	<p>We are engaging in this Fit for the Future Project, which promotes sharing and learning.</p> <p>NOL/JOL.</p> <p>We have a programme of exercises in place including multi-agency and cross-border exercises.</p> <p>NOG makes NOL and sharing mandatory for fatalities and injuries.</p> <p>Work has been undertaken to change the governance arrangements and process for how learning will be obtained, evaluated and disseminated throughout the organisation. The Operational Research and Development (ORD) Committee has been renamed and restructured into the Operational Research and Learning Evaluation Committee (ORLEC). This is now the evaluation committee for Operational Learning as recommended in the NFCC Operational Learning Good Practice Guide.</p> <p>SYFR Operational Learning Framework 2023-25 final draft is now complete and will be signed off at Workforce Development Committee or ORLEC. The Framework will be the underpinning document to support the completion of the NFCC Good Practice Guide.</p> <p>HMICFRS learning and benchmarking reports. We regularly attend events held by HMICFRS to share good practice and learn from others. We are attending a HMICFRS positive practice masterclass in April 2024.</p>	<p>SYFR received two related AFIs in HMICFRS inspection report 2022:</p> <p>AFI: The Service should ensure it has an effective process in place to obtain operational learning so as to improve its operational response.</p> <p>AFI: The Service should arrange a programme of cross-border exercises, sharing the learning from these exercises.</p> <p>Continue to support national partners to deliver activity to improve operational learning.</p> <p>Review the Operational Learning professional standard to ensure compliance.</p>

	Following a review, the Operational Learning fire standard has been re-opened. Work is continuing on this and the fire standards assurance group will review this in May 2024.	
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Appendix B: Fit for the Future (FfF) – links to Service Improvement work

Theme: Service Delivery – the role of the Fire and Rescue Service

FfF Improvement Objective (IO)	Fire Standard	HMICFRS Inspection framework	Area for Improvement (AFI) from SYFR HMICFRS Inspection reports	Service Plan 2024/25 priority	Functional plan
IO1: Fire and Rescue Services will have evidence based, high quality and consistent community risk management plans, based on the Community Risk Planning Fire Standard. The Plans will encompass all aspects of service deployment and delivery, addressing local risks within diverse communities as well as ensuring they are resilient to national risks and threats.	Community Risk Management Planning	1.1. How well does the FRS understand the risk of fire and other emergencies?	<p>AFI: The Service needs to make sure that it uses its resources across prevention, protection and response functions in a more joined up way to meet the priorities in its community risk management plan.</p> <p>AFI: The Service should have effective measures in place to assure itself that its workforce is productive and that their time is used as efficiently and effectively as possible to meet the priorities in its community risk management plan</p>	Performance and productivity	<p>Service Improvement Team</p> <p>Emergency Response</p> <p>Prevention</p> <p>Business fire Safety</p>
IO2: Fire and Rescue Services support new and innovative ways to prevent fires and other emergencies. They will work with people in local communities to make them safer including tackling the health	Prevention	1.2. How effective is the FRS at preventing fires and other risks?	<p>AFI: The Service should make sure it puts in place measures so it can catch up on the home fire safety checks identified and awaiting a visit that have built up during the pandemic.</p> <p>AFI: The Service should make sure it quality assures its prevention</p>	Service delivery improvements	Prevention

inequalities that put their wellbeing at risk.			activity, so staff carry out home fire safety checks to an appropriate standard.		
IO3: A culture of responsibility and ownership will be driven by the fire and rescue service to influence all organisations and bodies responsible for fire safety. Fire protection activity carried out by fire and rescue services will reflect their role as a part of the changing regulatory system.	Protection	1.3. How effective is the FRS at protecting the public through the regulation of fire safety?	<p>AFI: The Service should assure itself that its risk-based audit programme prioritises the highest risks and includes proportionate activity to reduce risk.</p> <p>AFI: The Service should make sure it has an effective quality assurance process, so staff carry out audits to an appropriate standard.</p> <p>AFI: The Service should make sure it works with local businesses and large organisations to share information and expectations on compliance with fire safety regulations.</p>	Service delivery improvements	Business Fire Safety
IO4: The benefits of all Fire and Rescue Service activity are measured and evaluated so that decision making about resource allocation can be improved.	n/a	<p>1.2.3 The FRS evaluates the impact of its prevention activity and uses this to improve its own and partners' approaches.</p> <p>2.1.6 The FRS comprehensively monitors, reviews and evaluates the benefits and outcomes of any collaboration and can demonstrate that it improves the provision of its core functions or achieves work force efficiencies.</p>	n/a	Efficiency	Service Improvement Team

Theme: Leadership, people and culture

FfF Improvement Objective (IO)	Professional Fire Standard	HMICFRS Inspection framework	Area for Improvement (AFI) from SYFR HMICFRS Inspection reports	Service Plan 2023/24 priority	Functional plan
<p>IO5: Fire and Rescue Services refocus their investment in the selection, training and development of employees to maintain, support and improve their skills and knowledge throughout their careers.</p>	<p>Operational Competence</p> <p>Operational Preparedness</p>	<p>3.2. How well trained and skilled are FRS staff?</p>	<p>AFI: The Service needs to assure itself that all staff are appropriately trained for their role. It needs to ensure all staff keep their skills up to date and have a consistent method of recording when they have received training.</p> <p>AFI: The Service should ensure it understands everything it needs to do to adopt national operational guidance and it should ensure its plan is resourced to do so.</p> <p>AFI: The Service should arrange a programme of cross-border exercises, sharing the learning from these exercises.</p>	<p>Leadership</p>	<p>People</p> <p>Training & Development</p>
<p>IO6: Prospective employees are attracted to fire and rescue services as an employer of choice where inclusive recruitment practices and the available diverse roles</p>	<p>Leading and Developing People</p>	<p>3.3.3. The FRS operates an open, fair and honest recruitment process for staff or those wishing to work for it. The FRS exploits opportunities to make sure that its workforce better reflects the community it</p>	<p>AFI: The Service should identify and overcome barriers to equal opportunity, so that its workforce better represents its community.</p> <p>AFI: The Service should make sure that it has effective</p>	<p>Inclusion, diversity and culture</p>	<p>People</p>

<p>and responsibilities help the Service manage risk in the local community.</p>		<p>represents and it promotes diversity at all levels within the organisation. The FRS has an effective system to understand and remove the risk of discrimination in recruitment and promotion processes. It has firmly established equality throughout strategies, plans, training and practice.</p>	<p>grievance procedures. It should identify and implement ways to improve staff confidence in the grievance process.</p>		
<p>IO7: An inclusive culture is at the heart of every Fire and Rescue Service. They are welcoming and supportive places to work, retaining the widest variety of people from all backgrounds throughout their careers.</p>	<p>Core Code of Ethics Leading the Service</p>	<p>3.1. How well does the FRS promote its values and culture?</p>	<p>AFI: The Service should identify and overcome barriers to equal opportunity, so that its workforce better represents its community.</p> <p>AFI: The Service should make sure that it has effective grievance procedures. It should identify and implement ways to improve staff confidence in the grievance process.</p> <p>In addition, this links to the recommendations in the HMICFRS values and culture report.</p>	<p>Inclusion, diversity and culture</p>	<p>People</p>
<p>IO8: Political leaders and managers work together to deliver strong inclusive leadership</p>	<p>Leading the Service</p>	<p>3.1. How well does the FRS promote its values and culture?</p>	<p>AFI: The Service should put in place an open and fair process to identify, develop</p>	<p>Leadership</p>	<p>People</p>

<p>across all Fire and Rescue Services. Common approaches and leadership frameworks will be developed that set out Service values, expectations and behaviours which all can support and promote. This will be the basis on which Fire and Rescue Services are led and all employees operate</p>		<p>3.4. How well does the FRS develop leadership and capability?</p>	<p>and support high-potential staff and aspiring leaders.</p>		
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Theme: National infrastructure and support

FfF Improvement Objective (IO)	Professional Fire Standard	HMICFRS Inspection framework	Area for Improvement (AFI) from SYFR HMICFRS Inspection reports	Service Plan 2023/24 priority	Functional plan
<p>IO9: Fire and Rescue Services have access to comprehensive national implementation support and a repository of standards, guidance and tools that they embed in their own local service delivery.</p>	<p>Emergency Preparedness and Resilience</p>	<p>1.4.1. The FRS understands what action it needs to take to adopt fire standards and national operational guidance, including joint and national learning. The FRS is implementing a plan to achieve this.</p> <p>1.5.5. The FRS local arrangements comply with, and support, the requirements within the National Co-ordination and Advisory Framework.</p>	<p>n/a</p>	<p>All</p>	<p>All</p>
<p>IO10: Opportunities to collaborate are considered in all aspects of service delivery, where it will bring about better outcomes for communities. Partnership working will be based on solid evidence and data to determine the most efficient and effective use of resources to ensure the safety of the</p>	<p>Operational Learning</p> <p>Operational Preparedness</p> <p>Prevention</p> <p>Protection</p> <p>Safeguarding</p>	<p>1.2.3. The FRS works with other FRSs, a wide range of partner organisations and diverse sections of the community to reduce the number of fires and other risks.</p> <p>2.2.7. The FRS routinely seeks opportunities to work with others to improve efficiency in future. It has ambitious plans to improve efficiency.</p>	<p>AFI: The Service should arrange a programme of cross-border exercises, sharing the learning from these exercises.</p>	<p>Efficiency</p>	<p>All</p>

public and our employees.					
IO11: All Fire and Rescue Services will develop the management of data and digital capabilities to ensure evidence-based decision making. This will enable the measurement of benefits delivered through Service activity, evaluation of the Service and also support employee development.	Data Management	<p>1.1.2. The FRS routinely gathers a wide range of data to produce an accurate and clear risk profile and risk management plan</p> <p>2.2.5. The FRS actively considers how changes in technology and future innovation may affect risk, and it exploits opportunities presented by changes in technology to improve efficiency and effectiveness.</p>	AFI: The Service should ensure its firefighters have good access to relevant and up-to-date risk information	Performance and productivity	<p>Service Improvement Team</p> <p>Support Services</p>
IO12: The National Employers (England), the LGA and the NFCC will work in partnership to drive and embed organisational learning to promote continuous improvement at all levels. The partners will jointly own an implementation group to support delivery of the Fit for the Future improvements at local level.	Operational Learning	<p>1.4.7. FRS staff use learning to improve operational response and incident command.</p> <p>1.5.6. The FRS is aware of joint organisational and national operational learning. The FRS takes sufficient action to improve the services it provides in line with industry good practice.</p>	<p>AFI: The Service should ensure it has an effective process in place to obtain operational learning so as to improve its operational response.</p> <p>AFI: The Service should arrange a programme of cross-border exercises, sharing the learning from these exercises.</p>	Service delivery improvements	All

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