



SOUTH YORKSHIRE
**FIRE & RESCUE
AUTHORITY**

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

Town Hall
Church Street
Barnsley
South Yorkshire
S70 2TA

www.barnsley.gov.uk/syfra

NOTICE OF AUTHORITY MEETING

You are hereby summoned to a meeting of South Yorkshire Fire and Rescue Authority to be held in the Council Chamber, Town Hall, Church Street, Barnsley, S70 2TA at 10.00 am on Monday 21 November 2022 for the purpose of transacting the business set out in the agenda.

A handwritten signature in black ink, appearing to read 'Sarah Norman', followed by a long horizontal line extending to the right.

Sarah Norman
Clerk

This Matter is being dealt with by: Daisy Thorpe Tel: 01226 787327
Email: daisythorpe@barnsley.gov.uk

WEBCASTING NOTICE

This meeting may be filmed for live or subsequent broadcast via the Authority's web site. At the start of the meeting the Chair will confirm if all or part of the meeting is being filmed.

You should be aware that the Authority is a Data Controller under the Data Protection Act. Data collected during this webcast will be retained in accordance with the Authority's published policy.

Therefore by entering the meeting room, you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes.

Distribution

Councillors T Damms (Chair), C Hogarth (Vice-Chair), S Sansome, T Smith, B Johnson, S Ball, D Hutchinson, S Ayris, A Khayum, P Turpin, A Cherryholme, S Alston and Dr A Billings

Terms of Reference of the Fire and Rescue Authority (Delegated Powers)

The Fire and Rescue Authority is responsible for the corporate strategy, e.g. vision, business and financial plans, financial monitoring and virement approval.

Contact Details

For further information please contact

Mel Bray Joint Authorities Governance Unit Town Hall Church Street Barnsley South Yorkshire S70 2TA Tel: 01226 772804 melaniebray@barnsley.gov.uk	Daisy Thorpe Joint Authorities Governance Unit Town Hall Church Street Barnsley South Yorkshire S70 2TA Tel: 01226 787327 daisythorpe@barnsley.gov.uk
--	--

SOUTH YORKSHIRE FIRE AND RESCUE AUTHORITY
MONDAY 21 NOVEMBER 2022

TIME AND VENUE: 10.00 AM COUNCIL CHAMBER, TOWN HALL,
CHURCH STREET, BARNSELEY, S70 2TA

Agenda: Reports attached unless stated otherwise

	Item	Page
1	Apologies	
2	Announcements	
3	Urgent items To determine whether there are any additional items of business which by reason of special circumstances the Chair is of the opinion should be considered at the meeting; the reason(s) for such urgency to be stated.	
4	Items to be Considered in the Absence of the Public and Press To identify items where resolutions may be moved to exclude the public and press. (For items marked * the public and press may be excluded from the meeting).	
5	Declarations of interest by individual Members in relation to any item of business on the agenda	
6	Reports by Members	
7	Receipt of Petitions	
8	To receive any questions or communications from the public, or communications submitted by the Chair or the Clerk and to pass such resolutions thereon as the Standing Orders permit and as may be deemed expedient	
9	Minutes of the Authority meeting held on 10 October 2022	5 - 14
	<u>Items for Decision</u>	
10	Workforce Investment and Efficiency Plan December 2022 - Mar 2024	15 - 26

	Item	Page
11	Conference Representation: Local Government Association (LGA) Annual Fire Conference and Exhibition 2023 on 7- 8 March	27 - 30
12	Medium Term Financial Plan 2022-25	To Follow
	<u>Items for Information</u>	
13	Financial Performance Report Quarter 2 2022-23	31 - 44
14	Extreme Weather July 2022	45 - 52
15	The Procurement Service - An Annual Update	53 - 62
16	Planning for Industrial Action	Verbal Report
17	People Board Update	63 - 128
18	Service Improvement Board Update	129 - 150
19	Fit For The Future (Plus Presentation)	151 - 192
20	Sustainability Awareness Update - Presentation	193 - 200
21	Draft Minutes of the Local Pension Board held on 6 October 2022	201 - 210
22	Items for discussion in the absence of the Public and Press	
*23	Appointment of Independent Persons to the Ethical Standards Committee (Exemption Paragraph 1)	211 - 216
*24	Executive Team Structure (Exemption Paragraph 1)	217 - 236

SOUTH YORKSHIRE FIRE AND RESCUE AUTHORITY

10 OCTOBER 2022

PRESENT: Councillor T Damms (Chair)
Councillor C Hogarth (Vice-Chair)
Councillors: S Sansome, S Ball, D Hutchinson, S Ayris,
A Khayum, A Cherryholme and S Alston

CFO C Kirby, ACO A Strelczenie, S Slater, S Kelsey,
S Locking, S Gilding and B Eastes
(South Yorkshire Fire & Rescue Service)

J Field, N Copley, M Bray, M Potter and D Thorpe
(Barnsley MBC)

Apologies for absence were received from Councillor T Smith,
Councillor B Johnson, Councillor P Turpin, Dr A Billings,
S Loach, S Norman, DCFO T Carlin and M Buttery

1 APOLOGIES

Apologies for absence were noted as above.

2 ANNOUNCEMENTS

CFO Kirby referred to the recent discussions that had been held with Members in relation to the current pay situation across operational roles in the fire and rescue service at a national level. Following those discussions and as part of the consultation response, the Authority had fed back and had endorsed an improved pay offer that was considered at a national level by the Employers side of National Joint Council. Members noted the following statement that had been released today from the Employers:-

“The UK National Employers for fire and rescue services has made an improved pay offer of 5% on all basic pay rates and continual professional development payments. In doing so, the National Employers are clear that they believe this higher offer is more in line with those made to other public sector employees is fair and appropriate. The National Employers had sought additional funding in England from the Home Office, but this has been refused as too has other forms of suggested future financial support. The position in Wales and Scotland are more positive, while in Northern Ireland there is no Northern Ireland Executive in place and no confirmed budget for 2022/23. This pay award will be very challenging for some fire and rescue authorities, and the National Employers will continue to lobby for additional sustainable funding for all parts of the UK going forwards. However, the National Employers had decided to improve their original offer in recognition of the critical and valued role firefighters have in our communities, but recognising this constitutes the maximum offer that can be made. The National Employers note that the Fire Brigades Union’s decision to now consult its members on this final offer, and hope that employees will understand that this is the best offer that can be made.”

3 URGENT ITEMS

None.

4 ITEMS TO BE CONSIDERED IN THE ABSENCE OF THE PUBLIC AND PRESS

RESOLVED – That agenda item 17 entitled ‘SYFR Control System Update’ be considered in the absence of the public and press.

5 DECLARATIONS OF INTEREST BY INDIVIDUAL MEMBERS IN RELATION TO ANY ITEM OF BUSINESS ON THE AGENDA

None.

6 REPORTS BY MEMBERS

On 6 October 2022, Councillor Sansome had attended the Fire Authority Local Pension Board training session, that had been provided by the Local Government Association. The session had highlighted a number of interesting anomalies regarding the complexity of the different pensions schemes. A total of 61% of the active members surveyed did not understand the pensions benefits that they were entitled to. Councillor Sansome was pleased to observe that S Kelsey had agreed to look into holding a communication meeting with the active pensions members. He requested that the Authority Members be provided with a copy of the briefing that would be provided to those members.

On 7 October 2022, Councillors Ball and Khayum had attended the Service’s cadets celebration event, which had been a great opportunity to observe the young adults receiving the recognition that they deserved.

7 RECEIPT OF PETITIONS

None.

8 TO RECEIVE ANY QUESTIONS OR COMMUNICATIONS FROM THE PUBLIC, OR COMMUNICATIONS SUBMITTED BY THE CHAIR OR THE CLERK AND TO PASS SUCH RESOLUTIONS THEREON AS THE STANDING ORDERS PERMIT AND AS MAY BE DEEMED EXPEDIENT

None.

9 MINUTES OF THE AUTHORITY MEETING HELD ON 12 SEPTEMBER 2022

In response to a query raised by Councillor Sansome regarding when a report would be presented to the Authority to outline the lessons learnt and the contingency plans to be put in place following the high volume of fires that had occurred during the extreme weather conditions on 19 July 2022, CFO Kirby commented that it was intended to present a report to the next Fire Authority Meeting in November 2022. The matter would be discussed at the Joint Liaison Forum Meeting that was attended by Members and the Trade Union Representatives, which was scheduled to be held on 13 October 2022.

RESOLVED – That the minutes of the Authority Meeting held on 12 September 2022 be signed by the Chair as a correct record.

10 DIGITAL TRANSFORMATION PROGRAMME - PHASE 3 UPDATE

A report of the Chief Fire Officer/Chief Executive was presented to provide Members with a six monthly update on phase 3 of the Digital Transformation Programme, which was considered as a key enabler to modernising and facilitating improvements in the efficiency and effectiveness of SYFR functions and services.

The Service had developed its first Digital and ICT Development Plan and Programme in 2019. Following which, an annual update and incremental development plan had been implemented and delivered.

Members were referred to the 22 different projects or activities that were scheduled for completion by the end of March 2023. Six of which were complete, 13 were in progress and three had not yet commenced.

In response to a series of questions received from Councillors Sansome and Ayris, S Locking commented that it was hoped that all of the projects or activities in progress would be completed by the end of March 2023. The three projects or activities that had not yet commenced related to ESN, and the other two related to the planning element to ensure that matters were undertaken in the correct order; these were also hoped to be completed by the end of March 2023. In terms of finance for ESN, the Service had received Government grant funding for its completion.

Councillor Ball referred to the extreme weather conditions on 19 July 2022, and the difficulties that had been encountered by crews from Derbyshire Fire and Rescue Service to locate the fire hydrants within South Yorkshire.

S Locking commented that Yorkshire Water and Seven Trent Water provided the Service with the details of all of the fire hydrants electronically within the county, which was automatically rolled out to every mobile data terminal (MDT) throughout the county on a 6 monthly basis. The Service had a 15 kilometers buffer around South Yorkshire to enable the identification of all hydrants around that area, which would include over the border. Work was ongoing with Control and operational support regarding Control quickly providing Derbyshire Fire and Rescue Service's Control and crews with the electronic information for fire hydrants and sites of specific risk for South Yorkshire. S Locking was working with K Storer regarding the benefits realisation and ensuring all benefits and issues.

ACO Strelczenie commented that the crews from Derbyshire Fire and Rescue Service did not have the details on their MDT to state where the fire hydrants were located within South Yorkshire. This cross the border learning could relate to capacity on the MDTs.

Following a number of queries raised by Councillors Hogarth and Alston in relation to the training for the Hazard Alert System, S Locking commented that training was underway for the understanding for crews and community safety staff regarding how to implement the temporary hazards. Written guidance would be issued shortly. Generally, the training would be incorporated into the timescales of the projects. Some of the projects required equipment replacement rather than training.

Councillor Khayum requested further information on the Applicant Tracking System.

Members noted that the Applicant Tracking System was the corporate recruitment online system which replaced the paper based recruitment process for individuals that wished to join the Service.

RESOLVED – That Members endorsed the latest update of the Digital and ICT Development Programme 2022 – 2023 as a key enabler to modernising and facilitating improvements in the efficiency and effectiveness of SYFR functions and services.

11 ELM LANE REBUILD

A report of the Chief Fire Officer and Chief Executive was submitted which highlighted the benefits of moving towards modular builds for the future of the Service's estate. Elm Lane Station had been built in 1973. It was felt that the station was no longer fit for purpose and would require significant funds to provide a suitable station that would fit with the Service's strategy. There was a high level of suspected asbestos within a large portion of the building.

Modular buildings were a new concept, which to date had not yet been used by any other fire and rescue service in the UK. Therefore, the Service could become the first fire and rescue service in the UK to utilise modular buildings, with the potential to set the benchmark for future fire stations. The timeframe for modular buildings from order through to opening was 22 weeks in comparison to traditional buildings which could take up to 2 years.

Councillor Ayris queried whether any investigation for modular fire stations had been undertaken outside of the UK together with the track record of Actiform in this area. He sought reassurance of the longer term sustainability in using modular buildings in comparison to traditional buildings.

B Eastes referred to the research that had been undertaken which had identified that small modular fire stations were utilised in the US. A number of European cities heavily utilised modular buildings for houses. Actiform was one of many modular companies, which had assisted the Service to understand the process. The Service would go out to tender when proceeding with modular buildings. Modular buildings were increasing in popularity and a Government framework was now available. Modular fire stations would not compromise the estate's long term sustainability.

In response to a series of questions received from Members, B Eastes commented that the largest saving in using modular buildings would be the temporary accommodation. The precise requirements would be ascertained which would enable a higher cost saving on materials in comparison to traditional buildings. A cost exercise would be undertaken initially regarding demolishing the existing building. A desktop exercise would shortly commence on the existing land. It was not envisaged that any planning permission issues would be encountered for a modular fire station.

Members were referred to the upcoming new BRE BPS7014 regulations which would look to ensure the longevity of modular buildings. Modular fire stations would enable parts of the building to be moveable i.e. modules could be added onto the side of the building to facilitate water rescue; all of which would be determined at the design stage. It was noted that the modular buildings could be made adequately sound proof.

The Service's Sustainability Officer was working on a Green Plan which included solar, ground force heat pumps and air source heat pumps. The matter would be looked into further with a view to the energy cost crisis.

ACO Strelczenie commented that with an ever changing risk profile within South Yorkshire, the Service had to be on the forefront to ensure that the correct stations were located in the correct areas to protect the communities, to which modular buildings were an advancement of this. Members would be kept fully updated on the position. Training would form part of the planning assumptions.

CFO Kirby commented that it was not intended to provide modular buildings across the whole of the estate, but to prove the concept and to give the assurance that modular buildings were sustainable moving forwards, and delivered the quality that was required for the buildings across the Service. He added that the equipment, fire engines, training, skills and capabilities of the firefighters needed to be specialist rather than the buildings themselves. There had been huge advances in modular construction, and the Senior Leadership Team were internally seeking assurances on the matter. Following the Salix funding that had been secured by the Service, consultants had looked across the whole estate on sustainable and green solutions moving forwards.

Councillor Damms expressed his thanks for the comprehensive presentation.

RESOLVED – That Members:-

- i) Accepted moving forward with modular builds as a construction approach.
- ii) Agreed on progressing with Elm Lane as a priority and concept station.
- iii) Secured appropriate subject matter experts to create and sign-off Building Design Guides for this and future builds/renovation.
- iv) Considered upon successful concept to roll out modular builds across the estate where stations no longer meet the modern fire station requirement.

12 STRATEGIC PRINCIPLES FOR INDUSTRIAL ACTION

Members were provided with a handout which outlined the strategic principles that had been developed by the Service for periods of industrial action, which linked to the values and behaviours that the Service's staff were expected to follow.

The document referred to the legal requirements of the Service and the Authority, which placed responsibility on the Authority to ensure that a level of business continuity arrangements, including the cover for emergency response, were able to be delivered during periods of industrial action. This would enable the Service to provide emergency response as set out in the Fire and Rescue Services Act 2004.

Members were referred to the key strategic principles as highlighted within the document, in relation to putting the communities of South Yorkshire first, respecting the rights and views of all individuals, continuing to collaborate with key partners specifically across the Local Resilience Forum and regionally, and to safeguard the Service's commitment to good local relations. Members noted the strategic objectives as set out within the document.

The matter would be discussed further at the Corporate Advisory Group Meeting to be held at the conclusion of the Authority Meeting, and at the Joint Liaison Forum Meeting that was scheduled to be held on 13 October 2022.

RESOLVED – That Members noted the update.

13 FLEET UPDATE - PRESENTATION

Members were provided with an update on the latest position of the vehicle fleet.

Members noted the following key points:-

- Across the SYFR and SYP vehicle fleet collaboration there was approximately 58 staff, 17 of which were directly employed by SYFR, with 19 staff budgeted for.
- The HGV workshop and the collision repair facility were located at the Eastwood Fire Station in Rotherham. A light vehicle mechanical, commissioning and auto electrical workshop was located in Sheffield.
- There were approximately 1,000 vehicles within the fleet, with 201 vehicles for SYFR and 729 items of specialist equipment to be maintained for SYFR.
- The Service travelled approximately 1 million miles per annum, in comparison to 12 million miles per annum for SYP.
- The Service had 19 bunkered fuel sites and two electric vehicle charging points.
- There was a £1m revenue budget and a £2m capital budget for the Service.
- Members noted the aims of the vehicle fleet as highlighted within the presentation slides.

Members were provided with an update on the achievements made since last reported to the Authority, which included a Joint Fleet Strategy, and had been recognised by Fleet News as Fleet of the Year in terms of the joint collaboration in

terms of the work undertaken and the strategy in place. There was a shared site for the collision repair facility, and the Service had a 10 year vehicle replacement programme. A contract had been awarded for eight new appliances, four of which had been due in September 2022, but due to some delays in receiving parts and the chassis of the vehicles, it was envisaged that the first appliance would arrive in Service during October 2022, with the following three appliances to arrive on a month by month basis. The remaining four appliances would be received into the Service within the 2023/24 financial year. A tender had recently been awarded for the following 5 years for 2024/25 onwards for four appliances to be received into the Service each year. It was intended that the first eight fire appliances would be kept and utilised by the Service as spare appliances. The installation of telematics on all fleet owned vehicles had now been completed, and a tender had recently been awarded for a nuclear management system which would enable the Service to remotely track the fuel tanks.

The upgraded Fleet Management System was in process and would be the same for both SYP and SYFR to schedule in vehicles for maintenance and repair. It was envisaged that the full system would be live by the end of the calendar year. Focus was being made to the road to net zero and a review of the specialist vehicles was currently underway.

Members were referred to the challenges, as highlighted within the presentation slides which included that from the 201 vehicles within the SYFR fleet, a total of 50 HGV's were required to be serviced every 13 weeks. This would leave 1.4 hours per remainder of the fleet to be maintained and repaired. The Service had agreed for additional staff within the department and work was underway with the HR Department in relation to recruitment.

In response to a query raised by Councillor Ball in relation to the electric vehicles and charging points, S Gilding commented that the possibilities were endless for most of the fleet and that some of the vehicles would fit well for electric. There were 10 electric Nissan vans on the SYP side of the fleet, which could be charged overnight within the estate area. It would be timely to ensure that the infrastructure was implemented at SYFR at the same time as the vehicles arrived. A small amount of funding from the Service's Innovation and Service Improvement Fund would be utilised to commence matters. Work was underway on the replacement programme. Electric vans would be utilised initially and consideration would be given to the flexi duty and officer cars.

ACO Strelczenie chaired the Service's Sustainability Board Meeting. The Service was considering electric/hybrid vehicles for the future. At present, there were only two fire and rescue services in the country that were trialling electric fire appliances. The evaluation of fire appliances was awaited from the National Fire Chiefs Council.

RESOLVED – That Members noted the update.

14 KEY ISSUES ARISING FROM THE PERFORMANCE AND SCRUTINY BOARD MEETING HELD ON 8 SEPTEMBER 2022

Councillor Ball commented that he found the new format of the key issues paper to be informative. He suggested that consideration be given for a key issues paper to be provided to the Authority for every committee/board.

RESOLVED – That Members noted the key issues arising from the Performance and Scrutiny Board Meeting held on 8 September 2022.

15 DRAFT MINUTES OF THE AUDIT AND GOVERNANCE COMMITTEE HELD ON 12 SEPTEMBER 2022

RESOLVED – That Members noted the draft minutes of the Audit and Governance Committee held on 12 September 2022.

16 EXCLUSION OF THE PUBLIC AND PRESS

RESOLVED – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act and the public interest not to disclose information outweighs the public interest in disclosing it.

17 SYFR CONTROL SYSTEM UPDATE

A report of the Chief Fire Officer/Chief Executive was submitted which provided Members with an update on the SYFR Control System.

RESOLVED – That Members noted the content of the report.

Actions Table

No.	Action	Timescale	Officer(s)	Status/Update
1	A report to be presented to a future Authority meeting to outline the lessons learnt and the contingency plans to be put in place following the high volume of fires that had occurred during the extreme weather conditions on 19 July 2022.	To a future FRA meeting	DCFO Carlin	<p><u>Update 12.09.22</u></p> <p>A report to be presented to the Members within the upcoming couple of Authority Meetings.</p> <p><u>Update 10.10.22</u></p> <p>It was envisaged that a report would be provided to the Authority Meeting in November 2022.</p>

2	To provide Members with a copy of the briefing for the active pension members regarding their pensions benefits.	In due course	S Kelsey	
---	--	---------------	----------	--

CHAIR

This page is intentionally left blank

SOUTH YORKSHIRE FIRE & RESCUE AUTHORITY

Meeting	FIRE & RESCUE AUTHORITY
Meeting Date	21 NOVEMBER 2022
Report of	CHIEF FIRE OFFICER AND CHIEF EXECUTIVE
Report Sponsor(s)	DEPUTY CHIEF FIRE OFFICER / CHIEF OPERATING OFFICER
Subject	WORKFORCE INVESTMENT & EFFICIENCY PLAN DECEMBER 2022 - MARCH 2024

EXECUTIVE SUMMARY

In order to ensure that the vision and objectives of the Service can be delivered in an effective and efficient manner we need to ensure that we plan the use of resources including staff. This will include planning the types of roles and numbers of staff we need now and in the future to deliver our services and how we will recruit and source the best people to deliver a quality service. This work will then link to how we then develop all staff to ensure that we are best placed to provide effective response and community services within South Yorkshire and ensure we have the right numbers of competent, safe and committed staff in the right areas.

The Service introduced a new workforce planning policy and process in 2020, which includes an annual planning cycle as well as a three to five year projection of our resourcing requirements. The annual planning cycle includes a workforce planning event in June each year, prior to which all function heads are invited to present a business case for either additional resources, where required, to help meet our current and future priorities and to support our Service Improvement work, or efficiencies in recognition of the challenging economic climate.

This report outlines the business cases that were approved in principle by the Senior Leadership Team at the workforce planning event in June 2022 and at a subsequent follow-up event in October 2022, for FRA Members to consider as an investment as part of the wider Service Improvement Plan.

RECOMMENDATION

Members are recommended to:

- a) Approve the business cases contained within this Workforce Investment Plan to support the Service's strategic objectives and Service Improvement Plan.
-

CONTENTS:

Main Report

Appendix A – eLearning Team Business Case

Appendix B – Information, Communication & Technology Team Business Case

Appendix C – Occupational Health & Wellbeing Team Business Case

WORKFORCE PLANNING

1. The Service introduced a new Workforce Planning policy and process in 2020, which includes an annual planning cycle as well as a three to five year projection of our resourcing requirements. The annual planning cycle includes a workforce planning event in June, prior to which all function heads are invited to present a business case for additional resources, where required, to help meet our current and future priorities and to support our Service Improvement work.
2. Function Heads who presented a business case in June 2022 for additional resources for December 2022 - March 2024 were asked to provide the following information:
 - Internal/external context influences
 - Current and proposed arrangements
 - Financial implications
 - Contribution to SYFR Annual Plan (see Service Priorities 2022/23 over)
 - Risk and benefit analysis
 - Equality analysis
3. A summary of each of the business cases can be seen in appendices A to C.
4. We had also hoped to build into this plan, some national changes relating to the Business Fire Safety Team. Unfortunately, details of the proposals are not yet clarified nationally. What we anticipate will happen is that the service will have two new BFS posts (likely to be Inspecting Officers or Senior Inspecting Officers) that will be fully funded through Government's Business Safety Regulator funding.

TOTAL COST OF PROPOSED INVESTMENT IN CORPORATE TEAMS

5. In summary, the proposed investment in the corporate support teams in years 1-2 would be:

Team	22/23	23/24	24/25
eLearning Team	0	£34,895	£36,305
ICT Team	0	0	0
OH & Wellbeing Team	0	0	0
TOTAL	0	£34,895	£36,305

6. If the eLearning Team request is approved, this will be built into the department's budgets as part of the Medium Term Financial Plan (MTFP).

Service Annual Plan Priorities 2022/23:



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

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:

CORPORATE RISK ASSESSMENT AND BUSINESS CONTINUITY IMPLICATIONS

7. Recruitment and retention of key roles is identified on the Corporate Risk Register. These proposals will mitigate some of these risks and support business continuity.

EQUALITY ANALYSIS COMPLETED

Yes

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

Recruitment and or restructuring processes will be carried out in line with agreed policy and process, all of which have relevant EA's completed. Each business case has an EA.

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:

There are no specific health and safety risks arising out of these proposals.

SCHEME OF DELEGATION

8. 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

9. 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:	Sue Kelsey, Head of People and Organisation Development
	e-mail:	skelsey@syfire.gov.uk
	Tel no:	0114 2532204

eLEARNING TEAM BUSINESS CASE

Internal / external context and influences

Over the past two years the 'digital turn' prompted by the pandemic has led to an intensive use of eLearning in both private and public organisations. In this context, new (more refined and complex) technologies for virtual learning have been developed, new 'Public Sector Bodies Accessibility Regulations' (PSBAR) have been published, and the demand and costs of e-learning products have increased worldwide.

While the Service has been pioneering the use of eLearning since 2007, data on the activity of our Learning Management System (LearnPro) over the past three years show that the Service's use of eLearning has increased significantly. Specifically, between January 2019 and January 2022:

- Over 25 new interactive modules have been added to LearnPro
- The number of LearnPro programmes has increased from 4 to 9
- The usage of interactive modules by users has more than tripled (from 6,031 to 21,863)
- The rates of both passed modules and taken assessments have doubled (from 33,688 to 64,219 and from 38,566 to 70,822 respectively)

While eLearning used to be primarily concerned with the digitalisation of learning materials and the resolution of users' technical difficulties, the development of interactive modules with videos, online activities and built-in assessments via new technologies (from Articulate 360 to Artificial I) requires more advanced digital skills.

The participation of eLearning to many different projects has made coding and system-thinking skills indispensable to ensure that the eLearning solutions designed for one project do not compromise the correct functioning of other projects and the accuracy of the data obtained through reports.

Current Arrangements

eLearning is currently within two teams involving two people in total:

- A permanent eLearning Coordinator (Grade 6, sitting within the OD Team)
- A temporary eLearning Coordinator (Grade 6, sitting within the Firefighter Safety Team) (fixed term contract funded by Service Improvement budget - ends March 2023)

Proposed Arrangements

The proposal is to have **two** permanent eLearning Coordinators (Grade 6), sitting within the Firefighter Safety Team, but with close working relationships with the OD team.

Contribution to the SYFR Annual Plan

The overall purpose of the eLearning implementation plan is to increase the efficiency and productivity of the eLearning team by defining a clearer eLearning strategy and reorganising existing resources in a more rational way.

The improvement of reports and their management by eLearning will not only provide more accurate information to managers on the performance of their staff, but also make the use of data and figures easier.

The review of existing eLearning modules from an inclusion perspective and the use of new technologies to make LearnPros more accessible will prove, in a tangible way, the Service's commitment to equality and diversity, helping to shape organisational culture via appropriate and truly inclusive training materials.

The planner-based restructuring of LearnPro and the overall implementation of the Service's eLearning provision (including their accessibility via mobile phones) will improve the user experience, offering better and more engaging training to staff while also being aligned with the digitalisation process that is being undertaken to support agile working.

The digitalisation of training materials via LearnPro will help the Service become more sustainable (e.g., just the digitalisation of TDC training materials has made the Service save c.1000 A4 pages per recruit during the last recruitment).

Overall, the use of new technologies and the strategic reorganisation of the eLearning team will result in a more cost-effective management of the eLearning provision, protecting the Service from the sharply increasing costs of external eLearning products.

Benefits Analysis

The implementations proposed will serve to:

- Make eLearning more efficient and better equipped to support current and future projects across the Service (NOG, MOC, MAKO, Body Worn Cameras, CM Passport, etc)
- Save resources by producing more courses in-house and by using the existing capabilities of LearnPro to meet the needs of the new operational programme (NOG/MOC projects) as opposed to subscribing to new (increasingly expensive) external services
- Make the Service's eLearning platform compliant with the new 'Public Sector Bodies Accessibility Regulations
- Improve the users' experience
- Establish consistent methodologies, procedures and templates for the creation and delivery of different eLearning materials, which will also put South Yorkshire Fire and Rescue (SYFR) in a better position to collaborate with other services
- Provide both corporate and operational managers with accurate reports (generated by eLearning), to reduce their workload and offer more support when monitoring eLearning performance
- Enable eLearning to manage completion of mandatory modules and chase up users with outstanding items, so to reduce pressure on modules' owners and managers
- Reduce the number of modules assigned to different roles by creating more tailored programmes for different staff groups.
- Improve the accuracy of LearnPro reports by investigating potential ICT issues

Risk Analysis

The risks associated with this report are not meeting the required improvements to our approach to eLearning delivery. These are detailed in the benefits analysis above.

Financial Implications

	2023/24	2024/25
2 nd Permanent eLearning Coordinator	£34,895	£36,305
Total	£34,895	£36,305

ICT TEAM BUSINESS CASE

Internal / external context and influences

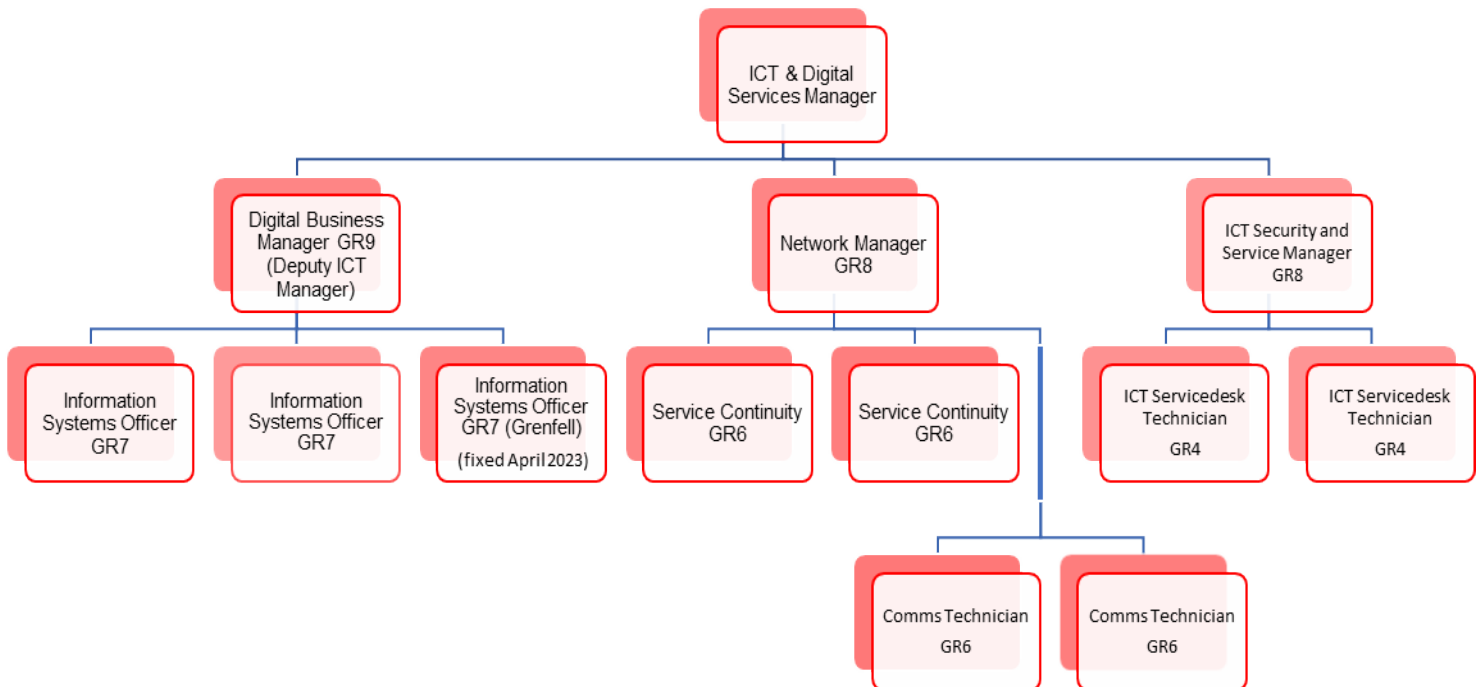
The ICT function is constantly evolving within the Fire Service borne primarily out of operational necessity to ensure business application systems are developed to meet business needs, but also the need to stay ahead of the increasing cyber security threat posed to public services.

Being fleet of foot has enabled the Service to become an effective support function to the business providing resilient and modern infrastructure and equipment that is generally fit for purpose and there is a responsive customer-centric approach in the way it does its business. It has also retained an in-house software development function that has enabled the Service to continue to develop in-house solutions to meet bespoke business needs. In summary, it is well respected, professional and performs to a good standard and provides a solid foundation on which to deliver effective and efficient services

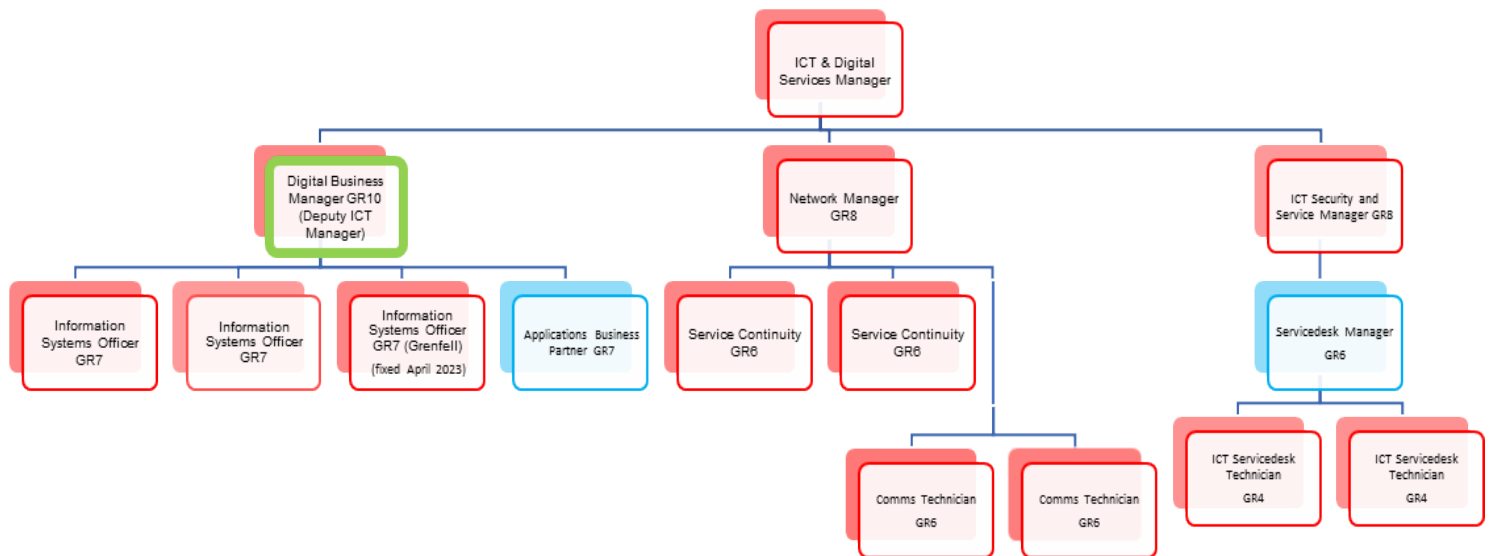
It's crucial to the delivery of Priority 1, 5 and 8 on the Service's Annual Plan and most of the other priorities that ICT are able to facilitate improvements in the Service.

The ICT team is also looking to support the business by making sure all the software applications in place are used to get best value with a new Applications Business Partner and a dedicated Servicedesk Manager to improve the responsiveness and initial contact with ICT.

Current Arrangements



Proposed Arrangements



Contribution to the SYFR Annual Plan

ICT runs through all the priorities but specifically identified in Priority 1, 2, 5 and 8.

Implement further digital transformation including training of staff to drive efficiency, maximise available staff-time and prepare us for the new normal.

We've already made big progress towards becoming a more modern, efficient organisation which uses technology well. The pandemic has particularly highlighted the ability of teams and departments to innovate when needed.

ICT needs to ensure some of these innovations are adopted permanently, that our staff have the right training to make best use of the tools at their disposal and that we continue to spend money on the right technology, in the right areas to make ourselves more efficient.

Most of the other priorities in the Annual Plan will all rely on ICT to enable them to move forward.

Benefit Analysis

These roles are key to the Digital Transformation (DT) programme. DT includes improvements for all functions across the Service and detailed benefits analysis is provided for all those projects.

- Making sure all the software applications in place are used to their best potential
- Knitting together internal systems with off-the-shelf packages
- Helping all the departments maximise their potential and productivity for the software they use
- Dedicated Servicedesk Manager to improve the responsiveness and initial contact resolution with ICT.

Risk Analysis

The risk to not approving these changes we will not be as effective and efficient in our responsiveness and resolution management of incidents and cyber threats. Furthermore, we keep having the cycle of replacing products for new ones, wasting time and effort, and with users losing faith and patience.

Financial Implications

	2023/24	2024/25
New Servicedesk Manager (grade 6)	£34,895	£36,305
New Applications Business Partner (grade 7)	£40,278	£41,889
New Information Systems Officer (grade 7)	£40,278	£41,889
Total	£115,451	£120,083

However, the above costs will be offset by identified savings from ICT and network budgets and from across the board IT savings, partly due to post-pandemic changes and partly due to the introduction of the new laptop telephony system and the ability to remove some mobile phones.

This page is intentionally left blank

OCCUPATIONAL HEALTH & WELLBEING TEAM BUSINESS CASE

Internal/external context and influences

The demand for the occupational health service is consistently high and will potentially increase with an ageing workforce and the extended retirement age for operational staff.

Recruiting qualified occupational health (OH) nurses is extremely challenging due to a national shortage and an increase in demand. We have used the Service's Market Supplement policy and the offer of funding the 3 year degree course to become a qualified OH practitioner with some degree of success. However, having a trainee OH nurse brings the requirement for a qualified OH nurse to supervise their learning and development. We therefore propose to create a new Senior OH nurse post, who can undertake supervision when we have a trainee nurse and provide a clinical lead role generally.

SYFR has employed an occupational health technician on a part-time (0.65 fte) fixed term contract for 6 months and this has recently been extended by a further 6 months, using Service improvement funding. The technician cannot do all the duties of a qualified occupational health nurse, but can undertake a significant percentage of them and particularly helps with 3-yearly medicals, recruitment medicals and record-keeping.

The Service's fitness advisor has recently qualified as a sports therapist and is now able to carry out physiotherapy with staff, which means we can respond quickly to need and save costs on external therapists, although there will still be some demand for external input. We are also moving the Service's Health and Wellbeing Manager into the OH team, renaming it the OH and Wellbeing team, so that there is even closer collaboration and the post holder is part of a team rather than working in isolation.

Current arrangements

The current structure and grades for the team are:

OH & Wellbeing Manager	grade 11
Health & Wellbeing Manager	grade 9
OH Nurse x 2	grade 8
Fitness Advisor	grade 7
OH Technician (FTC 0.65)	grade 5
OH Administrator	grade 3

Proposed arrangements

We propose the following structure and grades:

OH & Wellbeing Manager (0.8)	grade 11
Health & Wellbeing Manager	grade 9
Senior OH Nurse	grade 10
OH Nurse	grade 9 (qualified) / grade 8 (unqualified)
Sports Therapist/Fitness Advisor	grade 8
OH Technician (0.65)	grade 5
OH Administrator	grade 3

Risk Analysis

The risk of not being able to recruit and retain qualified and experienced OH nurses will significantly undermine our ability to provide an in-house OH service. The specialised nature of some of the roles within the service, particularly operational roles, would challenge an external provider, but more significantly, the cost of an external provider and the level of service provision would change dramatically, to the detriment of the Service.

The ever increasing cost of external physiotherapists and the ability to source this local to stations/staff with speed and efficiency is becoming more challenging and leads to some staff being on modified duties for longer periods than necessary.

The OH technician role has taken on duties (relevant to role) that were previously performed by OH nurses, which was a costly method of delivery and limited the time OH nurses could spend on casework. Removal of the technician role will mean that OH nurses will revert to carrying out the statutory 3 yearly medicals for operational staff and other standard checks, significantly impacting on their ability to undertake proactive, preventative clinical work.

Benefits Analysis

The benefits of the investment in the OH and Wellbeing team will address the risks identified above. Having a Senior OH nurse, provides clinical expertise within the team and will enable us to supervise unqualified OH nurses, who we are likely to have to recruit due to the national shortage of qualified OH nurses. We will then have a clear pathway for development within the team.

The OH technician is a very cost-effective means of delivering some of our statutory and non-statutory OH requirements and has ensured that we get back on track (post-pandemic) with our 3 yearly medicals and other basic medical checks. The role frees up our OH nurses to carry out proactive work with all employees and provide a very responsive service.

Having an in-house physiotherapist will allow for some savings on external physiotherapist costs, but more significantly will allow us to respond much more quickly and easier to urgent need and enable more preventative work to be carried out.

Contribution to the SYFR Annual Plan

These proposals contribute mostly to priority 1 – Productivity – by ensuring our staff are fit for work and resilient.

Financial Implications

	2023/24	2024/25
Change of OH Nurse (grade 8) to Senior OH Nurse (grade 10)	£10,540	£10,961
OH Nurse grade uplift (when qualified) – from grade 8 to grade 9	£1,558	£1,620
OH Technician (grade 5 0.65 fte)	£19,822	£20,614
Role change for Fitness Advisor to Sports Therapist/Fitness Advisor (grade 7 to 8)	£895	£930
TOTAL	£32,815	£34,125

However, the above costs will be offset by identified savings from the 0.2 fte saving for the OH & Wellbeing Manager post; savings on external physiotherapy support and other identified supplies and service costs.

SOUTH YORKSHIRE FIRE & RESCUE AUTHORITY

Meeting	FIRE AND RESCUE AUTHORITY
Meeting Date	21 NOVEMBER 2022
Report of	CLERK TO THE FIRE AND RESCUE AUTHORITY
Report Sponsor(s)	SERVICE DIRECTOR – LEGAL & GOVERNANCE
Subject	CONFERENCE REPRESENTATION – LOCAL GOVERNMENT ASSOCIATION (LGA) ANNUAL FIRE CONFERENCE AND EXHIBITION 2023 ON 7 – 8 MARCH 2023

EXECUTIVE SUMMARY

Expressions of interest are invited from Members to attend the LGA Annual Fire Conference and Exhibition 2023 on Tuesday 7 March – Wednesday 8 March 2023 at the Crowne Plaza Hotel, Nottingham.

RECOMMENDATION(S)

Members are recommended to:-

- a) Consider and approve representation at the LGA Annual Fire Conference and Exhibition 2023.

CONTENTS

Main Report

BACKGROUND

1. The Local Government Association (LGA) are holding the annual two day Fire Conference and Exhibition on Tuesday 7 March – Wednesday 8 March 2023 at the Crowne Plaza Hotel, Wollaton Street, Nottingham, NG1 5RH.
2. The conference will provide an opportunity for senior fire officers and members of fire and rescue authorities to meet and discuss developments impacting the fire and rescue sector. A range of expert speakers will discuss some of the key issues facing the fire and rescue services, and consideration will be given to how these challenges can be met.
3. A full conference programme will be made available in due course.
4. The financial implications of attending this conference are set out at paragraph 9 of the report. The Authority has always supported attendance by Members at this conference, recognising that attendance by Members at conferences and seminars increases the knowledge of Fire and Rescue Service issues.
5. Members may recall that the recommendation in 2018 was that one Member from each district attended the conference.

CONTRIBUTION TO OUR ASPIRATIONS (tick all that apply)

- 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

OPPORTUNITIES FOR COLLABORATION (tick relevant box)

- Yes
- No

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

CORPORATE RISK ASSESSMENT AND BUSINESS CONTINUITY IMPLICATIONS

6. Not applicable.

EQUALITY ANALYSIS COMPLETED (tick relevant box)

Yes

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

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

No

N/A

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

All Members of the Fire and Rescue Authority are offered the opportunity to attend the LGA Annual Fire Conference and Exhibition 2023.

HEALTH AND SAFETY RISK ASSESSMENT COMPLETED (tick relevant box)

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:

There are no health and safety implications associated with attendance at the LGA Annual Fire Conference and Exhibition 2023.

SCHEME OF DELEGATION

7. 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?

This report is not submitted under delegated powers.

IMPLICATIONS

8. Industrial Relations, Financial, Legal, Asset Management, Environmental and Sustainability, Diversity, Communications and Health and Safety implications have been considered in compiling this report.

FINANCIAL IMPLICATIONS

9. The registration fee for the conference is £199.00 plus VAT per delegate (discounted fee for LGA Member Authorities). The fee for overnight hotel accommodation at the conference hotel is £157.00 per night including breakfast. The current fee for off-peak return rail travel from Sheffield to Nottingham is £26.20.

List of background documents		
Report Author:	Name:	Melanie Bray, Senior Democratic Services Officer
	e-mail:	melaniebray@barnsley.gov.uk
	Tel no:	01226 772804

SOUTH YORKSHIRE FIRE AND RESCUE AUTHORITY

Meeting	FIRE AND RESCUE AUTHORITY
Meeting Date	21 NOVEMBER 2022
Report of	CHIEF FIRE OFFICER / CHIEF EXECUTIVE AND CLERK AND TREASURER
Report Sponsor(s)	DEPUTY CHIEF FIRE OFFICER / CHIEF OPERATING OFFICER
Subject	FINANCIAL PERFORMANCE REPORT QUARTER 2 2022/23

EXECUTIVE SUMMARY

This report is the second in a series of reports that Members will receive throughout the financial year that informs them as to the likely financial performance for the year ended 31 March 2023. It routinely includes an estimated revenue outturn position when compared to the annual budget set on the 21 February 2022, an updated reserves position statement and an update on the Capital Programme alongside a narrative commentary to help explain the key financial changes that are contributing to each of them.

The 2022/23 approved operating budget, was £57.877m, funding was £58.827m resulting in a planned contribution to reserves of £0.950m, reflecting the one-off services grant for 2022/23 only.

Based on the latest income and expenditure forecasts the Authority is projecting a net operating spend of £58.800m, net contributions to reserves of £0.281m and funding of £57.877m. The forecast result is an overall operating overspend of £1.204m or 2% of the budget. The net contributions, as at Quarter 2 are the use of previously earmarked reserves (£0.240m) offset by the planned contribution to the Minimum Revenue Provision (MRP) reserve of £0.521m).

Members should note that the forecast overspend could still worsen, based on the risks and uncertainties detailed within the report. However, this has been pre-empted through the earlier setting aside of funds in the Emerging Risk reserve to mitigate some cost pressures such as inflation.

The 2022/23 approved Capital Programme was £8.773m, funded predominantly by external borrowing. Following the 2021/22 Outturn Report, approved 20 June 2022, the programme has been adjusted to £10.384m. However, with continuing delays for some goods/services and the review as part of the Medium Term Financial Plan (MTFP) update the programme has been updated and reduced to £5.952m.

Based on the projections in this report, there would be a net decrease in general reserves of £1.204m, this being the in-year estimated overspend, which is detailed further in section C of this report.

It should be noted that the current outturn position is only an indicator and work is ongoing to review all non-pay budgets to mitigate forecast overspends during this financial year. The MTFP 2023-2026, presented later on the agenda, which is still work in progress, has been updated based on a number of assumptions highlighted below to reflect the pressures current being experienced. The current outturn position and reserves position specifically excludes known business and sector risks where the financial implications are yet to either crystallise and/or able to be quantified:

- Pay Inflation –The current MTFP plan provided for pay increases at 2% across the Service. We are now forecasting, for this financial year, the current offers of 5% for Operational Staff and £1,925 per pay grade for Support Staff. This is a significant cost increase to the Service, compared to what was originally budgeted. The MTFP 2023-2026 details assumptions for future years.
- Industrial Action – The increased risk of periods of strike by members of the Fire Brigades Union will result in increased costs within this financial and potentially next.
- Inflation – currently inflation in the UK has risen to 10% and the future forecast to unknown. A £1.2m overspend on utilities and fuel at current prices, is currently forecast although this excludes any impact of the Energy Relief Scheme announced by Government.
- Potential future uncertainty of revenue funding from council tax and business rates.
- Any operational and financial impact from the McCloud and Sargeant pension legal case and other current pension legal cases.
- The full extent on the national and local economy of the UK leaving the European Union and the war in Ukraine.
- The ongoing impact of the Grenfell enquiry and His Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) and the outcome of the governments ‘white paper’ reform.
- The current situation with Government and the next Comprehensive Spending Review and the expectation that the Sector will have to put forward a compelling case to secure growth in its long-term funding.

RECOMMENDATION(S)

Members are recommended to:-

- a) Note the emerging underlying estimated revenue performance which is showing a potential operating overspend of £1.204m for the financial year ended 31 March 2023;
- b) Note the underlying and significant financial risks and uncertainties facing the Service and Sector during the remainder of this financial year and into 2023/2024 and beyond;
- c) Note the latest estimated change in General and Earmarked Reserves as set out in Section C of this report; and
- d) Note the updated position of the Capital Programme for the financial year ending 2022/23, which is in line with expectations.

CONTENTS

Main Report

Appendix A - Projected Outturn Monitoring report – September 2022, Quarter 2

BACKGROUND

FINANCIAL OVERVIEW YEAR TO DATE 2022/23

1. As reported in the quarter one report the 2022/23 budget had been adjusted to take account of the 2021/22 approved budget carry forward funding £0.060m and the forecast spend for the SSC fund (£0.180m), together with the approved transfer to reserves for Capital Financing of £0.521m. This will result in a revised revenue budget of £57.596m.
2. Funding continues to be forecast at the approved £57.877m with a planned contribution to reserves of £0.950m, which is as a result of a one-off specific grant, earmarked to the Emerging Risk reserve. The projected net operating spend of £58.800m against this funding will result in an operating deficit (overspend) of £1.204m. However, after the net contributions from reserve this reduces to a deficit of £0.923m.
3. The following sections (A to C) to this report (supported by Appendix A) provides a summarised narrative commentary to help Members understand the primary reasons for the potential operating overspend and highlight the potential, future significant risks and uncertainties that could adversely impact on this position.

Section A – Changes in Estimated Spend

Summary Outturn Position as at the end of September 2022

	2022/23 Budget £m	2022/23 Outturn £m	Variance £m
Employee Costs	47.447	48.048	0.601
Premises Costs	3.727	4.583	0.856
Transport Costs	0.995	1.222	0.227
Supplies and Services	4.451	4.401	(0.050)
Central/Capital Costs	2.205	1.923	(0.282)
Total Expenditure	58.825	60.178	1.353
Income	(1.230)	(1.379)	(0.149)
Net Expenditure	57.595	58.799	1.204

EMPLOYEES – Budget £47.447m, Estimated Spend £48.048m – Overspend £0.601m

4. Employee related costs account for circa 82% of the £58.196m budget for 2022/23. The budget set in February 2022 was based on projected staffing establishment levels, forecast pay inflation at 2%, additional on-costs relating to the employment of firefighters, full year effects of substantive changes, including final pay awards for both operational and support staff reported in 2021/22 and any other known changes or assumptions.
5. Based on the latest workforce numbers and activity data the forecast variance against the employee budget is an emerging potential overspend of £0.879m (1.5% of budget). This significant change from quarter one is due to the inclusion of the potential pay awards for both operational (5%) and support staff (£1,925 per pay grade) above the forecasted 2% increase. It also includes a reduction following the government's decision to remove the National Insurance Levy from 6 November 2022. Below is further detail for the different categories of staff costs.

- Wholetime – Budget £32.929m, Projected Spend £33.359m – Overspend £0.430m

In Quarter One we presented an underspend, which related to the net of underspends on basic pay, CPD allowance, national insurance and pensions offset by overspends on overtime.

The current forecast, which has changed significantly, is as a result of now including a potential pay award of 5%. Since Quarter One the National Employers initial offer of 2% was rejected and on 4 October an improved offer of 5% was made. However, this clearly stated that a request to the Home Office to fund the improved offer had been rejected and that fire services would need to fund it. At the time of writing this report, the offer has not been accepted.

Included in the change in Quarter Two are increased costs in relation to the additional public holiday for the Queen's funeral, further increases in overtime and the relative on-costs offset by the removal of the 1.25% National Insurance levy from 6 November 2022.

Work continues with Human Resources and Emergency Response to monitor and adjust forecasts to take cognisance of any further changes in strength, terms and conditions and the ongoing impact of staff availability and sickness on overtime, detached duty levels etc.

- On-Call - Budget £1.581m, Projected Spend £1.650m, Overspend £0.069m

The current position at Quarter Two, as with wholetime employee costs, is a forecast overspend primarily relating to increasing the forecast pay award from 2% to 5% and the removal of the National Insurance levy. The Service are continuing with a number of improvement projects in this area to ensure full establishment is maintained and this is monitored closely.

- Control - Budget £1.374m, Projected Spend £1.452m, overspend £0.078m

The movement from Quarter one is a slight reduction in the overspend. This is the net effect of increasing the forecast, as with above, in line with forecast pay awards and the forecast reduction in the National Insurance levy and staffing as movement back towards the established number of posts. Work continues with HR and Control monitoring the position.

- Support Staff – £9.398m, Projected Spend £9.535m, Overspend £0.137m

As with wholetime, the significant change in Quarter two relates to the potential pay award for support staff. The offer, agreed by Unison only at the time of this report is for an award of £1,925 per pay grade, which is an average increase of approximately 6%. GMB and Unite are yet to confirm/reject the offer and 2 out of the 3 is required to accept for adoption.

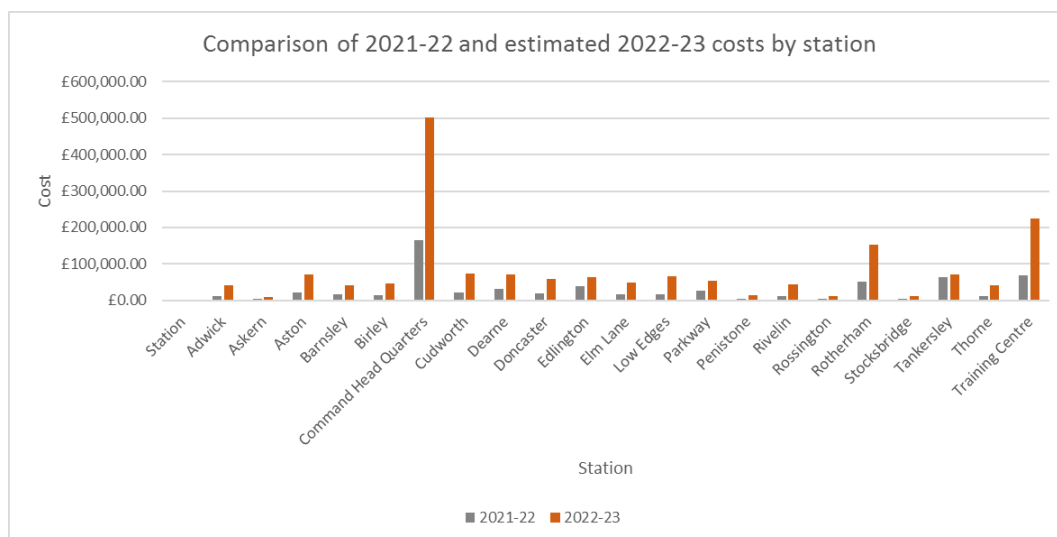
The increase is forecast lower than anticipated due a number of vacancies across the Service and the removal of the National Insurance levy.

- Indirect Employee Costs – Budget £2.165m, Projected Spend £2.052m – Underspend £0.113m

Slight underspend on operational costs offset by an increase in costs relating to accessibility measures for staff and a realised saving on insurance.

PREMISES – Budget £3.727m, Projected Spend £4.583m, overspend £0.856m

6. We reported in Quarter One an overspend of £0.589m, which was a net position of the significant increases in utilities (gas 219% and electric 120%) due to the current economic situation globally relating to fuel. This was offset by savings on repairs and maintenance and rates.
7. For Quarter Two, the main change has been an increased forecast in the overspend on gas of £0.250m. The chart below shows the forecast costs this year for utilities combined against last year's cost per station:



8. The utilities, amongst other areas are being monitored closely and significant work is ongoing within Estates in regards to the Service's Sustainability Plan.

TRANSPORT - Budget £0.995m, Projected Spend £1.222m, overspend £0.227m

9. The forecast overspend, as reported in Quarter One relates primarily to the cost of fuel, as with utilities this has seen a significant increase and fluctuation over this financial year. The increase from quarter one is due to further work in this area as we have a further 3 months actual data.

SUPPLIES AND SERVICES – Budget £4.451m, Projected Spend £4.401m, Underspend £0.050m

10. In Quarter One we increased the budget to include the Safer Stronger Communities fund, which is fully offset by a contribution from reserves. There has been no change to this forecast in Quarter Two.
11. We also reported a slight overspend in supplies and services, however as further work has been carried out in Quarter Two with Budget Holders we are now forecasting an overall underspend. The main areas are:
 - Equipment, Furniture & Materials – savings are being realised under furniture and fittings with minimal replacements now planned,
 - Office Expenses – savings are being realised on office equipment with minimal spend now forecast,

- Professional Services – savings are being realised based on trend to date and historical spending,
- ICT & Network – Savings are realised, however these are offset by increased costs in our communication network as work continues to upgrade lines and replace the network. Further work is ongoing with BT to ensure charges are appropriate.

OTHER EXPENSES AND CAPITAL FINANCING COSTS – Budget £2.205m, Projected Spend £1.923m, Underspend £0.282m

12. Previously we have always shown an underspend in relation to the MRP Policy and the reducing savings that are earmarked each year to ensure future costs are provided for. This is include within the capital financing cost which includes the interest and MRP principal payable in relation to the Service’s loan debt outstanding and capital financing requirements.
13. For Quarter Two we have amended this to now show the contribution to reserve as a reduction in budget rather than an underspend. Therefore the actual underspend shown relates to underspends forecast in year that are useable. This is the update of the capital financing costs, which based on the updated Capital Programme reduces the cost of financing and Central Expenses.
14. Central expenses principally relates to the provision of South Yorkshire Fire and Rescue Authority Members related allowances, development and expenses, fees relating to Internal Audit (RSM LLP) and External Audit (Deloitte) and the provision of services to the Authority and Barnsley MBC officers.

INCOME – Budget £1.230m, Projected Receipts £1.379m, Overachievement £0.149m

15. Quarter Two has seen a movement from an under achievement of income to an overachievement. This is primarily due to the rise in interest rates affecting the forecast income from investments.

Section B – Changes in Estimated Funding

16. The approved funding still remains at the end of quarter two at £57.877m, based on information known at this time. As more information is provided through the year in relation to business rates, council tax and Section 31 funding the position will be updated.
17. Included on the agenda at this Authority meeting is the MTFP 2023–2026. The MTFP details the future assumptions on funding that is expected to be received by the Authority over the period 2023-2026. Members will continue to receive timely briefings on any changes as soon as the implications are known.

Section C - Impact on Reserves

18. The final position of the reserves as at 31 March 2022, approved by the Authority was £18.751m split between Useable Reserves (£16,974m) and Un-useable Reserves (£1.771m). The current forecast, based on the quarter position is showing the forecast final balance at 31 March 2023 of £14.921m, split between Useable Reserves (£12.623m) and Un-useable (£2.298m). However, this does not include an updated position based on the MTFP included on this agenda.
19. The current reserves position is after the approved contributions to the Emerging Risk reserve and the Minimum Revenue Provision (MRP) reserve and the approved use of the Stronger Safer Community (SSC) reserve, Revenue and Capital Grant reserves, Service Improvement reserve, Invest to Save reserve and the Capital Receipts reserve.
20. The reported overspend outturn position (£1.204m) as at Quarter Two will be a call on useable reserves after taking into account both capital and revenue forecasts. We are proposing to utilise £0.600m of the Rates Rebate Reserve with the remaining from the Emerging Risk Reserve.
21. As stated at paragraph 18 above, this position does not take into account updates in relation to the MTFP for 2023-2026. This report includes a number of scenarios due to the uncertainty and risks faced by the fire and rescue service nationally. Therefore it should continue to be noted that the current forecast outturn position excludes financial implications are not yet clear and / or not able to be quantified with any certainty at this point in time:
 - Economy - There is significant economic uncertainty as a result of the current climate. The increasing price inflation, the position of the current government, the full extent of the UK's decision to withdraw from the European Union and the ongoing war in Ukraine are all uncertain and unquantifiable risks at this time and in the future.
 - Pay Inflation – The current financial year is potentially seeing the highest increase in pay inflation for a number of years and this could continue for future years. The 2022/23 pay awards are yet to be confirmed, however based on the current offers this is a significant, unfunded cost to the Service.
 - Industrial Action – The increased risk of periods of strike by members of the Fire Brigades Union will result in increased costs within this financial and potentially next.
 - COVID-19 – The current pandemic will have a lasting effect on the financial position of the Service and Sector. This could potentially affect the level of funding from government and local authorities. The latter will likely be due to down turns on the local economy, which will reduce both the council tax and the business rates bases as well as the level of surpluses on the collection fund accounts.
 - Pension Legal Cases – There are several high profile legal cases with the most significant being McCloud and Sargeant and Matthews. The Authority has set aside reserves for the potential costs of processing Immediate Detriment cases in relation to McCloud and Sargeant. To date a number of category 1 cases have been processed and at the time of this report we have a large number of category 2 applications currently being processed. In addition, there are related legal claims to this case that may have a potential financial impact on the Service.

- Future long-term capital investments needs and funding are as yet not fully defined, with indicative expectations being presented in the MTFP 2023-2026 later in this meeting.

Section D – Capital Programme Monitoring

22. The original approved Capital Programme for 2022/23 was £8.773m. Taking into account, the 2021/22 capital outturn reported to the Authority on 25 June 2022 the profiled Capital Programme for 2022/23 increased to £10.384m. As reported in Quarter One, the programme has since been reviewed in detail as part of the medium term financial planning. The projection for the current financial year has reduced significantly as a result of the changing economic situation with some programmes re-profiled or re-evaluated:

CAPITAL PROGRAMME	APPROVED CAPITAL PROGRAMME 2022/23 £m	UPDATED CAPITAL PROJECTION 2022/23 £m	CHANGE £m
Property	5.532	2.499	-3.033
Transport	2.484	2.375	-0.109
ICT and Communications	0.932	0.588	-0.344
Operational Equipment	1.426	0.490	-0.936
TOTAL	10.374	5.952	-4.422

23. Most of the spend in 2022/23 is to be financed from new approved borrowing, except for funding which is forecast from external grants, capital receipts, agreed funding from other earmarked reserves:

CAPITAL FINANCING	APPROVED CAPITAL PROGRAMME 2022/23 £m	UPDATED CAPITAL PROJECTION 2022/23 £m	CHANGE £m
Capital Receipts	0.295	0.295	0
Capital Grants	0.359	0	-0.359
Grenfell Grant	0	0.010	0.010
Covid Grant	0	0.008	0.008
Service Improvement	0	0.012	0.012
Invest to Save Reserve	0.041	0.041	0
Direct Revenue Funding	0.100	0.100	0
Borrowing	9.579	5.486	-4.093
TOTAL	10.374	5.952	-4.422

24. A significant amount of changes above relate to the re-profiling of projects as detailed below by each area of programme. The MTFP, which is also on the agenda for this meeting, has been updated to reflect these proposed changes.

PROPERTY

25. The proposed reduction of £3.033m in the current year's budget includes £2.882m that relates to projects originally earmarked as major refurbishments and contingency projects. With the potential for the Service to look to developing a 'modular' build strategy, which was presented to the Authority in October, £2.132m will carry forward and support this and £0.750m will carry forward to support the ongoing estates improvement plan, both in 2023/24. The remaining £0.150m, which related to potential energy decarbonisation work has been removed following the successful bid for Salix funding to support this and other sustainability work.
26. Investment continues to maintain the fabric and integrity of the building assets as specified as part of the Estates Condition and Fire Risk Assessment surveys. This includes the provision of the multi-purpose building within the curtilage of the new Barnsley Fire Station, the estates strategy renewal works which has provided a long-term plan for each building and a new Building Management System.

TRANSPORT

27. The transport strategy continues with regards to a number of replacement ancillary vehicles and the new rescue pumps, with the latter due into service before the end of the financial year. As previously reported due to issues with supply, advance orders will be placed to ensure the rolling programme of replacement is not affected.
28. The proposed change is to defer to next financial year the purchase of the new Welfare vehicle until the specification is finalised and the Workshop van, due to the tender timescales.

ICT AND COMMUNICATIONS

29. The approved programme for ICT includes the ongoing upgrade replacement of equipment, network, software, applications and infrastructure and the continuation of the digital transformation roadmap (DT3). The reduction for this financial year (£0.344m) relates the re-profiling of the ongoing Emergency Services Network (ESN) and Control collaboration project.

OPERATIONAL EQUIPMENT

30. Investment continues as part of the operational steering groups review of the operational equipment needs through the Service's Operational Research and Development Board. The reduction of £0.936m relates to a change in requirements resulting in a saving of £0.253m and re-profiling to 2023/24 of (£0.695m). An additional £0.012m was required in relation to the Grenfell project, funded from grant income.

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

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:

The report makes reference to joint working with South Yorkshire Police

CORPORATE RISK ASSESSMENT AND BUSINESS CONTINUITY IMPLICATIONS

- 31. Delivering the medium term financial plan and annual budget is a strategic risk that is proactively managed by the Executive and the FRA as is the delivery of the Capital Programme.

EQUALITY ANALYSIS COMPLETED

- Yes

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

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

- No
- N/A

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

Financial Report based on the income and expenditure of the Service

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:

There are no risks in relation to Health and Safety.

SCHEME OF DELEGATION

32. 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?

Financial regulations: the provision of budgets and funding, carry forward requests, reserves management
--

IMPLICATIONS

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

List of background documents		
<ul style="list-style-type: none">• Medium Term Financial Plan 2022-2025• Medium Term Financial Plan 2023-2026• 2022/23 Annual Revenue Budget and Council Tax Setting• Year-end Outturn Report 2021/22• Financial Performance Report Q1 2022-2023		
Report Author:	Name:	Sara Slater – Financial Services Manager
	e-mail:	sslater@syfire.gov.uk
	Tel no:	0114 253 2330

This page is intentionally left blank

BUDGET	CURRENT BUDGET	USE OF RESERVES	REVISED BUDGET	FORECAST OUTTURN	OPERATIONAL POSITION (UNDER) / OVER SPEND
Wholetime	32,928,739		32,928,739	33,359,287	430,548
Retained	1,580,795		1,580,795	1,650,187	69,392
Control	1,374,201		1,374,201	1,451,806	77,605
Support Staff	9,398,438		9,398,438	9,535,235	136,797
Indirect	2,154,818	10,000	2,164,818	2,051,404	(113,414)
TOTAL EMPLOYEES	47,436,991	10,000	47,446,991	48,047,919	600,928
Repair, Alteration & Maintenance	1,204,894		1,204,894	1,167,394	(37,500)
Energy	711,103		711,103	1,650,345	939,242
Rents	-		-	8,881	8,881
Rates	1,142,216		1,142,216	1,072,608	(69,608)
Water Services	74,290		74,290	74,290	-
Fixtures & Fittings	18,050		18,050	18,050	-
Cleaning & Domestic	519,772		519,772	519,772	-
Premises Insurances	57,000		57,000	71,934	14,934
TOTAL PREMISES	3,727,325	-	3,727,325	4,583,274	855,949
Vehicle Repairs & Maintenance	293,415		293,415	285,012	(8,403)
Vehicle Running Costs	431,360		431,360	663,760	232,400
Operational Lease & Contract Hire	1,300		1,300	650	(650)
Car Allowance & Public Transport	133,851		133,851	166,282	32,431
Transport Insurance	135,501		135,501	106,693	(28,808)
TOTAL TRANSPORT	995,427	-	995,427	1,222,397	226,970
Equipment, Furniture & Materials	897,054		897,054	850,258	(46,796)
Clothing, Uniform and Laundry	302,066		302,066	317,320	15,254
Office Expenses	81,258		81,258	56,687	(24,571)
Services	710,104	10,000	720,104	660,477	(59,627)
ICT & Network	1,867,422	31,000	1,898,422	1,962,356	63,934
Expenses	46,460		46,460	41,597	(4,863)
Other Miscellaneous	325,683		325,683	332,818	7,135
Stronger Safer Community Fund	-	179,897	179,897	179,897	-
TOTAL SUPPLIES AND SERVICES	4,230,047	220,897	4,450,944	4,401,410	(49,534)
BMBC SERVICES TO FRA	265,000		265,000	265,000	-
CENTRAL EXPENSES	182,320	9,050	191,370	184,640	(6,730)
CAPITAL FINANCING COSTS	2,269,531	(521,423)	1,748,108	1,473,613	(274,495)
TOTAL EXPENDITURE	59,106,641	(281,476)	58,825,165	60,178,253	1,353,088
Government Grants	(529,434)		(529,434)	(501,297)	28,137
Customer & Client Receipts	(680,132)		(680,132)	(697,241)	(17,109)
Interest Receivable	(20,000)		(20,000)	(180,000)	(160,000)
TOTAL INCOME	(1,229,566)	-	(1,229,566)	(1,378,538)	(148,972)
NET OPERATING EXPENDITURE	57,877,075	(281,476)	57,595,599	58,799,715	1,204,116
FUNDING					
Business Rates	(15,458,000)		(15,458,000)	(15,458,000)	-
Revenue Support Grant	(8,716,000)		(8,716,000)	(8,716,000)	-
Council Tax	(29,064,075)		(29,064,075)	(29,064,075)	-
Section 31 & Other Funding	(5,589,000)		(5,589,000)	(5,589,000)	-
Contribution to Reserves	950,000		950,000	950,000	-
NET OPERATING EXPENDITURE	(57,877,075)	-	(57,877,075)	(57,877,075)	-
NET (SURPLUS) / DEFICIT			(281,476)	922,640	1,204,116

This page is intentionally left blank

SOUTH YORKSHIRE FIRE & RESCUE AUTHORITY

Meeting	FIRE AND RESCUE AUTHORITY
Meeting Date	21 NOVEMBER 2022
Report of	CHIEF FIRE OFFICER AND CHIEF EXECUTIVE
Report Sponsor(s)	DEPUTY CHIEF FIRE OFFICER, DIRECTOR OF SERVICE DEVELOPMENT
Subject	EXTREME WEATHER JULY 2022

EXECUTIVE SUMMARY

This purpose of this report is to provide members with an overview of the operational activity levels during the extreme weather of July 2022 and South Yorkshire Fire and Rescue's (SYFR's) response to the challenges presented by the extreme prolonged heat.

The report will also provide details of the lessons learned and the contingency plans that are in place and any additional measures the Service may adopt following learning from the events in summer 2022. It is important to emphasise that the debriefing process is still ongoing, so the learning points that have been identified so far are included.

Data is presented for comparison between the summer of 2022 and previous years, and includes identifying the lessons learned from this period.

RECOMMENDATION(S)

Members are recommended to:

- a. Note the information and ongoing work.

CONTENTS

Main Report

BACKGROUND

1. The summer of 2022 saw temperatures around the UK reach record breaking levels, for a prolonged period of time. Nationally, the dry weather and high temperatures proved challenging for all fire and rescue services throughout the country.
2. The high level of operational activity peaked mid-July 2022, and as Figure.1 below shows, throughout this time SYFR control operatives were handling a higher than average number of emergency calls compared to the previous 3 years.

Figure.1

DATE (July)	No. emergency calls received			
	2019	2020	2021	2022
13	76	87	75	244
14	76	65	79	219
15	67	62	72	148
16	79	130	66	200
17	76	102	98	303
18	86	72	92	654
19	135	76	93	1645
20	84	72	92	618
21	81	117	88	168
22	112	62	115	144
TOTALS	872	845	870	4343

3. The challenges for SYFR started on 13 July 2022, from there, the volume of emergency calls and incidents started to rise, peaking on the 19 July with SYFR Control personnel handling 1645 emergency calls. In the whole of July 2022, SYFR attended 1121 fire incidents, compared with 505 in 2021 and 468 in 2020. BT transferred approximately 13000 calls nationally to Fire and Rescue Service (FRS) control rooms on 19 July, of which, 12.5% were handled within the SYFR control room. The normal average amount of calls handled in a 24 hour period within South Yorkshire is approximately 100.
4. The SYFR control manager declared 'Operation Willow Beck' during the afternoon of 19 July. Operation Willow Beck is currently under trial across the UK and is designed for when a single FRS control room can no longer handle large volumes of emergency calls, transferring a percentage of these calls to other control rooms across the UK. On 19 July, a number of FRSs declared Operation Willow Beck resulting in some control rooms being overwhelmed with emergency calls from both their own and other control rooms. Nationally, Operation Willow Beck is still currently under trial and control room managers continue to provide feedback to the project working group.
5. The average number of Secondary fires on 19 July over the last 3 years in South Yorkshire is 11, compared with 46 in 2022. Similarly, the average number of Primary fires on the day of July 19 over the last three years is 5, compared to 22 Primary fires on 19 July 2022.

SYFR also dealt with three significant property fires on 19 July 2022.

- Moorland Avenue, Barnsley – 3 properties involved.
 - Hamilton Road, Maltby – 4 properties involved.
 - Stockwell Avenue, Kiveton Park – 3 properties involved.
6. 10 property fires occurred within 37 minutes, requiring 10 appliances and 2 turntable ladders.
 7. Up to 20 July, SYFR utilised overtime to maintain a full staffing provision across the Service including Fire Control. Additional middle managers and control staff were assigned to both Fire Control and to support officers on the flexi-duty system over 18 and 19 July. On 20 July Recall to Duty (as per Grey Book) was initiated, for front line operational staff.
 8. During these peak demand periods there were multiple 'stacked' calls and SYFR Control staff were triaging calls - giving priority to those involving threat to life and property. Throughout the afternoon of 19 July, there were several calls between SYFR Operational Commanders and South Yorkshire Police (SYP) relating to the extreme weather and fire related incidents across the County.
 9. During the morning of 19 July, our Strategic Command Team (SCG) (Area Managers and Principal Officers) were involved in a Senior Leadership Team Action Plan Workshop at our Training and Development Centre. This lasted until around lunch when specific officers, were then relocated into our Control room to support with operational activity.
 10. The Operational Support Cell (OSC) had already been established and had been running from 13 July. The purpose of OSC, is be to direct and co-ordinate the SYFR's response to major incidents and to support the operations on the incident ground by anticipating needs, acting as liaison with the Incident Command Post (ICP) and the Strategic Fire Commander.
 11. OSC acts under the command of an Area Manager or in their absence another nominated Officer who will be responsible for the co-ordination and control of the Service's response to the major incident, and ensure business continuity is assured.
 12. OSC is normally staffed by HQ based personnel, although other personnel may be seconded, brought in on pre arranged overtime, or recalled to duty as required. The Area Manager, or in their absence another nominated Officer, is be responsible for the setting up and staffing of the OSC.
 13. On the late afternoon of Tuesday 19 July, SYP requested a Local Resilience Forum (LRF) Strategic Coordinating Group meeting in response to receiving a high number of 999 calls from members of the South Yorkshire public. The SCG was held at 1700 hours and during the meeting, it was agreed by partners across the LRF to declare a LRF multiagency Major Incident.

A Major Incident is defined as 'An event or situation with a range of serious consequences which required special arrangements to be implemented by one of more emergency responder agency' (JESIP – Joint Emergency Services Interoperability Principles).

14. A Second SCG was held at 2100 hours and a final SCG was held on Wednesday 20 July 2022 at 1200 hours at which the Major Incident was stood down as at 1225hrs.
15. A South Yorkshire LRF multiagency debrief was held on the 28 July 2022 that identified learning points and notable good practice. 11 multiagency recommendations have been agreed as a result of the multiagency debrief. These include having a better awareness and understanding of Operation Willow Beck, a review of adverse weather plans and the early consideration and activation of a Strategic Assessment Meeting (SAM), these recommendations are being allocated and will form the basis of the cold debrief. This will be where a greater analysis of the learning points and notable practice will take place, along with tracking any and all actions allocated to partners.
16. Throughout 18 and 19 of July, SYFR had 5 accident reports from operational crew members who had suffered ill effects as a result of the extreme heat. All 5 accident reports have been investigated collectively at Health and Safety Level 2 status. The rationale for investigating these events at Level 2 instead of a normal Level 1, was to attempt to find common factors that could have contributed to the accidents as well as to identify any future learning to prevent these accidents from occurring. The findings of this report along with any recommendations are being presented at the next Health and Safety Level 2 meeting. Out of 5 individual accidents, 3 members of staff were able to continue work that day, 2 members of staff received medical treatment and had to leave work, however both were back and able to work the following day.
17. 21 separate operational debrief submissions have been submitted to our internal platform SHOAL. A number of internal Structured Debriefs are scheduled for autumn, covering all internal roles and stakeholders.
18. A number of initial learning outcomes have already been identified within SYFR. These include:
 - Review the OSC function, training and policy for middle managers, along with how this cell links with other departments, such as Finance and Procurement. Firefighter Safety Team and RPaC have commenced this review.
 - Formalise and train middle management around their role within the SYFR Control room should they be called upon to assist in Control during spate conditions.
 - The need to review of SYFR internal policies around spate and hot weather conditions. RPaC (Resilience, Planning and Contingencies) have commenced this review.
 - The effective use of recall to duty via text messages.
 - Formalising the effective use of all available operational staff during spate conditions. Both pre-arranged overtime and Recall to Duty are voluntary in nature and do not guarantee the required level of staff to deal with the demand that we experienced during this heat wave; notwithstanding the additional vehicles and equipment also required to support any staffing uplift. Going forward it is necessary to look at how the Service provides a more guaranteed staffing uplift in response to these peak demand events. We have circa. 550 staff attached to fire stations and require circa. 100 to maintain our business as usual level of

response. We need a way to access the circa. 450 staff who are not at work to support our staffing requirements at peak incident demand periods.

- On 20 July, operational staff were using Service people carriers to support operational crews at protracted incidents. This allowed operational crews to rotate more frequently enhancing welfare provisions and relief arrangements. It is clear that we need better arrangements in terms of procedures, vehicles and equipment in order to support the required short term uplifts in staffing required to deal with ad hoc peak demand periods.
- The primary staffing of 2 all-terrain vehicles (Polaris) during spate conditions. These vehicles were purchased, following the Hatfield Moor incident in 2020, along with the procurement of additional wildfire firefighting equipment and the training of Wildfire Tactical Advisors.
- The effective use of Wholetime staff riding the small incident units (SIUs) where on-call staff were not available.
- A review of the training SYFR gives to operational managers at all levels, along with control staff, around personal and crew welfare.

NEXT STEPS

19. As stated above, SYFR has planned a number of structured debrief sessions set to take place throughout the autumn of 2022, however, dates may be subject to change due to the potential of industrial action. These debrief sessions will focus on the learning areas that have been submitted into SHOAL and will form the basis of future recommendations within the service. Once the structured debriefs have been completed the recommendations will be presented to the Head of Service Development who will assign any actions to the relevant department heads. These will be tracked through SHOAL, for updates and timely completion.
20. To date, SYFR has not identified any immediate learning that has triggered a submission to National Operational Learning (NOL), however this may change following the planned structured debriefs and more detailed analysis of the learning.
21. Nationally the fire sector faced unprecedented challenges during the extreme weather event of July 2022. Locally, SYFR along with our regional and national partners will look to see how we can respond more effectively to any climate change risks in the future.

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

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:

SYFR is a member of the Local Resilience Forum., local, regional and national multi agency learning with shared and acted upon.

CORPORATE RISK ASSESSMENT AND BUSINESS CONTINUITY IMPLICATIONS

22. Each of the learning outcomes will be assessed for corporate risk and business continuity implication and this also will be captured within the Service Improvement structures.

EQUALITY ANALYSIS COMPLETED

Yes

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

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

No

N/A

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

This report provides a summary of information.

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:

This report is a summary of information.

SCHEME OF DELEGATION

23. 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: General
D1: Legislation

IMPLICATIONS

24. 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:	GM John Billings, Operational Risk Manager
	e-mail:	jbillings@syfire.gov.uk
	Tel no:	07920536467

This page is intentionally left blank

SOUTH YORKSHIRE FIRE & RESCUE AUTHORITY

Meeting	FIRE AND RESCUE AUTHORITY
Meeting Date	21 NOVEMBER 2022
Report of	CHIEF FIRE OFFICER AND CHIEF EXECUTIVE
Report Sponsor(s)	DEPUTY CHIEF FIRE OFFICER, DIRECTOR OF SERVICE DEVELOPMENT
Subject	THE PROCUREMENT SERVICE – AN ANNUAL UPDATE

EXECUTIVE SUMMARY

This is an annual update on Procurement Services, its activities and how it is effectively supporting the various aspects of South Yorkshire Fire and Rescue (SYFR) business. The report includes an outline of the completed tender programme for October 2021 to September 2022 at Appendix A.

The strategic mission of procurement services is to assist stakeholders to deliver best in class service whilst ensuring that public money is spent wisely. To this end, the majority of procurement exercises are carried out with the Most Economically Advantageous Tender (MEAT) award criteria, which looks to appropriately balance cost, quality, social value, Small and Medium Enterprise (SME) engagement and reduce SYFR's carbon footprint.

Closer engagement with stakeholders and a better understanding of the markets SYFR procure from, has and will lead to, better outcomes for all. This business partnering approach ensures the procurement team are aligned to stakeholders helping them to better understand, develop and articulate their needs, reduce cost and ensure, where appropriate, whole-life costing is included in the delivery model. Future service developments continue to include the provision of a full post-award service including targeted contracts management and dispute resolution, delivering further value and cost avoidance as early intervention reduces risk of challenge, contractual dispute, termination costs and potential loss of service.

RECOMMENDATIONS

Members are recommended to:

- a) Note the contents of this report and endorse the ongoing positive work of the Procurement Services team.

CONTENTS

Main Report

Appendix A – Completed Tender Programme October 2021 to September 2022

BACKGROUND

1. Members requested that they be given an annual update report and this report details the key activities of Procurement Services in the period October 2021 to September 2022.

GOVERNANCE

2. The internal audit report published in February 2022 concluded that “the board can take **substantial assurance** from the controls upon which the organisation relies to manage risks as suitably designed, consistently applied and effective”¹.
3. The Procurement Department manage waivers under Section 33 of the Contract Standing Orders Part 5e revised in July 2021. This governance process allows for Contract Standing Orders to be waived only where an emergency requirement or other reasonable justification applies below UK Procurement thresholds and after consultation with the Procurement Manager. Waivers are controlled and reported to the Executive team every 3 months.

ESTATES AND ICT CATEGORY

Estates and Facilities Management Procurement

4. Procurement have worked with the Estates Team to award the contract for the new Community Building and training area refurbishment at Barnsley, which completes phases 2 and 3 of the project. The contract was awarded following a further competition utilising the YORBuild2 framework. Conversations with the preferred bidder allowed for a value engineered solution which ensured the project was able to be delivered within the agreed cost envelope. The appointed contractor is an SME named R.H. Fullwood who are based in West Yorkshire. The Procurement Category Manager also worked with Barnsley MDC to secure £25k of funding from ChangingPlaces.Org for the Changing Places room, which will form part of the buildings internal configuration. The practical completion date of the works is scheduled for December 2022.
5. Work has continued to identify and procure sustainable solutions that will help SYFR move towards a decarbonised estate. A further competition was issued for the provision of LED lighting and a contract for the installation of a Building Energy Management System which will optimise energy use via smart monitoring to aid building users reduce carbon output has also been awarded. Both solutions are due to be rolled out by the end of April 2023.
6. A new contract has been agreed to replace the Computer Assisted Facilities Management System (CAFM) to manage internal property job requests thereby delivering savings through a change in provider. The operating model previously used was based on a licensing approach at a considerable fee cost per licence including system features that may not have been used. The new lean approach utilises the same cloud based IT system but includes customer service free of charge as standard. This new approach provides a cashable saving of £6.1k against the former revenue budget of £13k through change to the new system.

¹ Quote taken from the conclusion of the internal audit report on procurement February 2022.

ICT Procurement

7. A new contract has been awarded for the replacement of the current Fuel Management System which has experienced issues at several sites due to lack of 4G connectivity for the purpose of data transmission back to the Fleet administration team. New futureproofed hardware will be installed at the 18 SYFR sites with fuel dispensing capability in autumn 2022, and will operate on a new software platform, with real time data transfer capability and enhanced functionality. This contract provides cashable savings of £8.6k per year for the annual subscription component of delivery against the previous cost of £14.5k.
8. The NHS Shared Business Solutions Cloud Framework was used to procure a new Applicant Tracking System for the Human Resources (HR) Recruitment team. Procurement facilitated the demonstration of supplier solutions to the HR Team in which a best fit option was agreed. The solution will modernise the SYFR recruitment processes by allowing applicants to apply for jobs directly online via a specialist platform, which eliminates the requirement for the manual downloading of application forms. Internally, the end to end recruitment process can be managed online, saving time and resources of the HR team and recruiting managers.
9. Current projects nearing completion include the trialling of body worn video cameras for the Business Fire Safety Team to carry out audits on commercial premises. The aim of the contract is to save time and resources of the inspecting offers with an auditable chain of custody for evidence used in prosecution cases. Market leaders such as Motorola, Audax and Reveal have been engaged to provide cameras for the BFS team to trial and members of the ICT department have examined the back end software solution for user functionality. The anticipated contract award date is early autumn 2022.

SUPPLIES AND SERVICES CATEGORY

Supplies

10. The year-end stock check was completed in March 2022. The value of stock at year end 2021/22 was £639K.
11. The value of stock can be attributed to the additional requirement for provision of structural fire tunics and trousers, structural helmets, flash hoods, gloves and fire boots through Central Stores following the migration from a managed service in August 2021. The organisation has also introduced a new rescue jacket for incident specific wear, which will reserve the use of structural tunics for the highest risk fire incidents only.
12. The focus of activity during 2021/22 has been to continue the delivery of two key contract elements.
 - a. The contract management on structural PPE and ancillary items.
 - b. A new suite of contracts for provision of uniform and station wear.
13. Procurement have continued to lead involvement with regional colleagues in ensuring sufficient UK based stock to support the structural PPE contract and have provided forecasts for the next 24 months to enable manufacture of new garments

to be completed in lieu of new orders. Stock to support South Yorkshire is stored by Ballyclare at their UK warehouse at Altham in Lancashire.

14. Procurement have played a key role in the Uniform Standards Project chaired by the Group Manager (Sheffield District) to deliver new contracts for the provision of uniform and work wear. The purpose of this project is to support the corporate image of the Service in the local communities we serve. Procurement organised a user event in March 2022 and led the tender process to procure new garments that are fit for purpose and provide value for money. Footwear, fleeces and outer jackets have been awarded. The remaining uniform garments will be awarded following sign off of final samples in October 2022.
15. Procurement have supported Technical Services with the purchase and delivery of Lightweight and Ultra Lightweight Portable Pumps. Existing pumps are at the end of asset life and require replacement due to reliability issues. The addition of new pumps will support movement of water where no mains water exists and there is an open source nearby, and to pump out water in flood conditions to preserve life and property.

Services

16. The contract awarded in August 2022 for Type B Rescue Pumps provides a stable 5 year agreement for delivery of new frontline vehicles to support operational activity. The way SYFR have structured the contract allows for the implement of design changes at each new batch of vehicles, providing value engineering through contract life. One of the main reasons for this approach is to enable the ongoing work regarding contaminants control. The winning bidder was Emergency One.
17. Following the easing of COVID-19 restrictions and the return to 'business as usual' schedules with training providers, contracts with terms of up to 4 years have been let for key courses; Road Traffic Collision, Breathing Apparatus, Compartment Fire Instructor and Hazardous Materials and Environmental Protection Advisor. Work continues with the operational Training Team to ensure agreements are in place for staff to fulfil and maintain their competency requirements.

COVID-19 Response

18. During the closing stages of the pandemic response Procurement and Supplies have maintained higher stocks of all critical Personal Protective Equipment (PPE) and cleaning materials to ensure availability of products for all departments and stations.
19. The pandemic stores set up during the early stages of the pandemic are now being reduced as the Service moves to a business as usual state. Requirements for a continued residual provision of PPE and cleaning materials are being coordinated in collaboration with the Business Continuity team.

IN CONCLUSION

20. Strong and sustainable improvements have been achieved that represent best procurement practice, achieving value for money outcomes.
21. Issues, risk and opportunities are actively being identified and managed accordingly.

22. The Service continues to invest in its community and ensure SME's are key to its service delivery.

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

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:

SYFR have been instrumental in setting up a new Yorkshire and Humberside Regional Procurement Group (RPG) to explore collaborative opportunities together where similar service needs exist. SYFR chair this regional group.

CORPORATE RISK ASSESSMENT AND BUSINESS CONTINUITY IMPLICATIONS

23. The related items below are recorded on the Corporate Risk Register. Progress reported above is mitigating these risks.

EQUALITY ANALYSIS COMPLETED

- Yes

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

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

- No
- N/A

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

This is an update on Procurement activity and Equality Analysis is carried out when tendering opportunities.

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:

This is an update on Procurement activity and Health and Safety Assessment is carried out when tendering opportunities.

SCHEME OF DELEGATION

24. 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?

A: Asset Management
A1: Property Management

IMPLICATIONS

25. 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.

None to report.

List of background documents		
RSM Internal audit report 6.21/22		
Report Author:	Name:	Mark Lloyd, Procurement Manager
	e-mail:	mlloyd@syfire.gov.uk
	Tel no:	0114 253 2393

Appendix A – Completed Tender Programme October 2021 to September 2022

Explanation of savings categories.

Overview

1. This note seeks to provide guidance in defining a saving and the categories of saving which can be claimed.

Principles

2. All descriptions follow Cabinet Office guidance on savings, and are reported to the National Fire Chiefs Council (NFCC) and the Home Office for publication in appropriate government sources.
3. All savings reported represent annual values only. For a term contract, a saving may be reported in each year the contract is active.

Savings Categories

There are a number of ways in which savings could be delivered.

Category 1 – Volume/Scope Reduction

Examples include savings secured resulting from a reduction of planned volume. The reduction must not materially impact the core outcome of benefits derived. For example, a forecast demand of 100 software licences is made either by FRS or by the supplier and then reduced to 80 licences following renegotiations. Assuming the core outcome is still met, the saving of the 20 licences is claimable. An example of scope reduction could include less frequent cleaning of office space provided this does not materially impact the provision of a sufficiently clean, fit for purpose office environment. This is a legitimate saving.

Category 2 – Price Reduction

Where the procurement has a lower unit price than the last procurement i.e. (old unit price less new unit price) x new volume. Or, total package this year less package last year. In some cases, a certain number of additional free services that would have otherwise been paid for may be provided free of charge by the supplier. Care should be taken when attributing savings to 'free services' to ensure that robust evidence exists that the service would have been paid for to ensure it is genuinely cash releasing otherwise it should be categorised as a 'Non Cashable Saving' (See Category 4)

Category 3 – Cost Avoidance

E.g. We stopped the supplier charging the contracted RPI linked annual price increase and therefore reduced expected contractual expenditure.

Appendix A – Completed Tender Programme October 2021 to September 2022

Category 4 – Non-Cashable Savings

This category of savings relates to savings delivered by FRS that cannot be classified as ‘Cashable’ savings because they do not release ‘folding money’ but will produce other benefits. For example, where a further competition is coordinated by a single FRS on behalf of many FRSs, there is benefit in that it would be fair to assume that if each FRS ran its own further competition the resources required would be greater than a single FRS coordinating on behalf of all. Non cashable savings can be estimated by calculating the cost of each FRS running their own further competition less the cost of one FRS managing on behalf of all.

Category 5 – Other

Any type of saving, whether cashable or non-cashable that does not fit with the criteria set out in categories 1 to 4.

Completed Tender programme October 2021 to September 2022 – By Category

Contract	Category	Method of Savings calculation	Saving Category	Value
Type B Rescue Pumps	Fleet	Average Bid Price vs Winning Bid - Saving based on the difference between the average of the unsuccessful bids and the winning bid.	Category 4 – Non Cashable	£108,140.00
Barnsley Station Community Building Refurbishment	Construction and FM	Average Bid Price vs Winning Bid - Saving based on the difference between the average of the unsuccessful bids and the winning bid.	Category 4 – Non Cashable	£65,035.00
Fuel Maintenance System	Construction and FM	Saving for the new item against the previous price paid.	Category 2 – Price reduction	£8,629.00
LED Lighting Project Estate Wide	Construction and FM	Average Bid Price vs Winning Bid - Saving based on the difference between the average of the unsuccessful bids and the winning bid.	Category 4 – Non Cashable	£49,799.00
Uniform and workwear - Fleeces and Outer Jackets	Clothing	Average Bid Price vs Winning Bid - Saving based on the difference between the average of the unsuccessful bids and the winning bid.	Category 4 – Non Cashable	£18,771.00
Lightweight Portable Pumps	Operational Equipment	Average Bid Price vs Winning Bid - Saving based on the difference between the average of the unsuccessful bids and the winning bid.	Category 4 – Non Cashable	£39,472.88

Appendix A – Completed Tender Programme October 2021 to September 2022

Computer Aided Facilities Management System	ICT	Saving for the new item against the previous price paid.	Category 2 – Price reduction	£6160.00
CFRMIS Cloud Hosted Solution	ICT	Saving for the new item against the previous price paid.	Category 2 – Price reduction	£5,000.00

This page is intentionally left blank

SOUTH YORKSHIRE FIRE & RESCUE AUTHORITY

Meeting	FIRE & RESCUE AUTHORITY
Meeting Date	21 NOVEMBER 2022
Report of	CHIEF FIRE OFFICER & CHIEF EXECUTIVE
Report Sponsor(s)	DEPUTY CHIEF FIRE OFFICER / DIRECTOR OF SERVICE DELIVERY
Subject	PEOPLE BOARD UPDATE

EXECUTIVE SUMMARY

This report provides a summary of the items raised and discussed at the People Board in Quarter 2 2022/23. One meeting was held during this period on 6 September 2022.

The People Board provides a strategic and critical role as a guardian of the South Yorkshire Fire and Rescue (SYFR) People Strategy, in safeguarding and promoting a positive culture and ensuring a modern, sustainable and healthy working environment for our staff and volunteers.

RECOMMENDATION

Members are recommended to:-

- a) Note the contents of the report and provide further scrutiny and support to enable continuing effective management of people issues.

CONTENTS

Main Report

Appendix A - Report of the Equality, Diversity & Inclusion Committee to People Board

Appendix B - Report of the Health, Safety & Wellbeing Committee to People Board

BACKGROUND

1. The People Board is an internal meeting that monitors progress of the SYFR People Strategy, culture change and the health and wellbeing of all our employees. The People Strategy is aligned to the National Fire Chiefs Council (NFCC) national People Strategy and also determines and oversees delivery of requirements at a local level. The People Board has committed to provide quarterly updates to the South Yorkshire Fire and Rescue Authority (SYFRA).
2. SYFR's People Board meets quarterly to monitor progress of the People Strategy and to scrutinise information from the four SYFR committees that report to the People Board:
 - Equality, Diversity & Inclusion (EDI) Committee
 - Workforce Planning Committee
 - Health, Safety & Wellbeing (HSW) Committee
 - Workforce Development Committee
3. The People Board receives a written report from each of the above committees every six months and verbal reports in between.

PEOPLE STRATEGY UPDATE

4. The current SYFR People Strategy is for the period 2018 to 2022. The Service has progressed very well against the strategic objectives. The Fire and Rescue Authority (FRA) have received an evaluation of progress each year.
5. Work is now underway on the development of the next People Strategy for the period 2023 to 2026. This will be a consultative process, engaging with key stakeholders and the content will reflect local, regional and national priorities.

SEPTEMBER MEETING UPDATE

6. The Board received a presentation from the Corporate Communications Manager on plans to enhance corporate recruitment campaigns to increase the number of applications; enhance the quality of applicants; improve diversity and communicate the benefits of working for the Service. Key elements will be pride of working for the Service, making a difference and having caring and supportive colleagues. These messages will be shared via targeted social media channels, video case studies and printed materials.
7. The Board received the attached written reports from the Equality, Diversity and Inclusion Committee (appendix A) and Health, Safety and Wellbeing Committee (appendix B) and verbal reports from the Workforce Development Committee and Workforce Planning Committee.
8. At the Health, Safety and Wellbeing Committee, it was noted that the current contract for the Employee Assistance Programme would continue for a further two years and that the IGL00 Project had received ethical approval (post committee note: the Service has been confirmed to be in the advisory group, rather than the control group). The Board approved the revised Terms of Reference for the committee.
9. The Workforce Development Committee reported that the Service had completed the BSI9001 process for quality of operational training services, with high commendation.

10. The Board was advised that the Workforce Planning Committee was not meeting until 8 September 2022.
11. Casework (grievances and discipline) statistics and trends were presented and discussed. It was agreed that statistics relating to Occupational Health (OH) referrals, etc., should also be a standing item at the Board, when the new OH and Wellbeing Manager is in post and able to provide this information.
12. The Board were asked to consider a request from the Fire Brigades Union (FBU) to extend the Secondary Employment policy to wholetime firefighters in probation to enable them to enhance earnings. The Board discussed the implications of this and concluded that it was not inclined to support this shift in policy as this was a critical learning period for new firefighters, unless a more valid argument could be presented.
13. The Board noted the risks from the potential industrial action to be taken by firefighters and discussed the business continuity plans that were being put in place to mitigate some of the impact.
14. The Board received an update from the National Operational Guidance (NOG) project and were presented with a number of options for systems for recording and agreed to progress the development of the in-house system (Mako) rather than purchase an external system.
15. The Board received updates from the On Call Programme and agreed to receive an update report on the new Leadership Programme at the next meeting.

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

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:

SYFR will work closely with fire and rescue services and other organisations to continuously benchmark against the recommendations and inspection criteria.

CORPORATE RISK ASSESSMENT AND BUSINESS CONTINUITY IMPLICATIONS

16. SYFR need to ensure they have the capacity and capability to implement any recommendations in the SYFR inspection report and continuously improve. There also needs to be the capacity to ensure all the inspection work is completed.

EQUALITY ANALYSIS COMPLETED

Yes

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

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

No

N/A

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

If required, an equality assessment has been/will be completed for the agreed recommendations.

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:

If required, a Health and Safety risk assessment has been/will be completed for the agreed recommendations.

SCHEME OF DELEGATION

17. 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

18. 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.

Report Author:	Name:	Sue Kelsey, Head of People and Organisation Development
	e-mail:	skelsey@syfire.gov.uk
	Tel no:	0114 253 2204

SOUTH YORKSHIRE FIRE & RESCUE AUTHORITY

Meeting	People Board
Meeting Date	6 September 2022
Report of	Sue Kelsey, Head of HR
Subject	EDI Committee Update Report

EDI Committee

1. The committee met on 11 August 2022 by Zoom and was reasonably well attended given it was peak holiday period. Key issues to report to the People Board are presented below.
2. New members to the committee were welcomed, included the new Chair of the Fire and Rescue Authority (FRA) Performance & Scrutiny Board, Cllr Simon Ball.
3. The committee received the quarterly update from Operational Development (OD) and Community Safety on Equality, Diversity and Inclusion (EDI) activities that had taken place in the previous three months. Significant activity was noted with some key outputs to progress the EDI action plan.
4. The committee noted that the membership of staff groups continued to grow steadily. The work recently undertaken by the Disability, Carers & Neurodiversity group to produce a new Neurodiversity Handbook was welcomed and thanks were given to all those involved in the production, particularly Jess-Pete Lendon, who pulled all the information together.
5. The committee received the draft EDI Annual Report (below) and agreed to recommend to People Board that this is approved and published.
6. The committee received the draft annual Workforce Profile Report (see end of document) and agreed to recommend to the People Board that this is approved and published. The committee thanked those involved for producing a very comprehensive report.
- s
7. Department EDI Action Plan updates were received by Corporate Communications and Business Fire Safety. Good progress was noted. An update was scheduled from Estates, but this has been deferred to the next meeting due to unavailability of managers.
8. The committee received a verbal update on other areas of the interim EDI Strategy action plan and on Service Improvement updates. They were content with progress to date.
9. The committee were unable to receive a detailed update on the EDI Local Performance Indicators (LPIs) due to ongoing issues with data reporting. This is being progressed with the Business Intelligence team but it was noted that there is some risk in not having this data available.

10. The committee discussed consistency in the language in reports, in particular relating to support/corporate staff. The committee ask that the People Board makes a decision on what term should be used and recommends corporate.
11. The EDI committee does not have any budget, so a request is made to the People Board for the cost of using software that enables the service to have a more comprehensive calendar of EDI events that can be shared and used more widely. Further details will be provided at People Board.
12. The committee meets again on 10 November 2022.

SOUTH YORKSHIRE FIRE & RESCUE AUTHORITY

Meeting	FIRE & RESCUE AUTHORITY
Meeting Date	12 SEPTEMBER 2022
Report of	CHIEF FIRE OFFICER & CHIEF EXECUTIVE / CLERK TO THE FIRE AND RESCUE AUTHORITY
Report Sponsor(s)	DEPUTY CHIEF FIRE OFFICER / DIRECTOR OF SERVICE DEVELOPMENT
Subject	ANNUAL EDI REPORT & ANNUAL WORKFORCE PROFILE REPORT

EXECUTIVE SUMMARY

Each year the Service produces two reports that are published externally and internally to support the Service's Equality, Diversity and Inclusion (EDI) strategy.

The Annual EDI report is an opportunity to capture and celebrate the work carried out across the Service to support our communities and our employees.

The Annual Workforce Profile reports on the diversity profiles of SYFR as at 31 March 2022, giving statistics against age, disability, faith & belief, sex and sexual orientation. It aims to help the organisation better understand the diversity of our workforce, to assess any trends and the key areas of focus going forward.

Members are recommended to:-

- a) Approve the annual reports for publication
- b) Note the efforts to improve EDI across the service

CONTENTS

Main Report

Appendix A: Annual EDI Report

Appendix B: Annual Workforce Profile Report

MAIN REPORT

ANNUAL EDI REPORT 2021/22

1. Equality, Diversity and Inclusion are at the heart of our service, in how we engage our communities, provide effective services that meet local needs, and help make our workforce truly representative of the communities we serve.
2. We want the talents of individual staff members to be genuinely recognised and for everyone to be in a position to help us become the best organisation we can be.
3. Because we understand that the principles of EDI are integral to keeping our communities safer and stronger, we have grouped our EDI priorities under the following areas:-
 - Improving diversity
 - Inclusive culture
 - Fair treatment
 - Inclusive services
 - Engaging communities
4. The annual report sets out our performance in relation to these areas for 2021/22.

ANNUAL WORKFORCE PROFILE 2021/22 REPORT

5. This document reports on the diversity profiles of SYFR as at 31st March 2022, giving statistics against age, disability, faith & belief, sex and sexual orientation. It aims to help the organisation better understand the diversity of our workforce, to assess any trends and the key areas of focus going forward.
6. To ensure the diversity of all employees are captured, the data is collected over a date range. For 2022 this is 01/04/2021 – 31/03/2022 and for 2021 this is 01/04/2020-31/03/2021. Each profile includes a range of actions to improve diversity across the organisation.
7. A key feature of this report is the work that has gone into automating the production of the graphs and charts from our HR reporting system (Dolphin). Analysis is carried out across the workgroups, Control, Support (Corporate), Uniformed (224, Day Staffing, ORT and Non-rider – CPC system was removed in 2021) and On-call (also referred to as RDS).
8. As in previous years, this report excludes contingency, non-employees and agency workers but includes casual employees (those on a zero hours contract). This gives a total of 1047 employees for 2022, an increase from 1015 in 2021. This demonstrates our investment in getting the right teams with the right staff to deliver our vision of making South Yorkshire Safer & Stronger.
9. Where reference is made to 2011 Census data, it should be noted that this is not an up to date reflection of the population in 2021/21. Census 2021 results will be published late 2022 and we hope to include these in our 2022/23 workforce diversity profile.

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

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:

SYFR works closely with a wide range of partners and stakeholders to progress the EDI agenda

CORPORATE RISK ASSESSMENT AND BUSINESS CONTINUITY IMPLICATIONS

- 10. Risk associated with equality, diversity and inclusion issues are proactively managed by the EDI Committee and People Board.

EQUALITY ANALYSIS COMPLETED

- Yes

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

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

- No
- N/A

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

These are summary reports. Individual actions have appropriate equality analysis undertaken

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:

There are no identified health & safety risks

SCHEME OF DELEGATION

11. 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

12. 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:	Sue Kelsey, Head of HR
	e-mail:	skelsey@syfire.gov.uk
	Tel no:	07766781812



**South Yorkshire
FIRE & RESCUE**

Equality, Diversity & Inclusion Annual Report

■

Making
**SOUTH
YORKSHIRE
SAFER &
STRONGER**

Equality, Diversity & Inclusion (EDI) Annual Report

Contents

Section	Title	Page No
1	Background	2
2	Purpose	2
3	Why Equality, Diversity & Inclusion	2
4	Our Performance	3
5	Training & Education	6
6	Memberships	7
7	Our Policies	8
8	Wellbeing	8
9	Our Story	8
10	EDI Activity	8
11	In Summary	17

Equality, Diversity & Inclusion Annual Report

BACKGROUND

2022 saw the introduction of our Interim Equality, Diversity & Inclusion (EDI) Strategy which enables us to share the priorities which both underpin our ambition to create an inclusive workplace, and contribute to our strategic aspiration of making our service a great place to work. This Strategy explains how we will meet the requirements in the Equality Act 2010 and the Public Sector Equality Duty, as well as the ways in which we will effectively promote EDI within all areas of service delivery and our employment practices. The supporting EDI Action plan demonstrates how we plan to continue to embed EDI into everything we do, for the staff working for us and for the communities we serve across South Yorkshire.

PURPOSE

This Equality, Diversity & Inclusion Annual Report offers a unique opportunity to capture and celebrate the fantastic work carried out across the organisation and supports the other documents that we produce, our Annual Pay Gap Report and Workforce Profile.

We want our commitment to EDI to be led from the top. To support this work members of our Senior Leadership Team play a key role as strategic influencers to help give direction and focus to this key work, including driving the commitments within our EDI Action Plan.

WHY EQUALITY, DIVERSITY & INCLUSION?

Equality, Diversity and Inclusion are at the heart of our service, in how we engage our communities, provide effective services that meet local needs, and help make our workforce truly representative of the communities we serve.

We want the talents of individual staff members to be genuinely recognised and for everyone to be in a position to help us become the best organisation we can be.

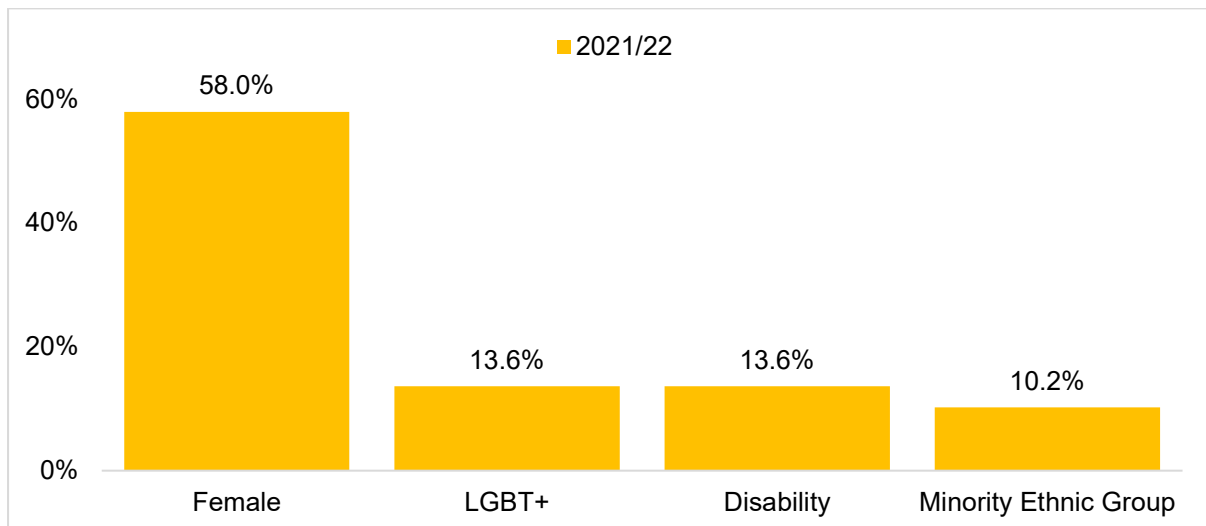
Because we understand that the principles of EDI are integral to keeping our communities safer and stronger, we have grouped our EDI priorities under the following areas:-

- Improving diversity
- Inclusive culture
- Fair treatment
- Inclusive services
- Engaging communities

OUR PERFORMANCE

As part of our progress towards a more diverse and inclusive workplace, we are monitoring a series of statistics. The three Local Performance Indicators (LPIs) allow us to analyse our advancement numerically and have year-on-year comparisons in the years to come.

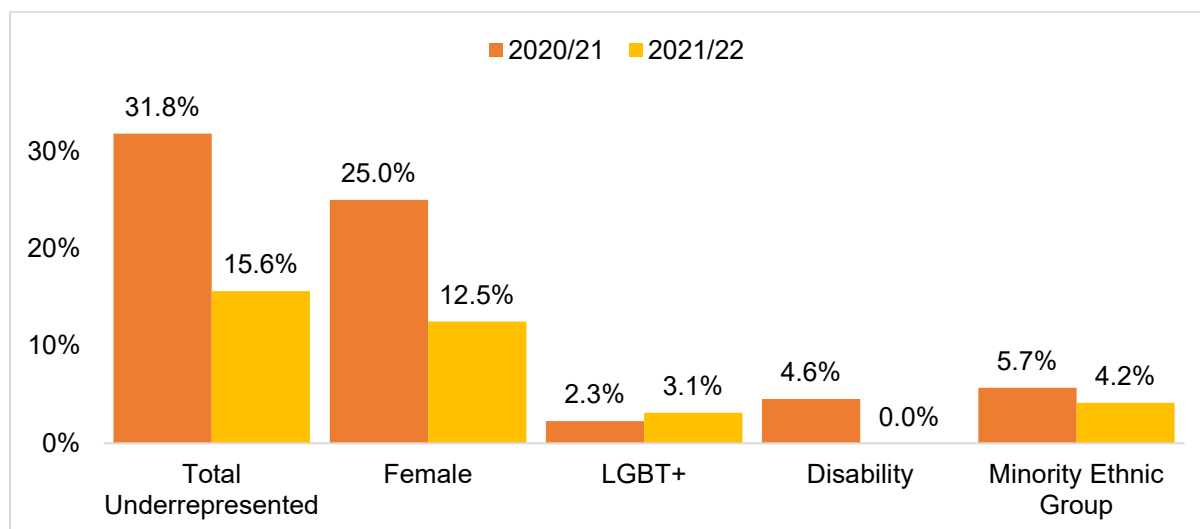
LPI 3.41 - The Percentage of Applications for Vacancies from Underrepresented Groups



This data is a representation of the period from 15/10/2021 to 31/03/2022 for corporate recruitment only. Further analysis of wholtime recruitment is below with further work required to provide on-call recruitment data. As this is a new LPI no previous comparison is currently available.

The data shows we are attracting a diverse range of people to apply to our corporate roles. Whilst the values are high for females, we need to do more positive action work to attract more applicants from the other underrepresented groups.

LPI 3.42 - The Percentage of Leavers from Underrepresented Groups



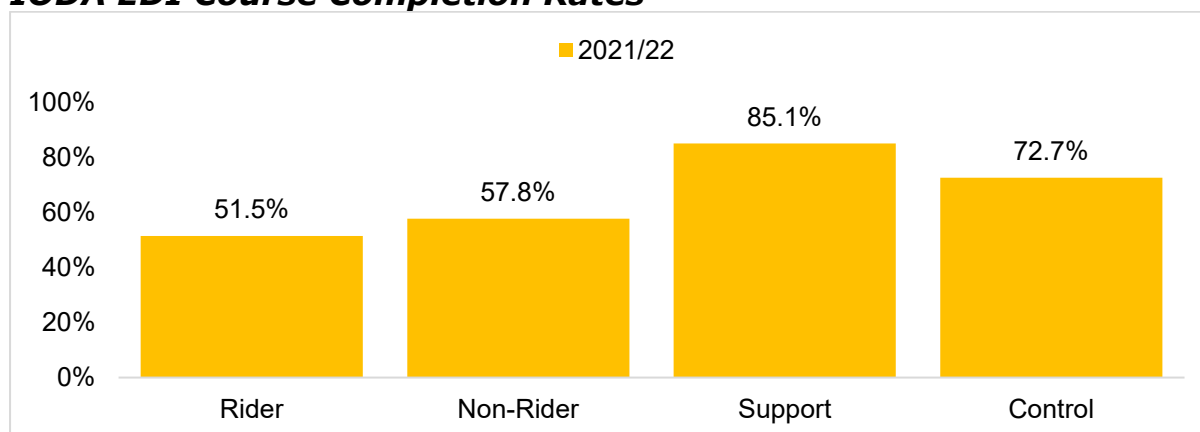
This data is a representation of the period from 01/04/2021 to 31/03/2022. With comparisons from the period 01/04/2020 to 31/03/2021.

As you can see there has been a decrease in the percentage of leavers from underrepresented groups, in comparison to the 2020/21 period. This shows a positive move towards a more inclusive workplace, which welcomes and retains its diverse staff. It is important to note that some leavers are part of multiple underrepresented groups and we should take an intersectional approach to EDI.

LPI 3.40 - The Percentage Completion of Equality, Diversity and Inclusion (EDI) Training

We currently have two main forms of EDI Training, a one-day course training course (currently provided by Ioda) and our own online LearnPro.

IODA EDI Course Completion Rates



There has been a particular focus this year to increase the number of corporate staff completing the external EDI course, which has seen the percentage completion rate reach 85%. For the remainder of 2022, additional resources and investment are now focussed on increasing the percentage completion for operational staff.

LearnPro EDI Course Completion Rates

There are two EDI online courses (LearnPro), one for all staff "Equality and Diversity Essentials" and "Managing Diversity" for anyone grade 7 and above (or equivalent). The Equality and Diversity Essentials course, which is mandatory for all employees has a current completion rate of **80.16%**. We are working on further analysis to give a percentage completion rate for "Managing Diversity". These statistics will help target campaigns to increase completion rates for the 2022/23 period.

Positive Action and Wholetime Recruitment

In addition, to our LPs, we monitor attendance at our Positive Action events and the impact this is having on the diversity of our wholetime recruit cohorts.

During this period we were in contact via email with over 1800 underrepresented individuals who registered their interest in becoming a wholetime firefighter. The impact of COVID-19 meant that our planned 'Have a Go Days' could not take place ahead of wholetime recruitment in 2021. Therefore, in early 2021 we moved to online 'Have a Chat Sessions'. These twice-weekly sessions provided an introduction, to the role of a firefighter, firefighter fitness, the recruitment process and practical testing requirements, as well as, providing an opportunity for potential applicants to ask questions. 72 different attendees took part in these sessions.

We also introduced online female fitness information sessions, targeted at improving the practical testing pass rate for females and we monitor how many of our successful candidates accessed our positive action interventions.

This Positive Action work, although delivered remotely, has increased the number of recruits from an underrepresented group, in comparison to the 2020 intake.

	2020 (24 Recruits)		2021 (35 Recruits)	
	No.	%	No.	%
Female	2	8%	5	14%
Minority Ethnic Group	0	0%	1	3%
Lesbian, Gay, Bisexual and Transgender (LGBT)+	1	4%	5	14%

Whilst the practical testing pass rate, is still lower for those from underrepresented groups as shown in the table below, it is anticipated that our continued Positive Action work will continue to increase these figures, this data will be captured in the next Annual Report.

Practical Testing Pass Rate		
Sept 2021	No.	%
Overall	121 of 135	90%
Female	9 of 11	82%
Minority Ethnic Groups	6 of 7	86%
LGBT+	8 of 10	80%

TRAINING & EDUCATION

Educating our staff is vital to developing and improving organisational learning around EDI.

This starts with the induction packages that we offer for new starters (or as a refresher) targeted to a range of workgroups. This training begins by explaining the difference between Equality, Diversity and Inclusion, provides brief information on equality legislation, summarises what EDI means to individuals and finishes by detailing an individual's responsibilities as an employee of South Yorkshire Fire and Rescue (SYFR).

All our staff are required to carry out a mandatory online learning module on EDI as well as a one day training session delivered by external provider, IODA. This training aims to provide delegates with the information and knowledge needed to understand and promote Equality,

Diversity and Inclusion within SYFR. The completion rates for this training is regularly monitored and is listed above.

Our Language, Stereotypes & Assumptions package explains the use of diverse language and the context behind it, what stereotypes are and how they can impact on individuals and groups and how to challenge assumptions based on stereotypes.

Operational crews receive additional EDI input as part of the modular training sessions that we deliver. This training covers basics around engaging with our various communities and the support available to crews to develop skills in this area and covers areas such as Hate Crime and Dementia Awareness.

One other key area of training is the quarterly sessions offered on completing Equality Assessments (EqIA).

Our EDI Conversations package, new for 2022 supports us to build on everyone's knowledge and understanding of the EDI learnPro to support open conversations around EDI to help upskill the organisation, normalise EDI discussions and improve the service as a whole.

We also provide a range of other education and developmental opportunities as detailed in our online [Equality, Diversity & Inclusion Calendar](#). Much of this work is in partnership with organisations such as Women in the Fire Service (WFS), the Asian Fire Service Association (AFSA) and the National Fire Chief's Council (NFCC) and focuses on key EDI related topics.

MEMBERSHIPS

Memberships of the right organisations and groups are vital in helping us achieve our EDI goals. We are a Disability Confident employer and work closely with a range of groups including the AFSA, WFS and the NFCC.

Our internal staff groups, supported by a senior manager, work with us to find creative and innovative ways for us to address particular issues across the organisation. An increase in active membership of many of our staff groups is resulting in positive and constructive conversations which are leading to improved ways of working and a better working environment for all staff.

OUR POLICIES

We are looking for our refreshed policies to use gender neutral language and for any new or updated policies to include the views and input of our staff groups (in addition to our existing consultation with representative bodies) to ensure they are as inclusive as possible.

WELLBEING

The last 18 months have been difficult, particularly in the light of the COVID-19 pandemic, despite this we have made some fantastic achievements within our EDI work and we have put a range of measures in place to help and support our staff during these times.

OUR STORY



In 2018, we published a 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, this all forms an essential part of everything we do.

EDI ACTIVITY

Listed below is a range of the activities carried out in support of our EDI agenda between 1 April 2021 and 31 March 2022. Understandably, our ability to get out in the community continues to be impacted upon by the COVID-19 pandemic, although this has helped us develop more engaging activities on line which can make them more accessible.

April 2021

Our new EDI Advisor joined the team just as we celebrated **Eid** and **Vaisakhi**. As in previous years, we have issued targeted messages around cooking and celebrating safely to our communities.



Stephen Lawrence Day was on the 22 April, we joined the Race Action Programme conversation with Stuart Lawrence, Stephen's brother, and youth advocate.

We also attended the first **AFSA North** Meeting where we discussed how we could work as a region to share ideas around supporting our colleagues and communities.

Equality Analysis (EA) training was rolled out at the end of the month, both internally and by the NFCC. Equality Analysis documents will be refreshed and updated as policies are reviewed.

Our Community Safety Watch Manager and Neighbourhood Fire Community Support Officer (NFCSO) worked with schools, youth services and partners to educate young people on the dangers associated with entering any open water; sending out water safety video links to all Primary and Secondary schools with a letter for parents / guardians and a short survey to capture feedback to ensure our education tools are relevant and have the desired effect.

We visited Rotherham United to speak to refugees around Fire Safety and careers in the Fire Service and sent out the Equinox presentation to all Rotherham secondary schools and delivered this to Dinnington Academy live via TEAMS.



May 2021



17 May was **International Day against Homophobia and Transphobia**, we celebrated by presenting our response to homophobia on our social media posts at Sheffield **LGBT+** charity **SAYiT**'s online event. We also reminded the group that our wholtime firefighter recruitment process was opening soon.

Throughout May we shared information around key dates including support for **Hoarding Awareness Week, Deaf Awareness Week, Mental Health Awareness Week** and **Dementia Action Week**, all of which are important areas for fire safety. We completed a draft training package around **Language, Stereotypes and Assumptions** and delivered this to new recruits in **Control**. As well as also producing **Hate Crime Awareness** slides that can be offered as a training session or eLearning.

The presentation for refugees staying at the Holiday Inn Express was updated and then delivered by the Sheffield NFCSO. We also joined the Sheffield **BAMER Reference Group** meeting who share best practice and information.

We also took part in a number of assemblies at Maltby Comprehensive following a rise in fires and ASB. We have also supported **Operation Keepsafe** joining patrols with South Yorkshire Police (SYP) in Maltby.

June 2021

As in previous years, SYFR showed its full support for **Pride Month**. As well as flying the **Progress Pride Flag** at stations, we also issued **rainbow epaulettes and lanyards**. We held a month of **education** through bulletins and re-shared our **interactive exercises** on terminology.



Other events we supported and publicised in June included **Carers Week, Learning Disability Week, Refugee Week** and **Windrush Day**.

Work began on a pictorial fire safety leaflet for non-English residents who we do not yet have translated home safety advice. This could also be used for people with neurodiverse conditions or learning difficulties.

EDI Advisors and staff groups were consulted on the new community building at Barnsley Fire Station and various recommendations were made.

We also visited the site to give our feedback on the new fire station itself. The station design got through to the final stages of the National Diversity Award.

We attended the **Intersectionality Conference 2021** for Fire and Police on the 18 June. This included speakers from a diverse range of backgrounds, providing a host of learning opportunities and workshop discussions.

We also attended a number of multi-agency meetings around Water Safety as part of Operation Keep Safe patrols with SYP and local councils across five open water sites. We also attended Swinton Lock to talk to young people and also carried out a water safety talk to Brookfield Academy at Swinton with Councillor Sansome.

July 2021

During July 2021 work took place with our Community Safety and Business Fire Safety teams (BFS) on the **Afghan Immigration Programme**. A number of hotels across our districts were being used to house refugees from Afghanistan. Translated Fire safety advice was provided and Fire Safety Audits were carried out with advice provided to Managers and Staff of the Hotels to assist them in the temporary housing of the refugees.

BFS also worked with Sheffield City Council to conduct fire safety audits of all the premises being used to house homeless persons. These range from large hotels, to small guesthouses and also include several Houses in Multiple Occupation.



South Asian Heritage Month began in July and we held a month of education and celebration through the Staff Bulletin. We also used the month to restart Community Engagement and Positive Action with Parkway White Watch attending **Darnall Football Academy**. This youth group was founded by Sheffield humanitarian, and spoken word artist, **Aasim Khan** who is of Pakistani heritage and has won a Yorkshire Asian Young Achiever of the Year Award.

The first face-to-face meeting of the AFSA North Group was held at Cheshire Fire and Rescue Service (FRS) where we shared our EDI work.

We also joined the South Yorkshire LGBT+ Network Inclusion Meeting with **SAYiT** and set up a group for sharing resources. The Fire Cadets attended a talk from the Refugee Council and there will be some ongoing engagement in this area.



August 2021



This month saw the launch of our online **EDI Calendar** which includes a range of events and celebrations, including International Day for the Remembrance of the Slave Trade and its Abolition with an educational piece in the Bulletin including reference to South Yorkshire.

We also visited accommodation at the University of Sheffield used to temporarily house Asylum Seekers. We provided safety guides in Arabic and Farsi. This was also an opportunity to discuss positive action and volunteering opportunities.

The Diversity in the Community Handbook was updated with the latest SYFR branding applied and an additional section on Armed Forces to support our commitment to the Armed Forces Covenant.

We delivered EDI induction training to new Firefighter Transfers at the Training and Development Centre (TDC), started to attend BFS management meetings and joined Sheffield City Council's Black History Month planning meeting

September 2021

The NFCC EqIA Template was distributed in Community Safety (CS) to support the updates to the policy.

The Jewish festivals of **Rosh Hashanah** and **Yom Kippur** were highlighted in the Bulletin and a feature on **World Afro Day** was also published, highlighting the hair discrimination often encountered by Black people.

We worked with our Race Staff Network to look at the proposal for us to sign up to the Halo Code to show that we champion the right of staff to embrace all Afro-hairstyles.

Engagement with Zest Community in Sheffield continued with a session covering Community Fire Safety as well as an overview all the different career opportunities with FRS.

Policy / Project / Function	Date of Analysis			Pro vie legi be just
Analysis Rating: please tick 1 box ✓ (The analysis rating is identified after the analysis has been completed - See Completion Matrix)	RED	AMBER	GREEN	
Please list methods used to analyse impact on people (e.g. consultations forums, meetings, data collection)				
Please list any other policies that are related to or referred to as part of this analysis				
Please list the groups of people potentially affected by this proposal. (e.g. applicants, employees, customers, service users, members)				

October 2021

October is Black History Month (BHM) and we held a month of education and celebration. Profiles of ground-breaking black firefighters were shared in the Bulletin, alongside some local history and event promotion. In collaboration with Cheshire FRS we compiled a list of webinars related to the month and encouraged all staff to spend at least one hour on BHM related activity.



We worked with other departments to support Prevention and Protection initiatives at Skyline Flats in Barnsley. This included providing translated fire safety resources, engagement with a local Romanian church and signing up stakeholders to make Safe & Well referrals. We also attended a session held by Migration Yorkshire focussing on the migrant situation in Barnsley.

A menopause awareness day was held at Lifewise where we provided information packs and shared guidance with SYP. As part of the awareness day we signed up to the Wellbeing of Women Workplace Pledge and are now listed as an organisation that recognises and supports issues around menopause.



November 2021



Migration Yorkshire held a day of celebrating the inclusion, diversity and contribution of people who have come to our region from across the world. The **Integration Festival** was about bringing people together, experiencing, learning, sharing; and further improving and planning integration in our

region and beyond. Subjects discussed included reflections on settling in Yorkshire, responding to the Afghan crisis and the future of refugee integration in our region.

We supported our continuing engagement with Mears, and our Doncaster Watch Manager (WM) attended Doncaster International Hotel which is now being used to accommodate asylum seekers.

The AFSA Winter Conference was held in Liverpool, hosted by Merseyside FRS. This two day conference was packed with speakers, workshops and networking opportunities. Topics included EDI practices, structural racism, health inequalities, neurodiversity and anti-racism, with a more community-based focus on day two.

December 2021



Information about Disability History Month was shared within the organisation along with education around the 2021 themes.

We collaborated with East Sussex FRS to review guidance on fire safety advice for autistic children and adults.

We attended an online Disability Summit hosted by AFSA covering workplace disability and inclusive employment, with particular emphasis on hidden impairments.

EDI training was delivered to both Volunteers and new BFS Officers at TDC and we continued with our delivery at Zest Community in Sheffield on their Zest4Life programme.

January 2022

Our new **EDI Support Officer** joined us in January 2022, providing much needed resources and skills to the team.

Worked continued to increase the attendance at all staff groups, with a refresh of the groups. Many of the groups now have increased engagement and impact on the whole organisation.

EDI induction training was delivered to our 68th firefighter recruits at TDC and work started on a new EDI Handbook to supplement all induction training.

Our pictorial Home Fire Safety Guide was delivered and distributed and our refreshed Diversity in the Community Handbooks were condensed into a one-page infographic outlining information about specific communities and risks.



HOLOCAUST
MEMORIAL
DAY TRUST

SYFR featured in the UK Holocaust Memorial Day ceremony with firefighters filmed in conversation with a survivor of the Rwandan genocide.

We took part in NFCC consultations on Gender Diversity and Neurodiversity and attended Cheshire FRS's 'Proud to Provide' conference.

Despite the impact of COVID-19 on our cadet sessions, 22 Cadets from across our 7 branches were awarded a B Tech level 2 qualification, this was celebrated with a presentation day at TDC. Also in Jan 22 Two Cadets were nominated to attend the South Yorkshire Legal Service at Sheffield Cathedral, held on 20 March in their new uniform.



February 2022



February marked **LGBT+ History Month**, we flew the Progress Pride flag on SYFR buildings to show support and promote inclusive recruitment. We published a series of articles internally via the Bulletin to help educate and upskill our staff, covering national and local LGBT+ history, including a piece

on the Rainbow Flag written by a member of Operational staff.

Our EDI team worked with our Corporate Communications team to create a series of four **LGBT+ History Month TikToks**. These were hugely successful and collectively gathered a total of **840,000 views**, 141,000 likes and 3,700 comments; *"As someone living in South Yorkshire and LGBT+, thank you"*, *"As a future firefighter, this is the kind of thing I love to see"* and *"I passed a fire station and saw that (progress pride) flag flying – it brightened my day"*. This campaign successfully engaged with the community, showing that the fire service is a place for all and that everyone is included and welcomed when accessing its services.

Planning started for 'Likkle Jamaica' – a celebration involving partners from our African and West Indian communities.

Our Fire Cadet Enrolment forms were updated with more inclusive language and the option for Cadets to provide more information about themselves. An EA was also completed for the Cadets as well as for the Prevention Strategy, Hearing Impairment Policy, and the Barnsley Community Building.

We represented SYFR at the Barnsley Homeless Alliance conference, as well as attending workshops on older isolated Minority Ethnic people in Sheffield with Sheffield Churches Council for Community Care (SCCCC), and Trauma Informed Working with the South Yorkshire Violence Reduction Unit.

March 2022

The month began with Shrove Tuesday and the start of **Lent**, which was an opportunity for safety messages around cooking as well as education about these festivals in the Bulletin.

We celebrated International Women's Day, which included a new exhibition featuring portraits of women currently working within the service. We attended the 'Making a Cultural Difference' event hosted by AFSA and Staffordshire FRS.



Working in partnership with the NFCC we created a new EqIA initial screening tool, which will be incorporated into the full EA guidance. Other NFCC projects include the new FRS Core Code of Conduct.

Education was published around the International Day for the Elimination of Racial Discrimination, and webinars for Neurodiversity Celebration Week were promoted.

Some joint work with the council in the Roma Slovak communities in Page Hall began, and some positive action took place at the Sheffield College Fir Vale Campus, which specialises in English for Speakers of Other Languages (ESOL).

The HSC feedback survey was made more accessible and was updated to reflect current terminology.

We attended the Doncaster Chambers Careers event, alongside a crew and appliance. We had a stall in both the Primary and Secondary School sections. Hundreds of Primary and Secondary school students attended throughout the day, learning more about their future careers in the fire service.

EDI, Human Resources (HR) and staff groups worked together to update language and terminology used in our new starter form. This is to ensure we are inclusive of all and the first experience of new starters with our organisation is a positive one.

IN SUMMARY

We hope this EDI Annual Report has shown you we are continuously working hard across the organisation to create a welcoming and inclusive environment for everyone. In addition to complying with our statutory obligations, the evidence listed above highlights how we have invested time and dedication to several initiatives and activities to increase diversity, inclusion and belonging in the organisation.

This work will continue to progress, reviewing our progress and our achievements will be shared annually in this report.

If you have any question or queries regarding this report, or feel anything should be added in the years to come please get in touch with the EDI Team.

DRAFT



**South Yorkshire
FIRE & RESCUE**

Workforce Diversity Profile 2021/22

Making
**SOUTH
YORKSHIRE
SAFER &
STRONGER**

Workforce Diversity Profile 2021/22

Contents

Title	Page No
Executive Summary	2
Year-on-Year Summary	4
Age Diversity Profile	6
Disability Diversity Profile	8
Faith & Belief Diversity Profile	10
Race Diversity Profile	12
Gender Diversity Profile	15
Sexual Orientation Diversity Profile	17
Top 5% of Earners Diversity Profile	19
Leavers Diversity Profile	22
New Starters Diversity Profile	25
Discipline & Grievance Profile	28
Disclosure Rates	30
Conclusion & Encompassing Actions	31

Executive Summary

SYFR is fully committed to embedding Equality, Diversity and Inclusion (EDI) at the heart of the delivery of its services and in employing staff in ways which ensure compliance with the Equality Act 2010. Managers and Heads of Function have been progressing their EDI Action Plans, supported by our EDI Strategy, launched in the summer of 2019.

Our interim EDI strategy for 2022 allows us to reaffirm our focus on EDI whilst affording us the opportunity to carry out meaningful consultation across the organisation. It enables us to plan our EDI work for the coming years and align our new strategy to documents such as our Annual Plan, People Strategy, CRMP, Fit for the Future, the Core Code of Ethics, the White Paper and our refreshed Our Story.

Our Annual Plan highlights our priority areas for the coming years and EDI is at the heart of that plan; our interim EDI strategy for 2022 allows us to align the development of our next EDI strategy in line with our People Strategy. Our People Strategy sets out six inter-related strategic aims, which will support the delivery of our overall strategic priorities and will further embed our aspirations and behaviours. Our diversity strategic aim states that we “will strengthen our ability to provide an excellent service by diversifying our staff, promoting inclusion and creating a fair and inclusive place to work” and the actions within this document support this aim.

This document, The Workforce Diversity Profile 2021/22, reports on the diversity profiles of SYFR as at 31 March 2022, giving statistics against age, disability, faith & belief, sex and sexual orientation. It aims to help the organisation better understand the diversity of our workforce, to assess any trends and the key areas of focus going forward.

To ensure the diversity of all employees are captured, the data is collected over a date range. For 2022 this is 01/04/2021 – 31/03/2022 and for 2021 this is 01/04/2020-31/03/2021. Each profile includes a range of actions to improve diversity across the organisation.

A key feature of this report is the work that has gone into automating the production of the graphs and charts from our HR reporting system (Dolphin). Analysis is carried out across the workgroups, Control, Support (Corporate), Uniformed (224, Day Staffing, ORT and Non-rider – CPC system was removed in 2021) and On-call (previously referred to as RDS). The totals for these workgroups for each of the years are:-

	Control	Corporate	Uniformed	On-call	Total Employees
2020/21	31	277	582	125	1015
2021/22	37	288	608	114	1047

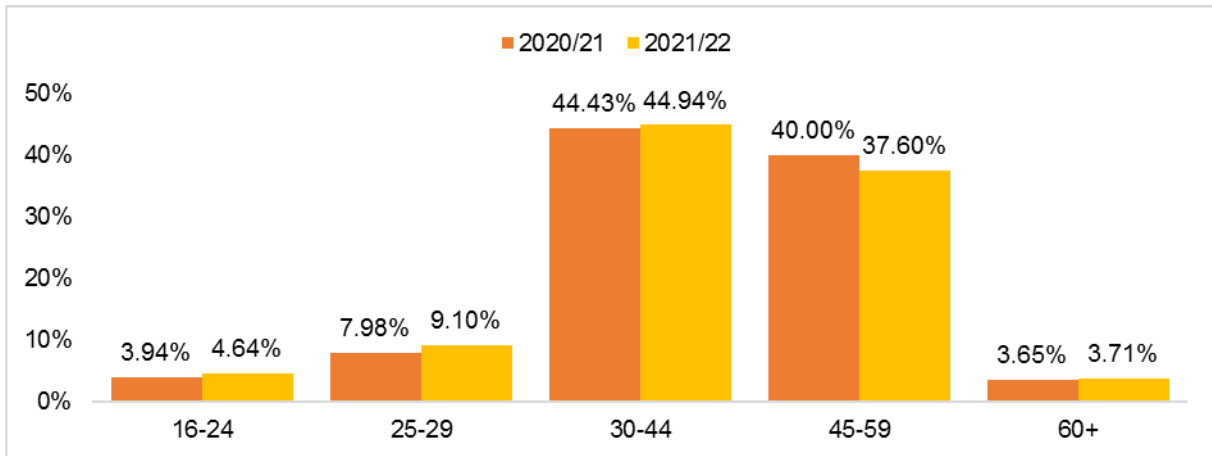
As in previous years, this report excludes contingency, non-employees and agency members of staff but includes casual employees (those on a zero hour's contract). This gives a grand total of 1047 employees for 2022, an increase from 1015 in 2021. This demonstrates our investment in getting the right teams with the right staff to deliver our vision of making South Yorkshire Safer & Stronger.

Where reference is made to 2011 Census data, it should be noted that this is not an up to date reflection of the population in 2021/22. Census 2021 results will be published late 2022 and we hope to include these in our 2022/23 workforce diversity profile.

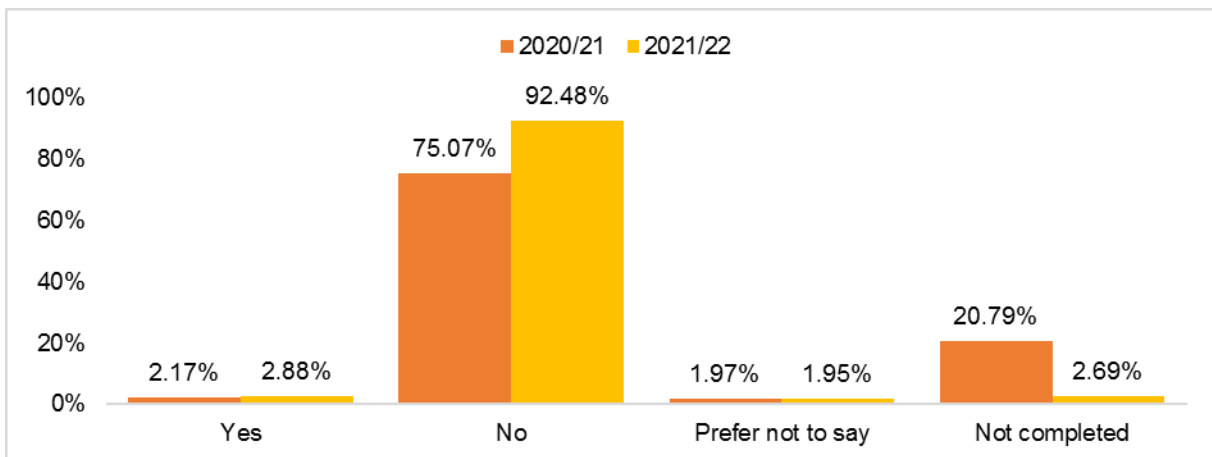
Year-on-Year Summary

This data is accurate as of 31 March 2022.

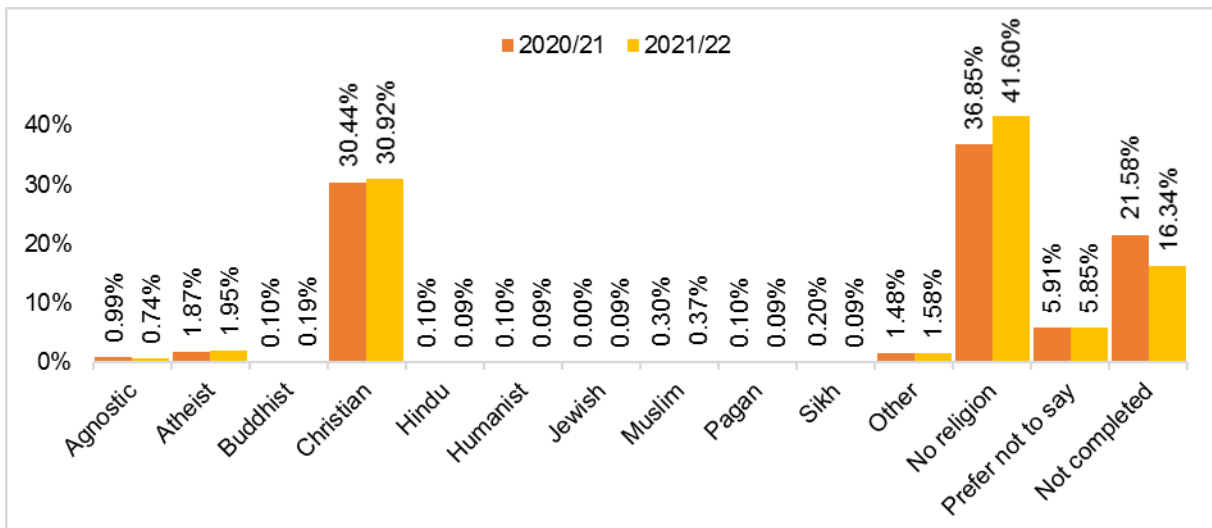
Age Diversity



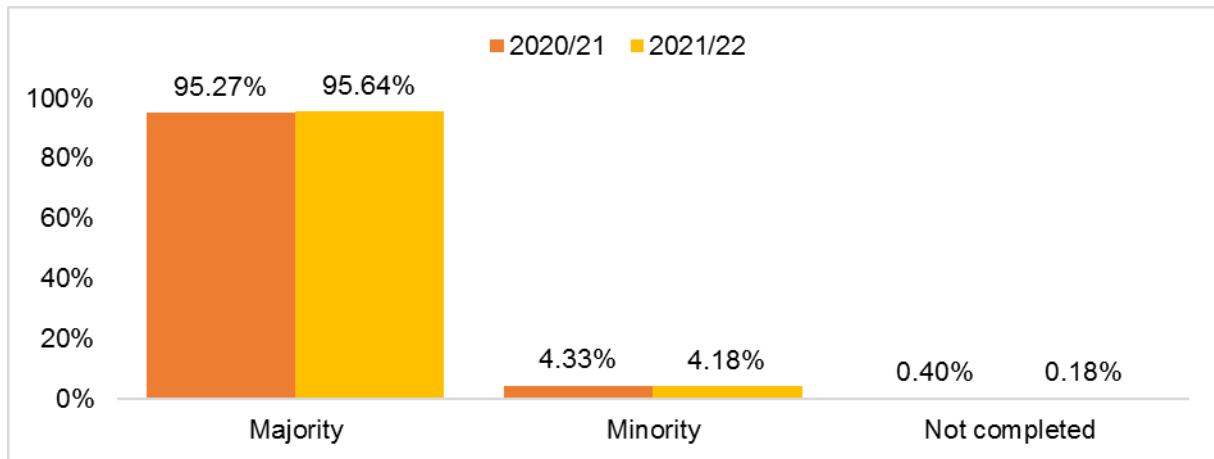
Disability Diversity



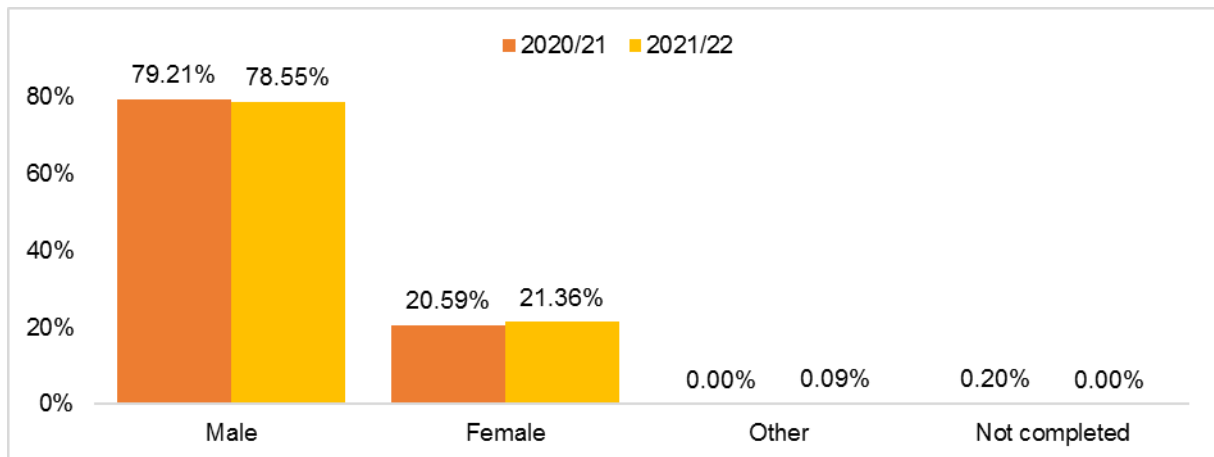
Faith & Belief Diversity



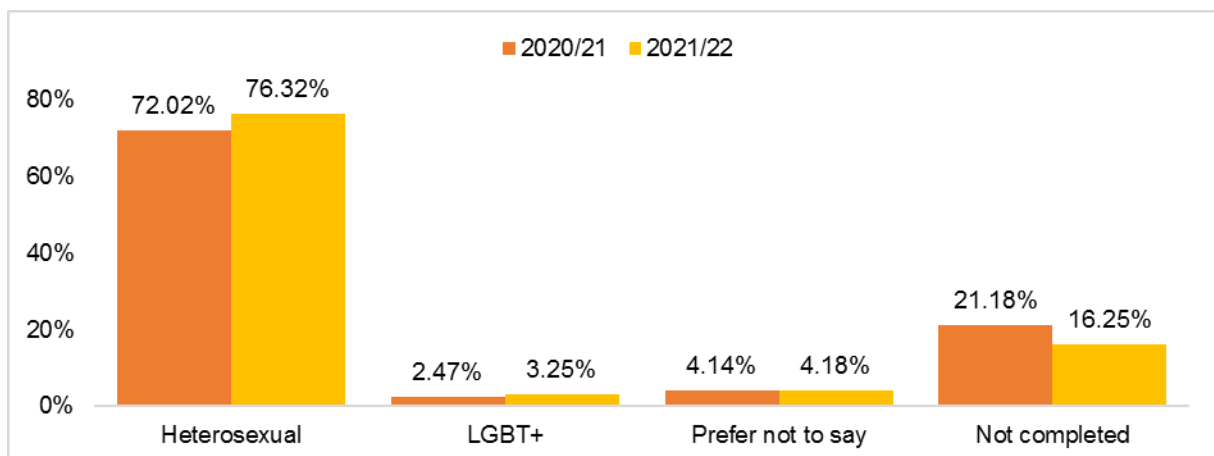
Race Diversity



Gender Diversity



Sexual Orientation Diversity





Age Diversity Profile

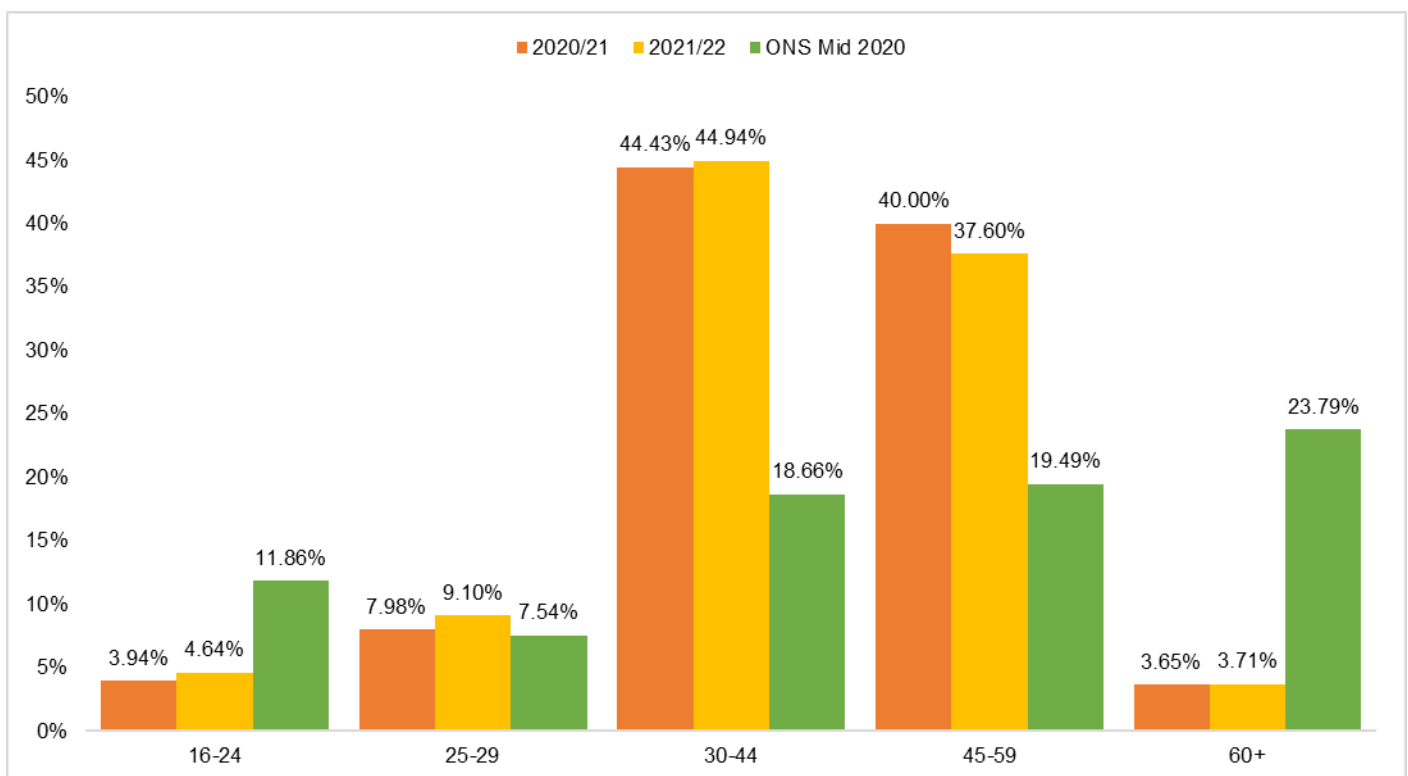
"A person or persons belonging to a particular age or range of ages"

Summary

Across the workforce there is a slight increase in the percentage of employees in the lower age ranges of 16-24 and 25-29 and upper age range of 60+.

The percentage of employees in the lower age ranges within Control has increased but for Corporate Staff this has remained largely the same. However, there has been slight increases within the Uniformed and On-call.

Whole Workforce - Age Range					
	16-24	25-29	30-44	45-59	60+
2020/21	3.94%	7.98%	44.43%	40.00%	3.65%
2021/22	4.64%	9.10%	44.94%	37.60%	3.71%
ONS Mid 2020	11.86%	7.54%	18.66%	19.49%	23.79%



	16-24	25-29	30-44	45-59	60+
Control – Age Range					
2020/21	3.23%	9.68%	45.16%	38.71%	3.23%
2021/22	8.11%	10.81%	43.24%	32.43%	5.41%
Corporate – Age Range					
2020/21	6.14%	11.55%	32.13%	39.71%	10.47%
2021/22	6.92%	12.50%	30.90%	37.50%	12.15%
On Call – Age Range					
2020/21	8.80%	10.40%	48.00%	29.60%	3.20%
2021/22	9.72%	12.50%	50.69%	26.39%	0.69%
Uniformed – Age Range					
2020/21	1.89%	5.67%	49.48%	42.44%	0.52%
2021/22	2.14%	6.58%	50.33%	40.63%	0.33%

Age Diversity Actions

- With age now classified as an under-represented group within our recruitment processes, we will work with our Strategic Influencer to develop priorities against our age profiles.
- We will continue with Positive Action to increase the number of younger employees across the organisation, including apprentices, cadets and volunteers.
- We will consider our age diversity profiles when reviewing succession planning and talent management within SYFR.
- We will consider how we can work more closely with Community Safety to monitor data relating to our cadets and Prince's Trust, to work more closely with cadets and review our attendance at career events.
- We will continue to develop partnerships with colleges/schools to develop a greater awareness of what opportunities we offer.
- We will look at how we promote SYFR as a local employer of choice for younger people.



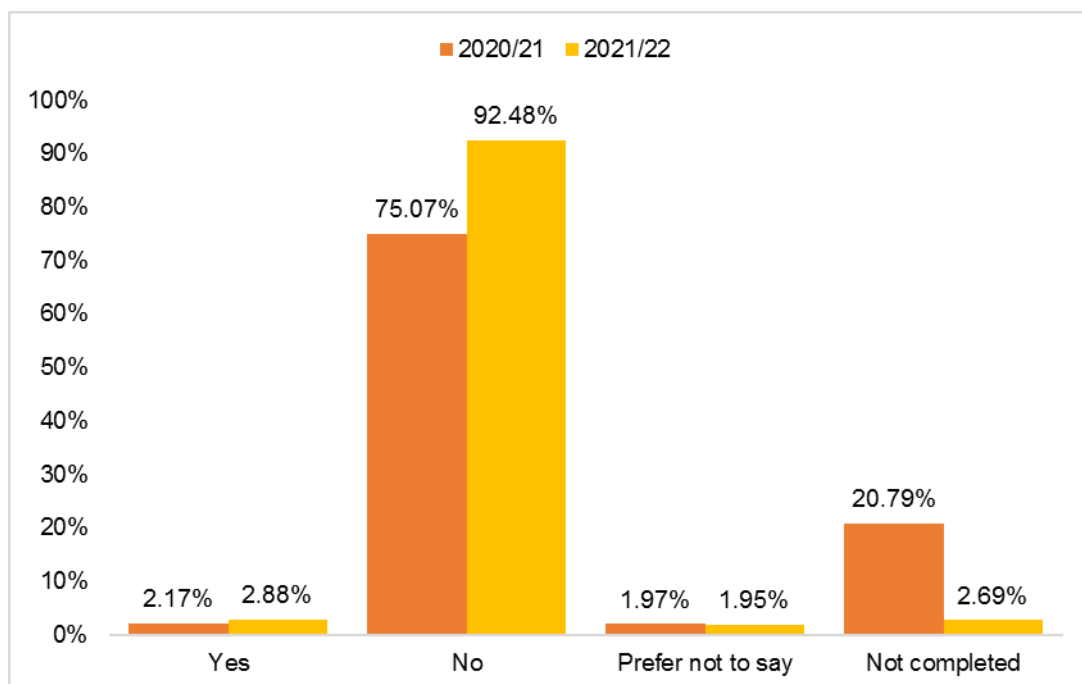
Disability Diversity Profile A disability is “a physical or mental impairment that has a substantial and long term negative effect on an individual’s ability to carry out normal daily activities”.

Summary

The percentages of those who have “Not Completed” has significantly reduced across Uniformed (28.18% to 2.96%) and On Call (16.8% to 2.78%), with small reductions in Corporate and Control.

These positive increases in disclosure may be as a result of the new IT system allowing employees to update their own personal data and the regular bulletins over the past 18 months encouraging people to input their monitoring data.

Workforce - Disability Diversity				
	Yes	No	Prefer not to say	Not completed
2020/21	2.17%	75.07%	1.97%	20.79%
2021/22	2.88% ↑	92.48%	1.95%	2.69% ↓



	Yes	No	Prefer not to say	Not completed
Control – Disability Diversity				
2020/21	0%	93.55%	0%	6.45%
2021/22	2.70%	94.59%	0%	2.70%
Corporate – Disability Diversity				
2020/21	2.89%	88.45%	0%	8.66%
2021/22	4.51%	93.40%	0%	2.08%
On Call – Disability Diversity				
2020/21	0.80%	80.80%	1.60%	16.80%
2021/22	2.08%	93.06%	2.08%	2.78%
Uniformed – Disability Diversity				
2020/21	2.23%	66.49%	3.09%	28.18%
2021/22	2.30%	91.79%	2.96%	2.96%

Disability Diversity Actions

- Continue to work with our Disability, Carers and Neurodiversity staff group.
- Develop a Neurodiversity Handbook to support the increased education and understanding of the workforce around this area.
- Continue our commitment as a Disability Confident employer and communicate the scheme internally and externally.
- Communicate to our employees the support available via our Annual Disability Reviews.
- Continue the ongoing work to capturing more specific information around disability and neurodiversity to create a system to allow staff to only have to share disabilities once and then use this information to proactively support individuals when they apply for promotion, recruitment, IFE's or some other learning event.

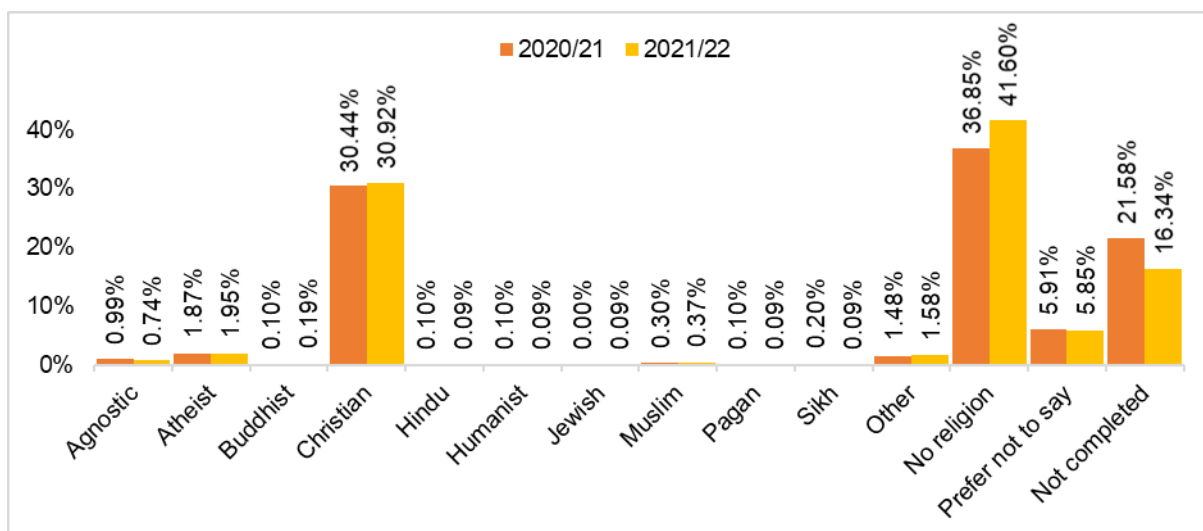


Faith & Belief Profile "any religion, including a reference to a lack of religion or any religious or philosophical belief, including a reference to a lack of belief"

Summary

The disclosure rate for this protected characteristic has increased, meaning less are choosing to 'not complete' in 2021/22. The 2011 Census shows South Yorkshire's largest faith & beliefs as Christian (61%), No religion (26.8%) and Muslim (4.3%). For SYFR, these figures are 30.93%, 41.60% and 0.37% indicating that we are not representative. It will be interesting to compare this to the 2021 Census data.

Workforce – Faith & Belief Diversity		
	2020/21	2021/22
Agnostic	0.99%	0.74% ↓
Atheist	1.87%	1.95% ↑
Buddhist	0.10%	0.19% ↑
Christian	30.44%	30.92% ↑
Hindu	0.10%	0.09% =
Humanist	0.10%	0.09% =
Jewish	0%	0.09% ↑
Muslim	0.30%	0.37% ↑
Pagan	0.10%	0.09% =
Sikh	0.20%	0.09% ↓
Other	1.48%	1.58% ↑
No religion	36.85%	41.60% ↑
Prefer not to say	5.91%	5.85% ↓
Not completed	21.58%	16.34% ↓



Workforce, Census Comparison – Faith & Belief		
	Census 2011	SYFR 2021/22
Christian	61%	30.92%
Buddhist	0.3%	0.19%
Hindu	0.04%	0.09%
Jewish	0.1%	0.09%
Muslim	4.3%	0.37%
Sikh	0.2%	0.09%
Other	0.3%	4.45%
No religion	26.8%	41.60%
Not completed	6.7%	16.34%

Faith & Belief Diversity Actions

- We will aim to improve the disclosure rates for this protected characteristic, review the resources that we have to help staff understand different faiths and beliefs, and ensure that our cultural calendar of events includes a wide range of faiths and beliefs, including those newly given protection under the Equality Act 2010.
- We will ensure that consideration is given to this protected characteristic when carrying out Equality Assessments (EQiA's).
- We will continue with Positive Action initiatives to attract and recruit from faith communities.
- We will review our webpage to ensure that our commitment to those of different faiths, and of no faith are kept informed on how SYFR can support them. This will include working with our Faith & Belief Staff Group and external partners.
- We will encourage greater support of our cultural calendar from districts.
- We will celebrate Interfaith Week.



Race Diversity Profile “race refers to a person’s colour, nationality or ethnic or national origin”

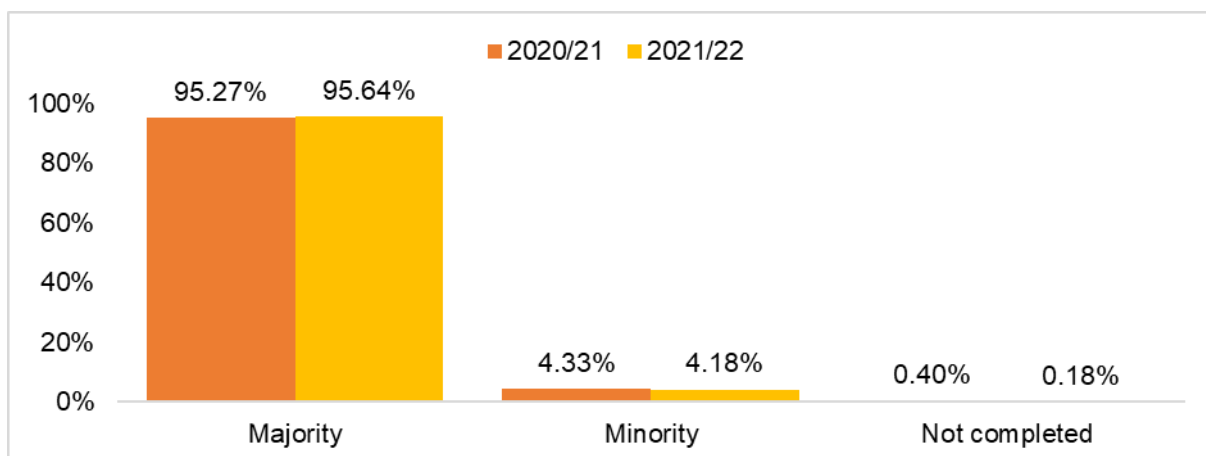
Summary

The Census 2011 records that 9.37% of the population of South Yorkshire are from a Black, Asian or Minority Ethnic (BAME) background. Following consultation with our Race Network, 2021 brought changes to the terminology used in this area and we no longer use BAME; this has been replaced by the term ethnic minority groups.

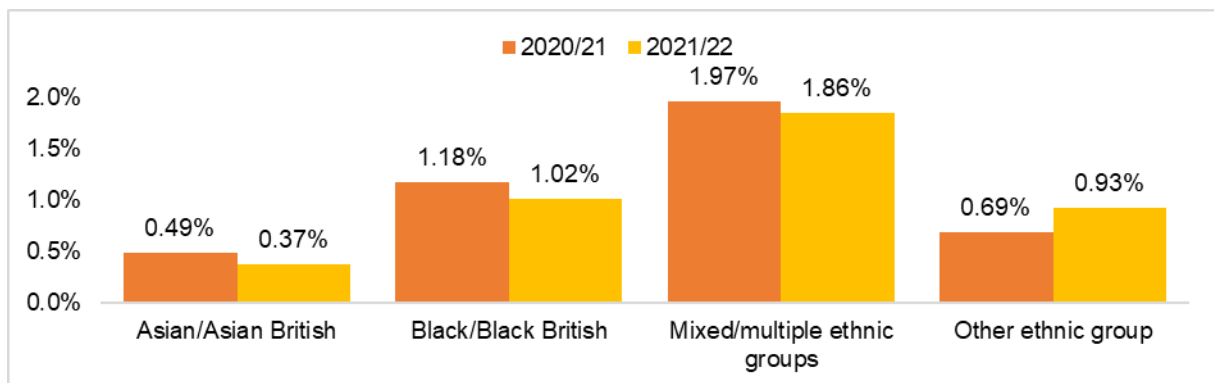
Although there is a slight increase in the % of staff from a minority background in our corporate staff, we remain significantly underrepresented in this area.

Again there is an increase in the completion rates for this characteristic.

Workforce - Race Diversity			
	Majority	Minority	Not completed
2020/21	95.27%	4.33%	0.40%
2021/22	95.64%	4.18% ↓	0.18% ↓



Workforce – Minority breakdown				
	Asian/Asian British	Black/Black British	Mixed/multiple ethnic groups	Other ethnic group
2020/21	0.49%	1.18%	1.97%	0.69%
2021/22	0.37% ↓	1.02% ↓	1.86% ↓	0.93% ↑



This additional chart (above) for 2021/22 displays the breakdown of our staff from a minority background by ethnic group and shows a positive although slight increase in the category “other” ethnic group.

Race by Workgroup						
	2020/21			2021/22		
	Majority	Minority	Not Completed	Majority	Minority	Not Completed
Control	96.77%	3.23%	0%	97.30%	2.70% ↓	0%
Corporate	93.14%	6.13%	0.72%	93.06%	6.25% ↑	0.69%
On Call	99.20%	0%	0.80%	98.61%	1.38% ↑	0%
Uniformed	95.36%	4.47%	0.17%	96.05%	3.94% ↓	0%

% Minority by Role		
	2020/21	2021/22
Principle Officer	0%	0% =
AM	0%	0% =
GM	0%	0% =
SM	4.00%	3.70% ↓
WM	1.80%	1.80% =
CM	0.85%	0.86% =
FF	5.02%	4.47% ↓
Corporate	6.13%	6.25% ↑
Total	4.33%	4.18% ↓

Race Diversity Actions

- We will continue to consult with our Race network on key areas such as station refurbishments, uniform changes, policy review and education.
- We will continue with positive action initiatives to increase our representation from under-represented groups; including alternative positive action initiatives and working more closely with local community groups, supported by our Strategic Influencer.
- We will develop strategies to improve career progression and retention for under-represented groups.
- We will continue Positive Action in the recruitment for on-call stations.
- We will review the Recommendations from the Commission on Race and Ethnic Disparities.
- We will work towards producing an ethnicity pay gap report.
- We will continue to review how we display this data to ensure we provide an improved / more representative picture across our uniformed employees.



Gender Diversity Profile “refers to a range of identities that includes female, male or another identity”.

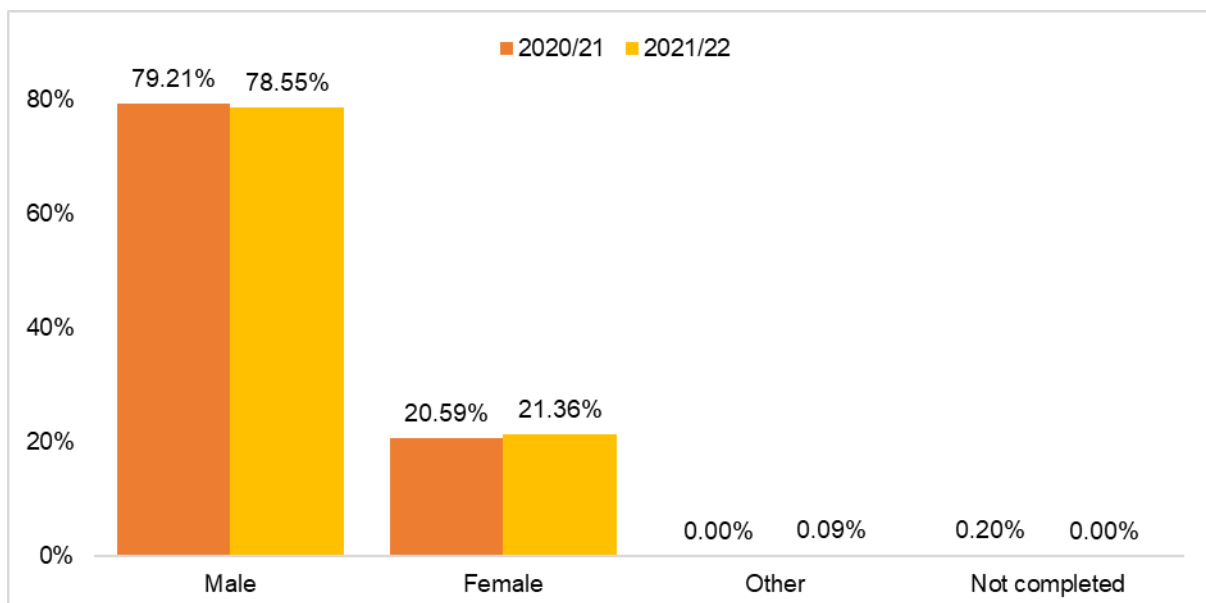
Summary

In 21/22 there has been a very slight increase in females in the workforce to 21.36%. However, this is still not representative of the population of South Yorkshire, which in the Office for National Statistics (ONS) mid-year estimate for 2020 is 50.39% female.

For 2022, at just 7.73% of the uniformed workforce females are significantly under-represented, although this is a slight increase on the previous year. Control shows a slight increase in the number of males from 25.81% in 2021 to 29.73% in 2022, again a positive move towards being representative of the region.

The report for 2022 now includes a more inclusive categorisation within this protected characteristic with the addition of “other”, to include those who do not solely identify as male or female.

Work Force - Gender Diversity				
	Male	Female	Other	Not completed
2020/21	79.21%	20.59%	0%	0.20%
2021/22	78.55%	21.36% ↑	0.09% ↑	0%



Work Group - Gender Diversity								
	2020/21				2021/22			
	Male	Female	Other	Not completed	Male	Female	Other	Not completed
Control	25.81%	74.19%	0%	0%	29.73%	70.27%	0%	0%
Corporate	51.26%	48.01%	0%	0.72%	50.35%	49.31%	0.35%	0%
On Call	89.60%	10.40%	0%	0%	89.58%	10.42%	0%	0%
Uniformed	93.13%	6.87%	0%	0%	92.27%	7.73%	0%	0%

Gender Diversity Actions

- We will continue to focus on Positive Action to attract and retain females into operational roles and males into control.
- We will develop strategies to improve career progression and retention for women in operational roles.
- We will work with the women's staff group to continuously involve them in consultation around events, station refurbishments, uniform changes, policy review and education.
- We will work with our staff groups to review best practice around the categorisation within this protected characteristic.
- We will carry out further analysis around job segregation for males and females. Including analysis of our gender pay gap.



Sexual Orientation Diversity Profile “refers to a person’s sexual orientation towards persons of the same sex, the opposite sex or either sex”.

Summary

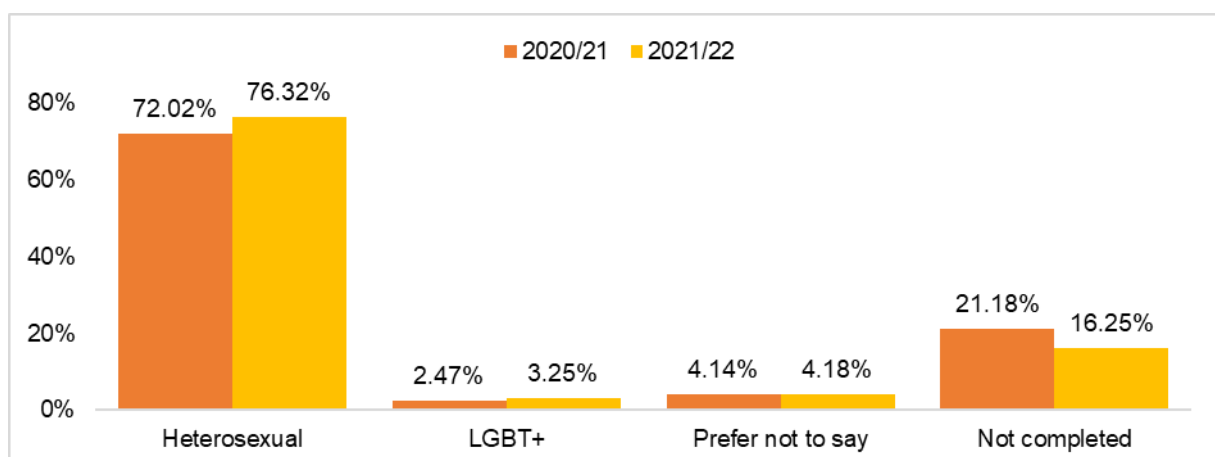
Due to the lack of research in the area, the exact proportion of Lesbian, Gay and Bisexual (LGB+) people in the UK population is unclear, with studies quoting between 2% and 15%. In 2021/22 those that identify as LGB+ at SYFR is 3.25%, although this is within the range provided it is far from 15% and thus we feel there is still significant under-representation within the workforce.

The percentage disclosure rates for 2021/22 suggest that LGB+ staff, at 3.24% are significantly under-represented within the workforce. This is another area where the % for “not completed” has reduced.

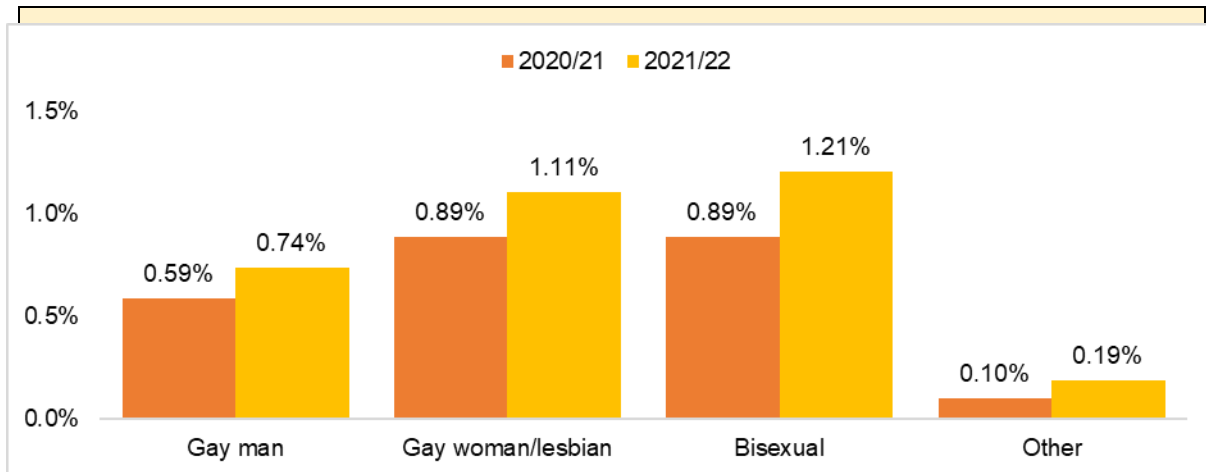
There is also still a high rate of the workforce choosing to ‘not complete’ or ‘prefer not to say’. A 2019 Stonewall report found that 35% of LGB+ employees conceal their sexual orientation at work; these statistics suggest that we may have staff who are not comfortable to be open about their sexual orientation.

The report now includes a more detailed analysis across the LGB+ categories with the addition of “other”. Consideration will be given to how this can be used within our positive action campaigns and how we monitor “other”.

Workforce – Sexual Orientation Diversity				
	Heterosexual	LGB+	Prefer not to say	Not completed
2020/21	72.02%	2.47%	4.14%	21.18%
2021/22	76.32%	3.25% ↑	4.18%	16.25%



Workforce – Minority breakdown				
	Gay man	Gay woman/lesbian	Bisexual	Other
2020/21	0.59%	0.89%	0.89%	0.10%
2021/22	0.74% ↑	1.11% ↑	1.21% ↑	0.19% ↑



Sexual Orientation Diversity Actions

- We will continue to deliver Positive Action campaigns, which encourage LGBT+ employees to apply for vacancies with us.
- We will work with our staff group to develop a campaign to increase disclosure rates for this protected characteristic.
- We will continue to support events such as LGBT+ History Month to help educate all our employees around this protected characteristic.
- We will continue to review the terminology that we use around this protected characteristic.
- We will work with Community Safety & Partnerships to increase engagement with LGBT+ groups.

Top 5% of Earners Diversity Profile

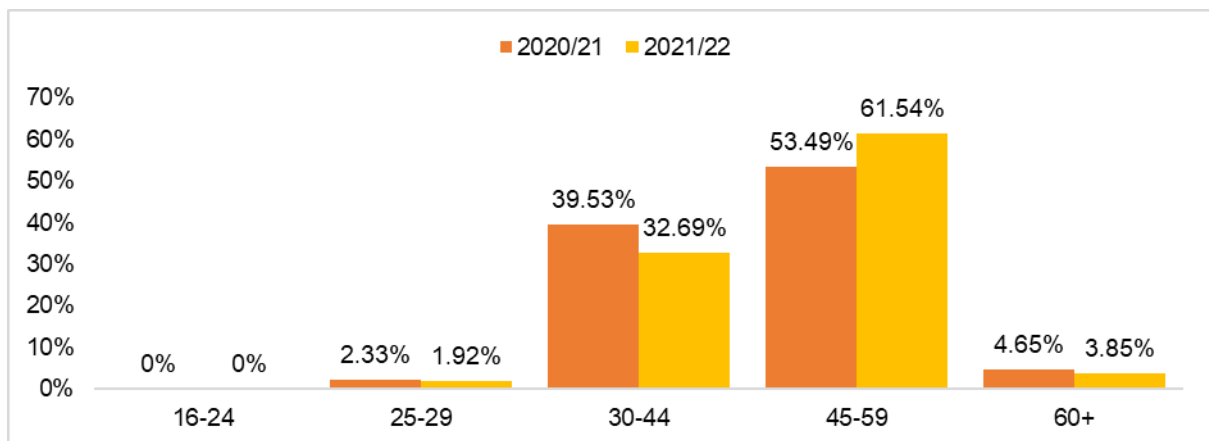
This includes the workgroups Group Manager and above for both operational and corporate staff.

Summary

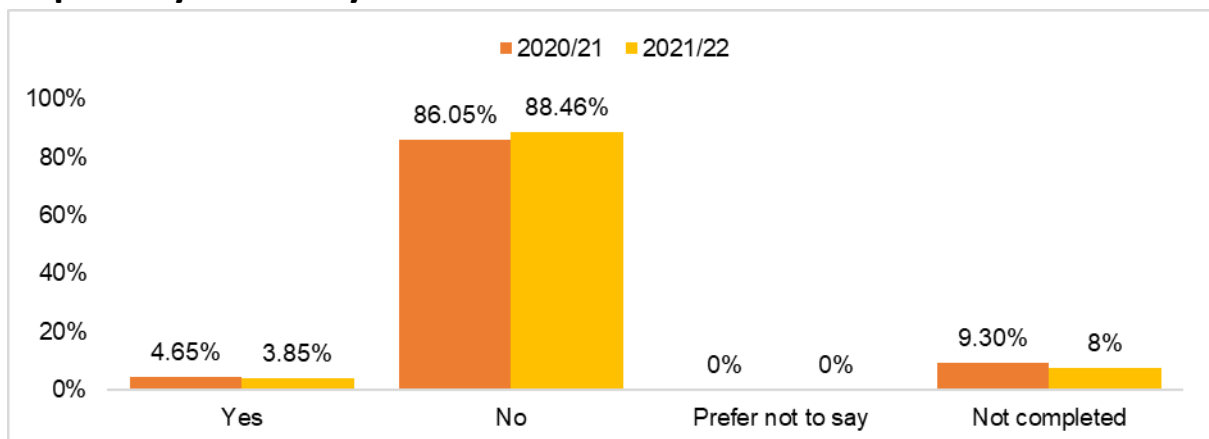
There is still a clear lack of diversity amongst the top 5% of earners. Particularly a complete lack of those from minority ethnic groups and LGBT+.

However, it is important to note there is a larger proportion of women in the top 5% at 34.78%, in comparison to organisation wide.

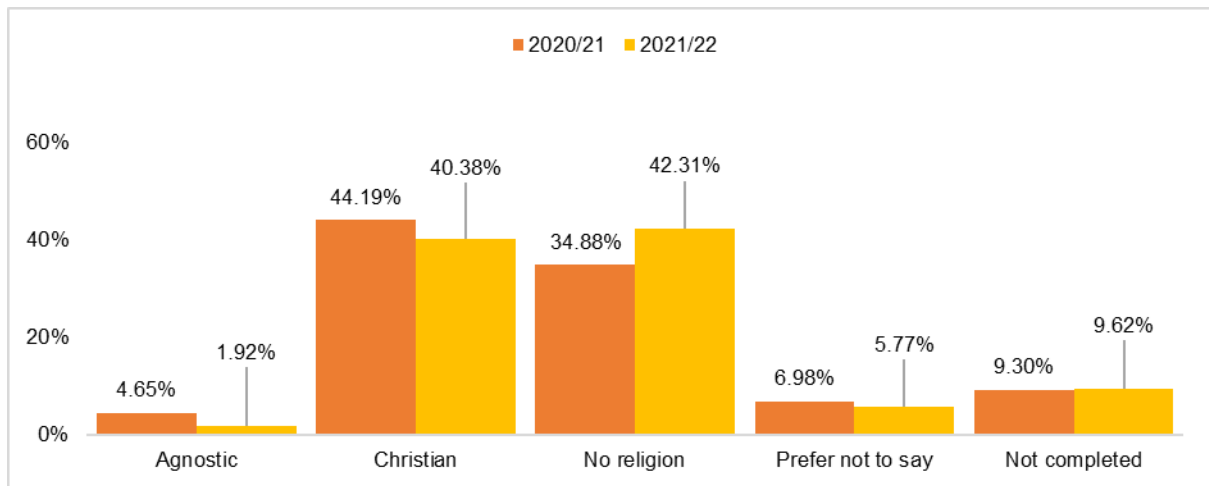
Top 5% by Age Group



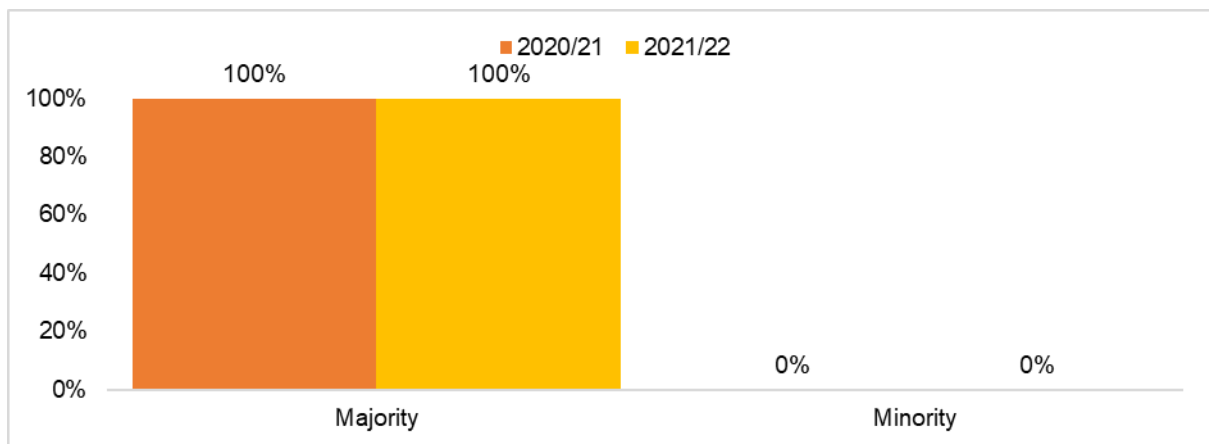
Top 5% by Disability



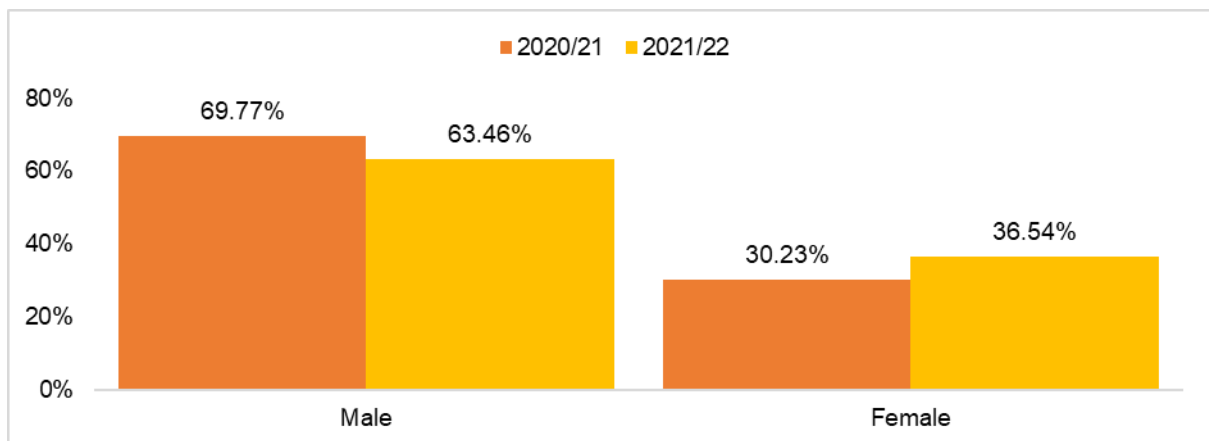
Top 5% by Faith & Belief



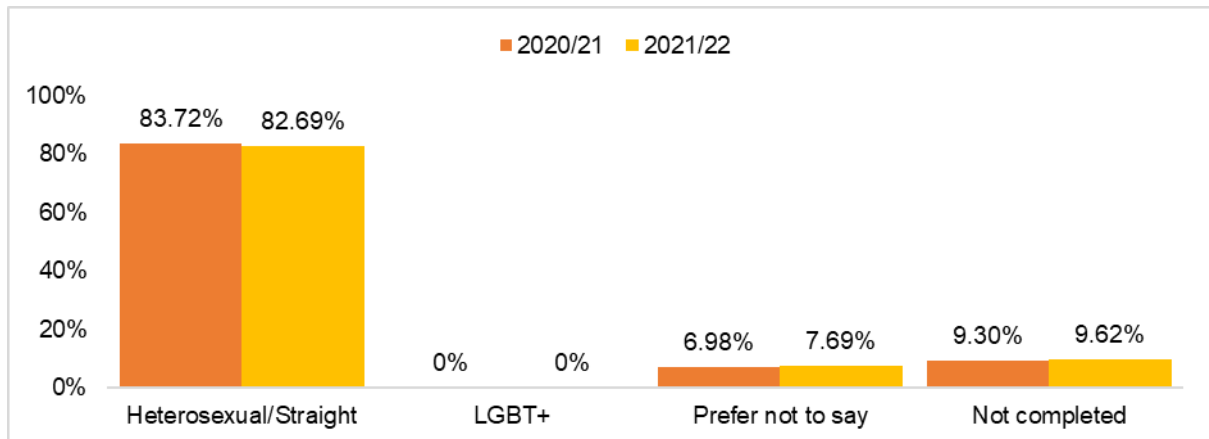
Top 5% by Race



Top 5% by Gender



Top 5% by Sexual Orientation



Top 5% Diversity Actions

- We will incorporate Positive Action interventions into the development of our talent management strategy.
- We will incorporate best practice guidance provided by the National Fire Chiefs Council (NFCC) in this area.
- We will consider how we incorporate talent management into our Leadership and Development projects.

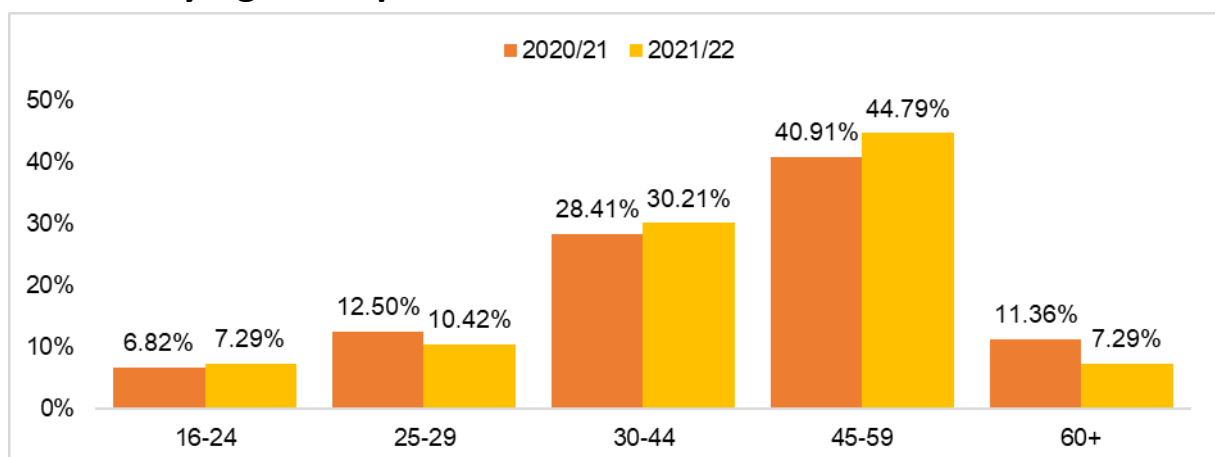
Leavers Diversity Profile

Summary

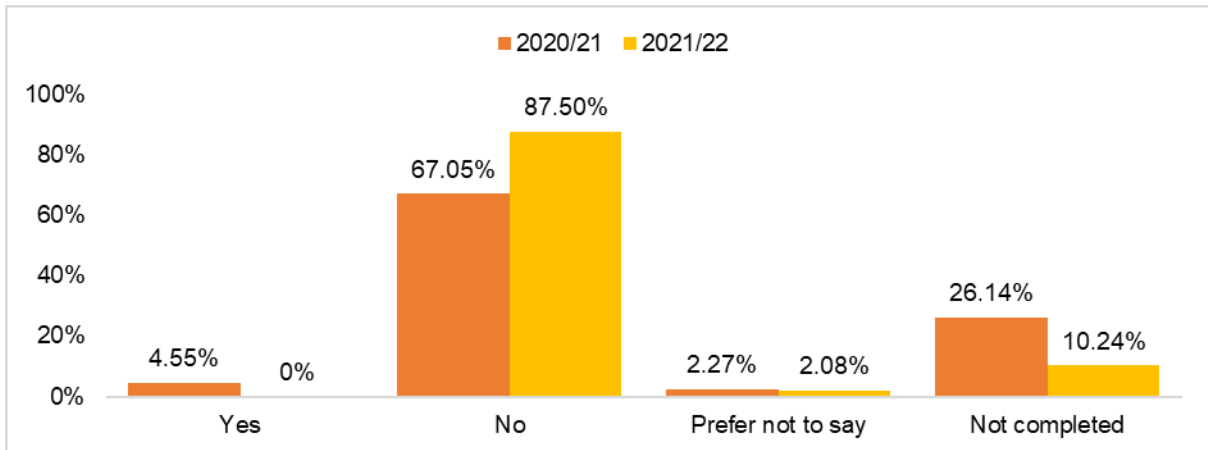
- In 2021 4.55% of leavers had declared a disability, however for 2022 this reduced to 0%.
- For 2022 there is a slight increase in leavers identifying as LGBT+.
- There was also a reduction in leavers from a minority background, from 5.39% in 2021 to 4.16% in 2022.
- The number of females leaving has also decreased from 25% for 2021 to 12.5% in 2022.

Total Workforce Leavers				
	Uniformed	Retained	Corporate	Control
2020/21	33	17	37	1
2021/22	44	23	26	3

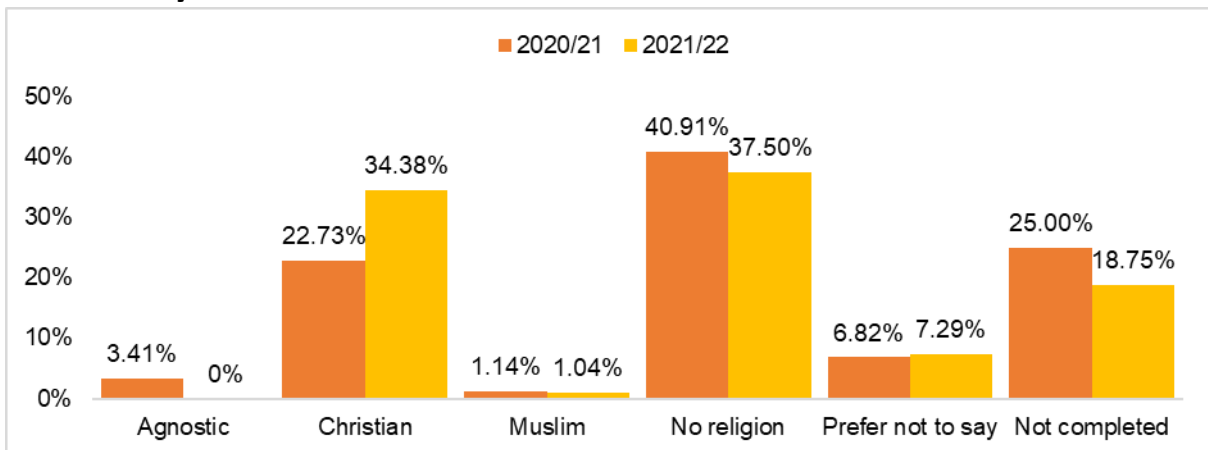
Leavers by Age Group



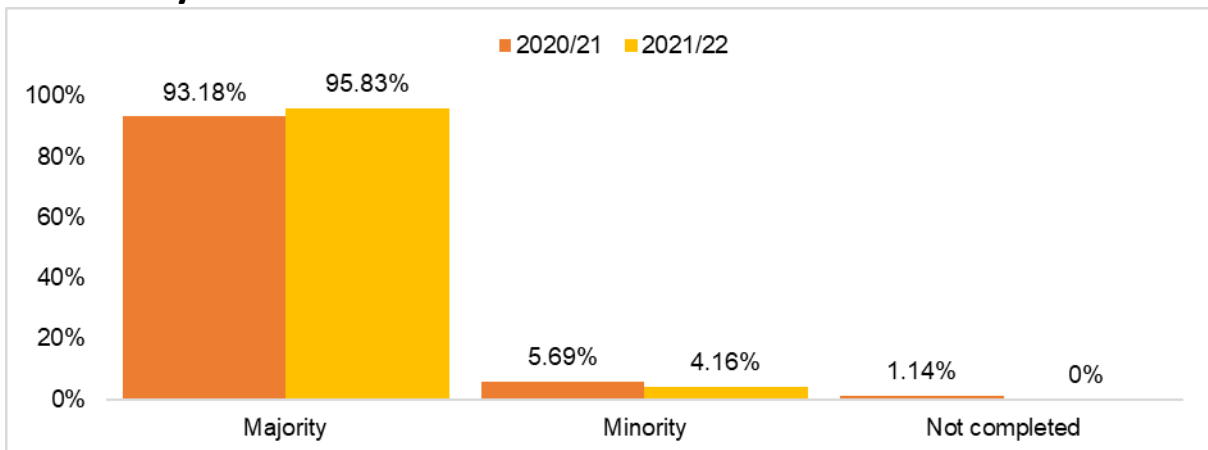
Leavers by Disability



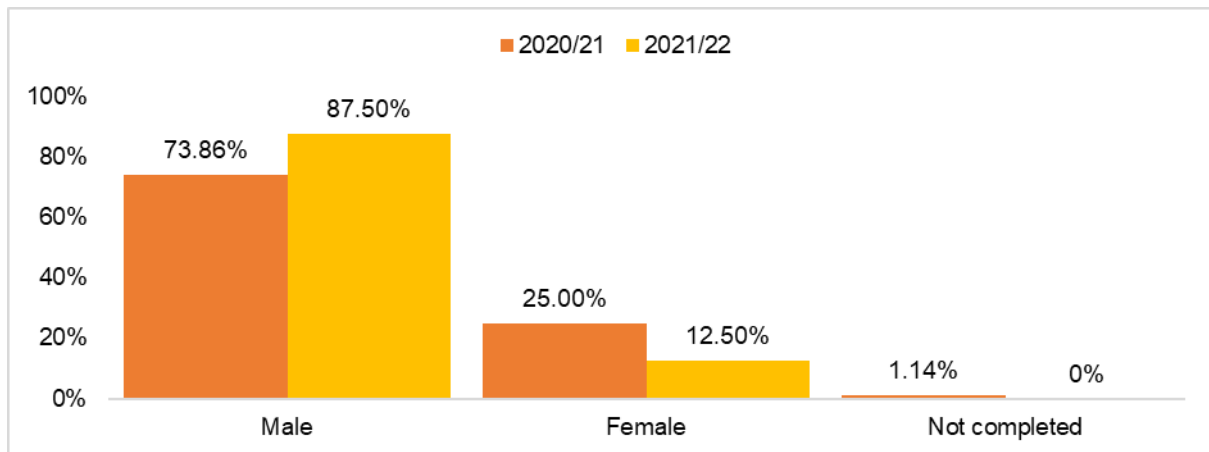
Leavers by Faith & Belief



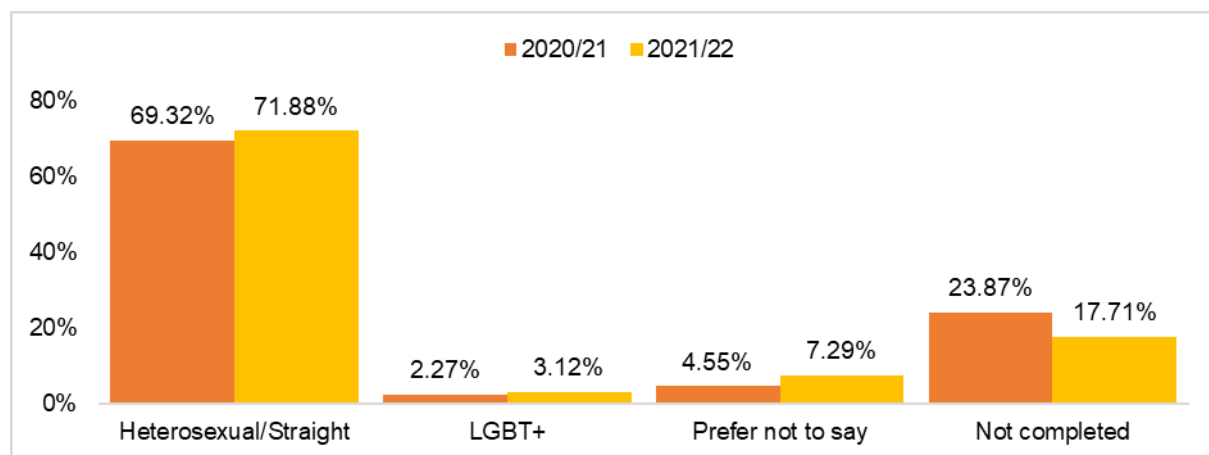
Leavers by Race



Leavers by Gender



Leavers by Sexual Orientation



Leavers Diversity Actions

- Continue to monitor exit interview responses to be aware of any patterns emerging in relation to protected characteristics to be investigated.
- Consider reviewing leavers by directorate / department to check for patterns.
- Review our approach to ensure we retain diverse talent.

New Starters Diversity Profile

Summary

At almost 67%, the number of corporate new starters shows a significant increase.

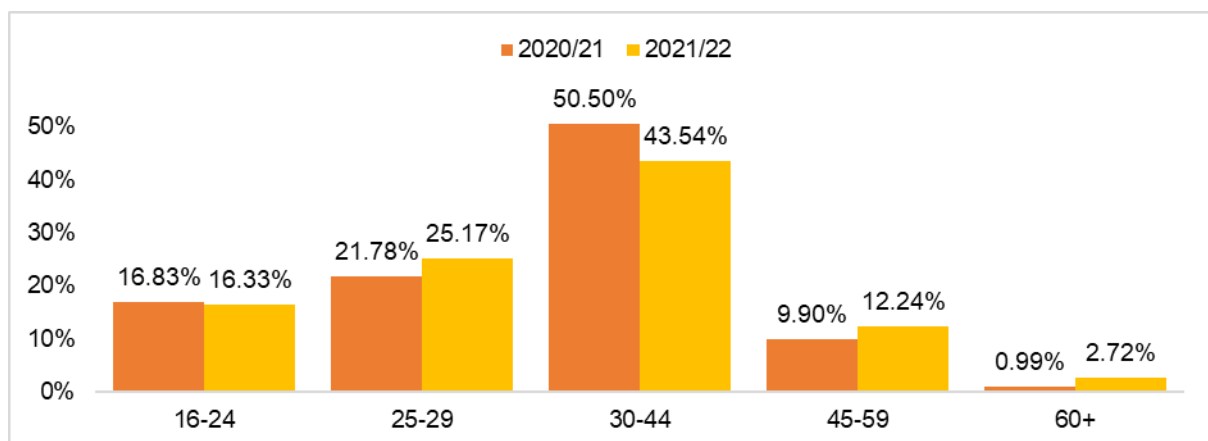
For 2022 the increase in new starters continues to be in the age group 30-44, with a slight increase in the group 45-59 at 12.24 % for 2022 from 9.90% in 2021 and a reduction in the younger age group, 16-24 (down from 16.83% in 2021 to 16.33% in 2022).

2022 saw a small increase in the number of new starters declaring a disability, up from 4.55% in 2021 to 6.12% in 2022.

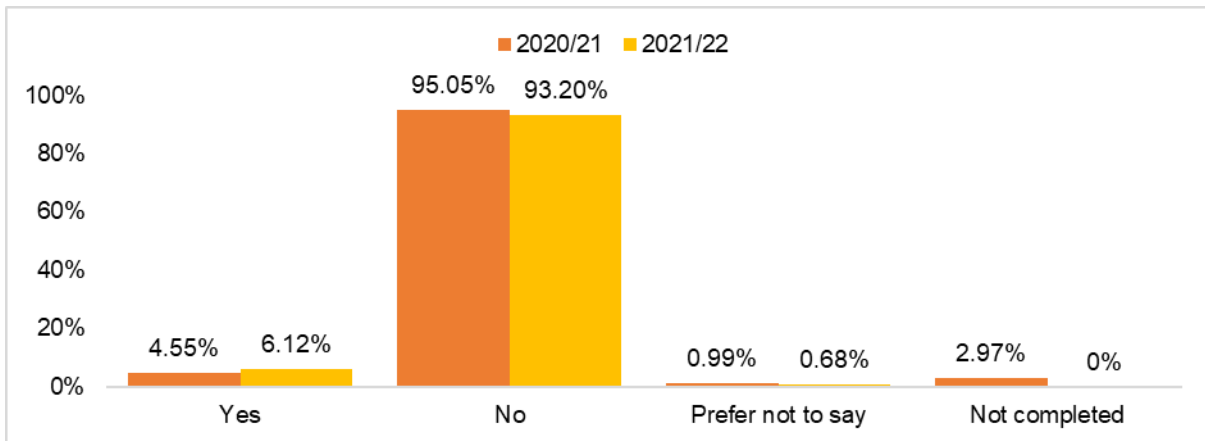
The % of starters from a minority background has decreased from the 5.69% in 2021 to 4.16% for 2022, the number of female starters has increased from 16.83% in 2021 to 27.89% in 2022 and the % of LGB+ new starters has seen an increase from 2.97% in 2021 to 6.80% in 2022.

Total Workforce New Starters				
	Uniformed	On-call	Corporate	Control
2020/21	59	21	20	1
2021/22	59	35	46	7

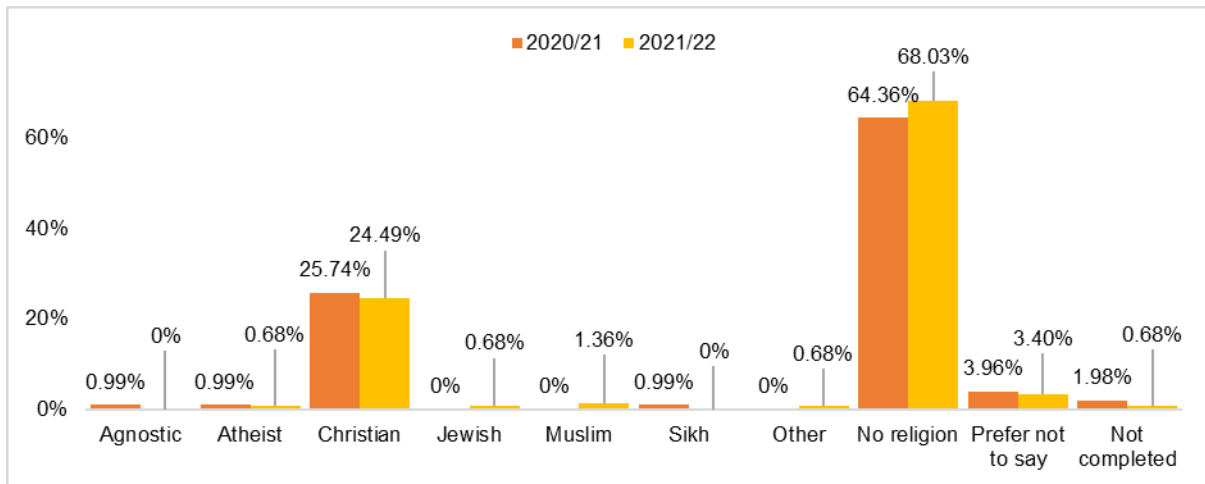
New Starters by Age Group



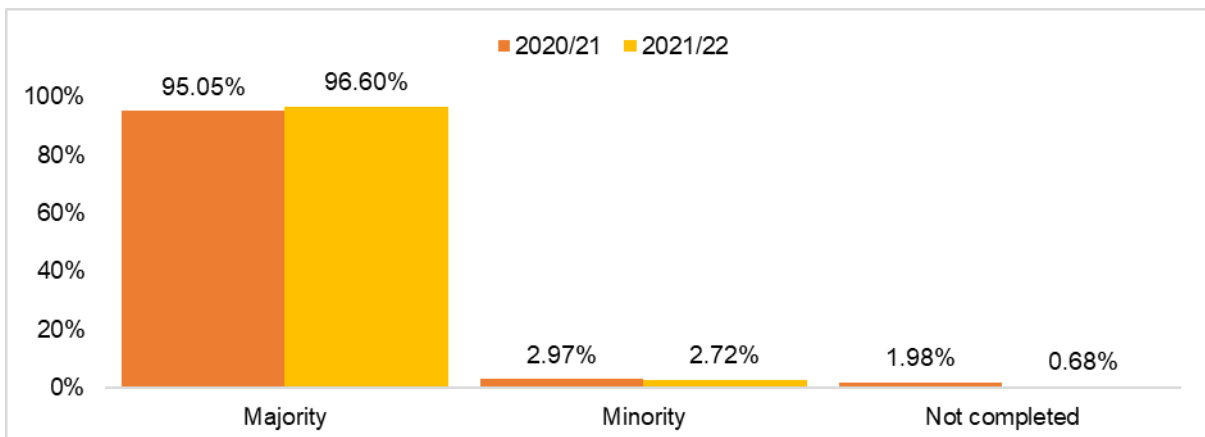
New Starters by Disability



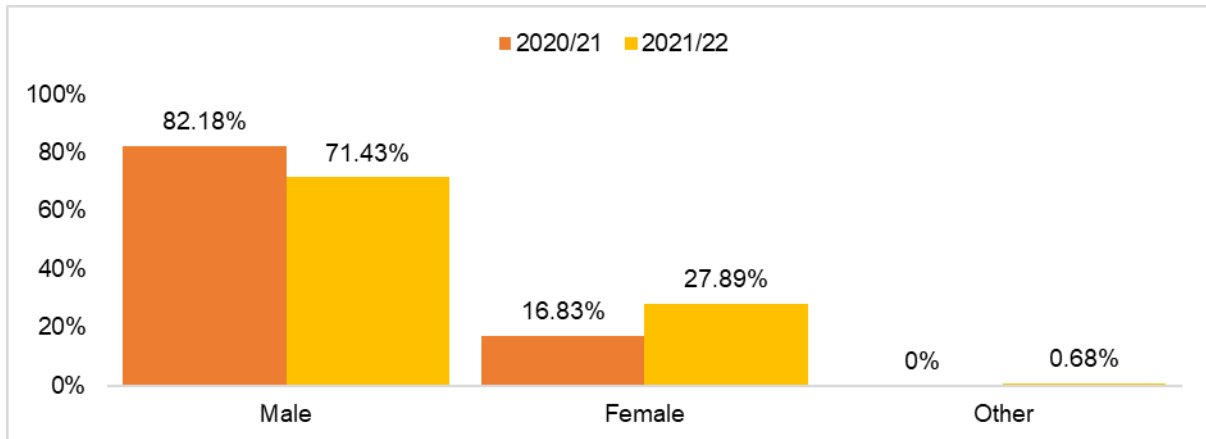
New Starters by Faith and Belief



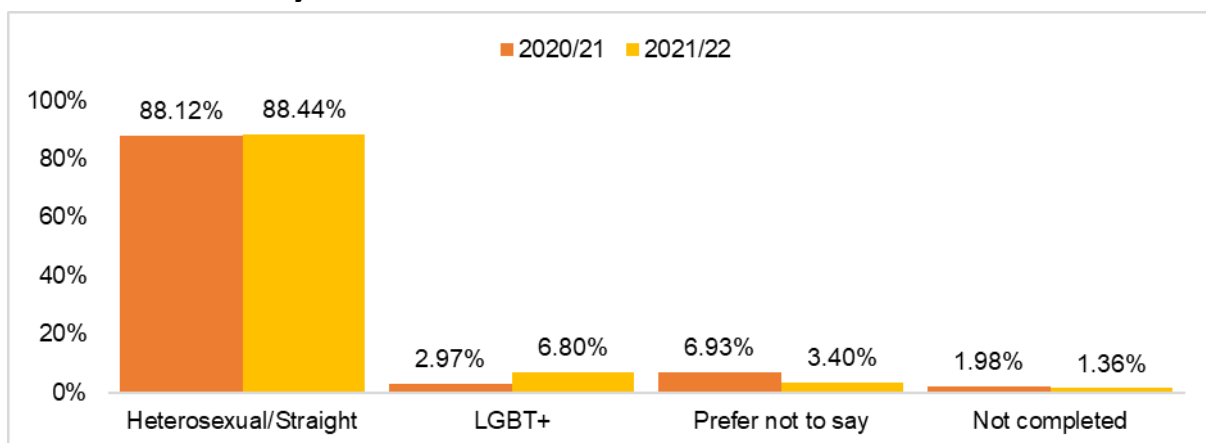
New Starters by Race



New Starters by Gender



New Starters by Sexual Orientation



New Starters Diversity Actions

- We will ensure that we have a robust approach to recruitment and selection that enables us to recruit diverse candidates.
- We will make sure our recruitment and on boarding experience is consistent and accessible, supported by our new Applicant Tracking System (being introduced during 2022).
- We will continue to make sure that applicants are able to share their disabilities and adjustments are made throughout the recruitment process in a timely manner.
- We will ensure we market ourselves to the whole community, so we do not miss out on valuable skills.

Discipline & Grievance Profile

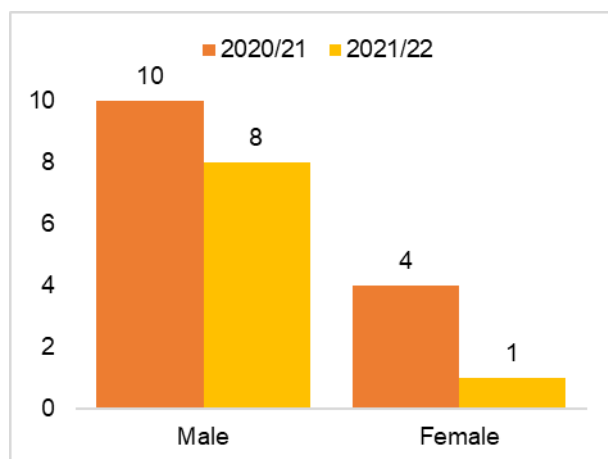
Summary

This details a breakdown of the formal grievance and discipline cases received during the year, broken down by protected characteristic.

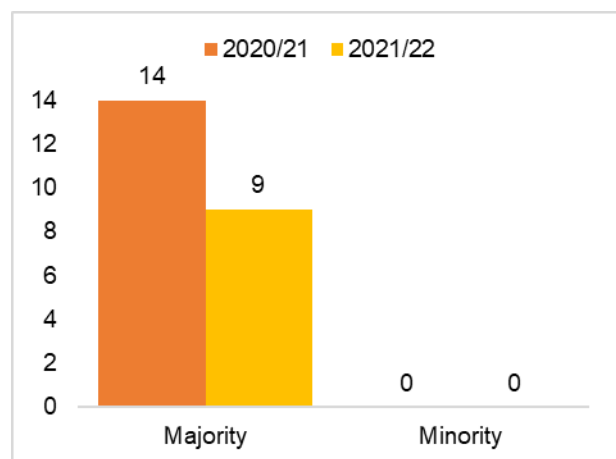
The overall number of disciplines has reduced from 2021 with fewer disciplines for females than males, with none by individuals from a minority background or with a disability for 2021/2022. The number of grievances in 2022 has reduced from the figure for 2021. However, whilst there is an increase in grievances raised by individuals from a minority background, the number for those with a disability has remained the same for both years.

Discipline

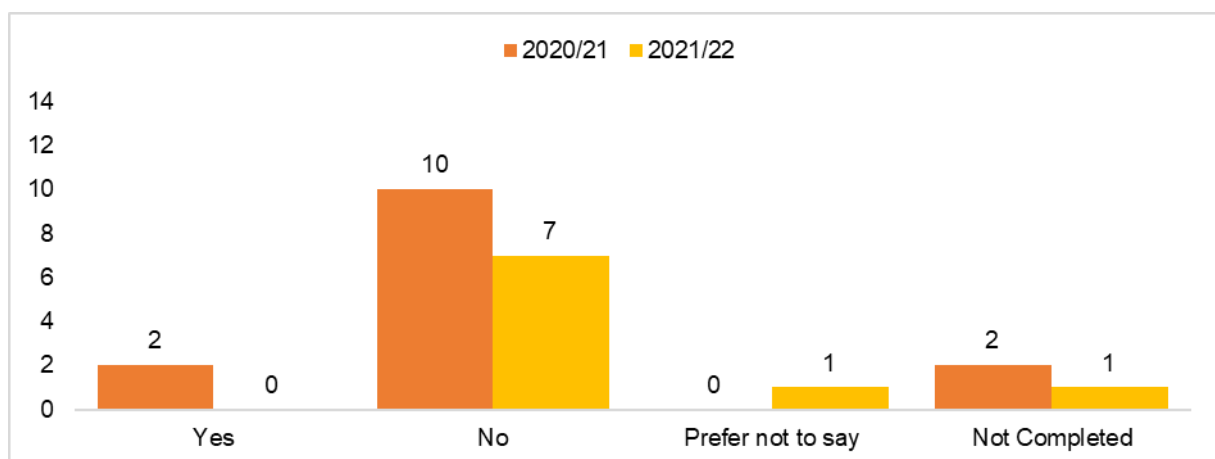
By Gender



By Race

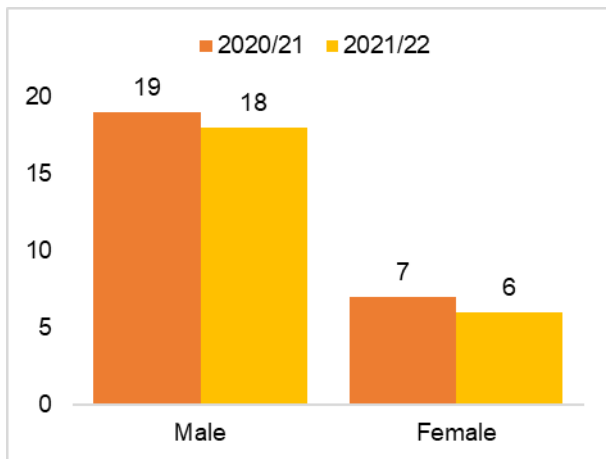


By Disability

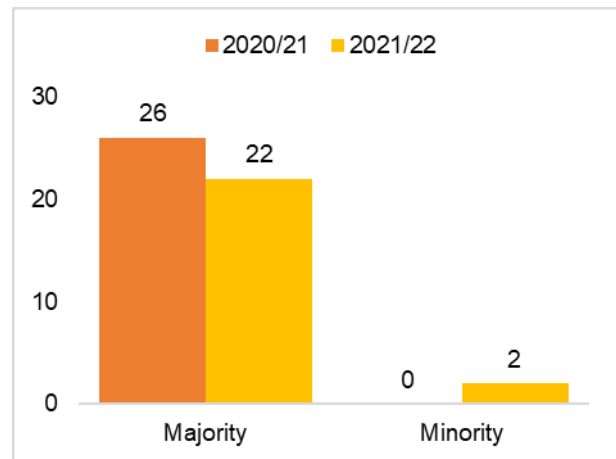


Grievances

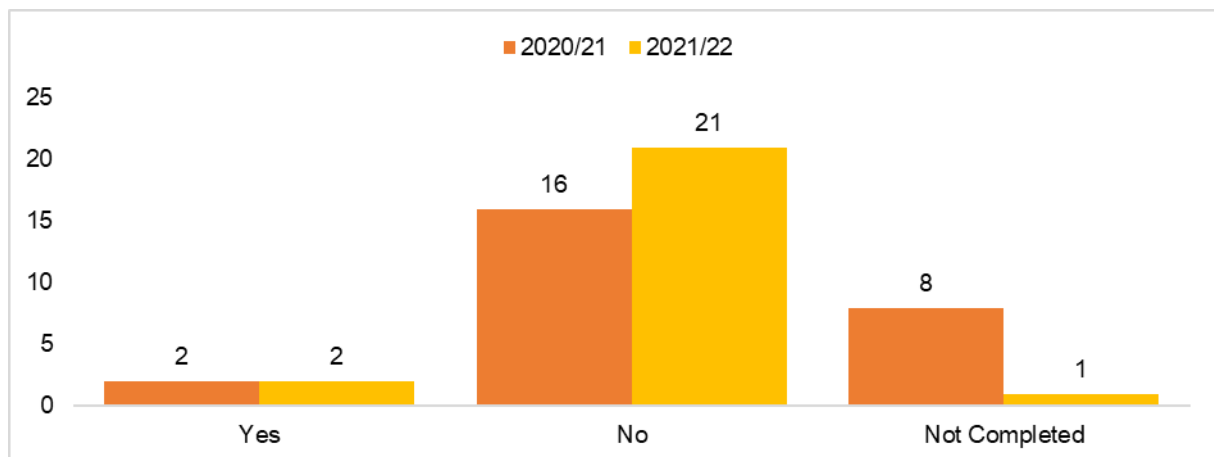
By Gender



By Race



By Disability



Discipline & Grievance Actions

- We will continue to deliver training to ensure all managers are familiar with our discipline and grievance procedures.
- We will support Line Managers to create an environment where everyone feels comfortable to discuss day to day issues informally with their Line Manager so that concerns and voices can be heard and responded to as soon as possible.
- We will consider whether information around informal disciplines and grievances should be incorporated into this report.

Disclosure Rates Profile

Summary

This details a breakdown of the levels of disclosure for the protected characteristics. Those who are classified as 'not disclosing' are those who are under the category "not completed". For the purpose of this report those that "prefer not to say" have disclosed.

In terms of disclosure rates, there have been great increases across all 6 characteristics. With the biggest increase being for disability, from 79.21% to 97.31%. These increases are as a result of a series of communications pieces to raise awareness of the process to fill in the diversity data.

However, there is still a lack of disclosure of faith & belief and sexual orientation. More work needs to be done to ensure colleagues feel comfortable to disclose their identities.

Protected Characteristic – Disclosure Rates		
	2021	2022
Age	100%	100% =
Disability	79.21%	97.31% ↑
Faith & Belief	78.42%	83.66% ↑
Race	99.60%	99.82% ↑
Gender	99.80%	100% ↑
Sexual Orientation	78.82%	83.75% ↑

Disclosure Rate Actions

- We will work with staff groups and representative bodies to continue our campaign to increase disclosure rates for all protected characteristics.
- We will continue to review of the language/terminology used within the protected characteristics to ensure everyone has a category which encapsulates their identity.
- We will develop our systems to make disclosure easier for individuals.
- We will look for trends / increases in categories such as "other" and "prefer not to say" to check if we are excluding any groups of people.

Conclusion and Encompassing Actions

The Workforce Diversity Profile for 2021/22 has highlighted that there is still a lack of diversity and representation across SYFR. However, in some areas there has been an improvement in representation since 2020/21. Particularly an increase in females, LGBT+, those with a disability, whilst they are small increases they signify a move in the right direction. Though it is important to note that racial diversity has decreased slightly from 4.33% to 4.18% and this area will continue to be a key focus for the organisation.

There continues to be a lack of diversity across the Top 5% of Earners in the organisation, with no representation from LGBT+ or ethnic minorities groups. This is a key area where leadership development and mentorship should be invested in, to retain and develop diverse talent.

It is important to recognise that disclosure rates have across the board greatly increased, allowing us to have a greater understanding of the diversity of our workforce.

Whilst there have been actions throughout the report, which are unique to improving representation of a particular characteristic and group, we want to highlight some **encompassing actions**. These actions span across the groups and would see improved diversity across the workforce. We have grouped these actions into three categories; training, leadership and recruitment.

Training

- Enhance our organisational understanding of EDI.
- Provide training and resources for all managers and colleagues to support the launch of new employment policies/guidance i.e. neurodiversity.
- Make use of the Apprenticeship Levy to fund professional qualifications.
- Improve our guidance and training for staff on completing and implementing meaningful Equality Impact Assessments.

Leadership

- Assess and invest in how we develop leaders and enhance skills of existing employees.
- Inspire experienced employees to mentor across the organisation and the sector.
- Ensure new managers have all the tools to enable them to lead their teams effectively and in an inclusive manner including when working remotely.

Recruitment

- Develop a robust and future-proof approach to recruitment and selection that enables us to recruit diverse candidates.
- Ensure our recruitment and on boarding process is inclusive and offers the best candidate experience to support our aim of becoming an employer of choice.
- Ensure we attract (and retain) employees from all communities, so we do not miss out on valuable skills.
- Continue to review and develop our programme of Positive Action Initiatives to boost the diversity of our workforce.

We hope this diversity profile has highlighted the work still to be done, to make us representative of the South Yorkshire region and the actions required to achieve our diversity strategic aim outlined in our People Strategy. If you have any questions, queries or feel that something else should be included going forward into 2022/23, please do get in touch with the EDI team.

This page is intentionally left blank

SOUTH YORKSHIRE FIRE & RESCUE AUTHORITY

Meeting	People Board
Meeting Date	6 September 2022
Report of	Paul Heffernan, Head of Service Delivery Support (Operational Training / Health & Safety / Operational Risk)
Subject	Health, Safety and Wellbeing Committee Update Report

Health & Safety

1. The Health, Safety and Wellbeing Committee took place on Monday 15 August 2022. Attendance from representative bodies was poor. Therefore, the Chair deemed the meeting not to be quorate in line with the current terms of reference. It was agreed the meeting would continue.
2. The 'Terms of Reference' (TOR) for the Health, Safety and Wellbeing Committee have been reviewed to generate an inclusive health, safety and wellbeing forum. The TOR were discussed and circulated with all stakeholders in June 2022 and feedback has been considered and included in the final version. These will be presented to the People Board for ratification on the 6 September 2022.
3. The committee received an update on a Level 2 accident investigation which is currently taking place following the heatwave event in July 2022. The investigation is considering the common factors involved in 5 individual accidents which resulted in medical intervention. It was confirmed that medical intervention was provided as a precautionary measure to 2 individuals at scene and 3 were taken to hospital and released on the same day. Lines of enquiry include issues such as welfare provision, workload, rest periods and resource management.
4. During the heatwave period in July 2022, it was confirmed that there were a total of 14 reported accidents, 4 reported near misses, 10 reported undesired circumstances, 2 reported incidents of asset damage and 4 reported Asbestos exposures. Those incidents which did not result in medical intervention are being investigated at level 1 to identify future preventative measures. It was confirmed that any operational learning was being considered as part of the wider operational debriefing process.
5. The Committee received an update on fire contaminants work being undertaken by the SYFR Personal Protective Equipment Contaminants (PPEC) Group. The Group met on the 2 August 2022 to discuss current progress.
6. It was confirmed that a draft 'Fire Contaminants Policy' is to be circulated for consultation. The policy will initially include information on:
 - Operational Contamination – Management & Control
 - Personal Hygiene Considerations
 - Appliance Crew Cab Cleanliness
 - Fire Kit Decontamination Procedures
 - Contaminated Firefighting Equipment
 - Station Cross Contamination

7. 'Decon Wipes' have already been provided to all front line appliances and training school to enable improved personal hygiene for firefighters. It is planned that all appliances and training school will receive 'Fire Contaminants Cleaning & Decontamination Packs' which will be used for decontamination of firefighters exposed to fire contaminants. These will consist on:

- Decon wipes – 3 packs per appliance
- Nitrile gloves - 1 box medium, large and extra Large
- Equipment wipes -2 packs per appliance
- Blue roll – 2 per appliance
- Bio-guard wipes – 1 tub per appliance
- Roll of waste bags – 2 per appliance
- Contents list
- Plastic torte box 600 x 400 x 364 high with lid

Total projected costs are £128.01 per appliance with a total initial layout of £3,968.31.

8. Work has taken place to map out a 'Fire Contaminants Communications Plan' for the provision of information on fire contaminants. This will include general awareness of the dangers from fire contaminants, information on incident ground and return to station procedures, and more targeted information on topics such as appliance clean cabs, personal hygiene and the importance of hydration in preventing absorption.
9. Discussions took place about the implementation of ABEK Gas filters for use on Sundstrom Half Mask respirators to provide improved respiratory protection during incidents, decontamination/cleaning, salvage operations and turning over. There are plans to meet with Sundstrom to discuss some technical aspects relating to protection factors prior to a business case being presented to the Operational Research and Development Board on the 31st October 2022.
10. A prototype clean and dirty kit bin has been sourced from a company in Doncaster. A trial is planned at Edlington Fire Station after which all stations will receive a bin to ensure all contaminated kit remains external to the buildings whilst gassing off or laundry collection. Cost implications are being managed within current budgets.
11. Future actions are currently being drawn up and these include Welfare Unit arrangements, producing suitable and sufficient risk assessments, improving laundry arrangements for PPE, establishing 'zone' areas on stations to prevent cross contamination, implementing consistent equipment/cab/station cleaning regimes and specific arrangements for BA training facilities at TDC.
12. A recent increase in water delivery failures affecting front line appliances has prompted analysis of reported incidents from 2017 to present day. A presentation was provided to the Committee by the Health & Safety Team. This identified the reported incidents were broadly split into two distinct categories; those which relate to a failure of the 'Power Take Off' (PTO) to engage on arrival at an incident, and those which can be attributed to another cause, unrelated to the PTO. Of the 64 occurrences reported since 2017, 40 (62.5%) relate to an initial failure of the PTO to engage and describe remarkably similar factors. The evidence extracted from undesired circumstance and near miss reports submitted to Health & Safety since July 2018 suggests that the 'most likely' cause of some 62% of pump failure is an inadvertent error by the driver/pump operator.

Built in safety functions on the E-pump will prevent the PTO from engaging if the correct sequence has not been followed however, it appears that this correct sequencing or the importance of it has never been disseminated to operational personnel. It has been recommended that immediate instruction is issued to all driver/pump operators ensuring that they are fully aware of the sequence to be followed on arrival at an incident and in order to correctly engage the PTO. It is planned that an instructional video will be produced and made available to all operational personnel.

Wellbeing

13. Throughout the current reporting period that has been a total of 73 calls logged from employees utilising the Health Assured 24 hour contact line. Counselling calls account for 89.0% (65) of the usage with low mood being the most common reason for contact, followed by anxiety and partner related issues. The additional 11% (8) were advice calls. Employment was the most common reason for advice and guidance, accounting for 50.0% of overall advice engagement. This was followed by motoring, landlord and tenant related issues. In addition the online portal has received a total of 234 hits within the current reporting period.
14. As of August 2022 there are 71 employees who have a savings account with Transave. The total number of savings collectively being £216,610, with £10,610 granted in loans. For comparison as of January 2022 there were 47 members with a savings total of £67,141.62 and £3,927.63 issued in loans.
15. The men's health initiative officially launched on 31st May, since that date 48 people in total have attended the weekly walking group at Graves Park. This also includes a number of retired firefighters.
16. The Charity have also developed a case study of good practice showcasing the initiative as an effective workplace health intervention.
<https://www.mind.org.uk/media/13480/walk-talk-999-walking-for-wellbeing.pdf> The initiative has been really well received locally and nationally and has received support from The Firefighter's Charity, Women in the Fire Service, Joe Wicks (The Body Coach) and Dr Alex George who included the walks within his recent documentary about men's mental health and the need for more avenues of support to be made available.
17. A new pilot study has been developed by PHD students at Loughborough University and University of Sheffield whereby large organisations across Yorkshire and the Humber have been invited to take part with a view to improving the return to work process provided to employees on long-term sick leave due to mental health and following their return to work. The study is based on the latest evidence and research from leading workplace health experts across the UK. Organisations joining will be placed into two cohorts- either receiving an insight into their return to work process or a set of best-practice resources to use as interventions over a two year period. Being a participant of the project comes with a number of benefits including the opportunity to proactively improve our absence management process whilst demonstrating our clear commitment to supporting employee health and wellbeing. The project is currently awaiting final ethics approval with a view to going live towards the end of September.

18. The updated Fire Investigation Professional Standards have outline a need for fire and rescue services to 'provide post-incident mental and physical health and wellbeing support to its fire investigators'. The view has been taken by members of the Health, Safety and Wellbeing Committee that any interventions put in place to support FI Officers welfare should be extended further to include all operational middle managers.
19. Learning from other areas shows a clear process in place to support officer welfare by scheduling regular mandatory psychological wellbeing group sessions with officers facilitated by a trained psychotherapist. The sessions operate under a reflective group practice model looking at the psychological impact of decision making and risk assessment.

SOUTH YORKSHIRE FIRE & RESCUE AUTHORITY

Meeting	FIRE & RESCUE AUTHORITY
Meeting Date	21 NOVEMBER 2022
Report of	CHIEF FIRE OFFICER & CHIEF EXECUTIVE
Report Sponsor(s)	DEPUTY CHIEF FIRE OFFICER / DIRECTOR OF SERVICE DELIVERY
Subject	SERVICE IMPROVEMENT BOARD UPDATE

EXECUTIVE SUMMARY

This report provides an update on progress against the actions on the Service Improvement Plan. The Service Improvement Plan includes actions relating to South Yorkshire Fire and Rescue Service (SYFR), His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) Inspection Report, Grenfell Tower Inquiry, State of Fire and Rescue Reports and published Professional Fire Standards. The plan also captures improvements generated through local and national learning from emergency incidents and this includes learning through the pandemic.

The plan is monitored by the Service Improvement Board who seek to ensure objectives on the service improvement plan are being progressed and delivered in good time. The Board also have a delegated budget to support the delivery of service improvement plan objectives and will consider resource requests to support the delivery of key service improvements.

RECOMMENDATION

Members are recommended to:-

- a) Note the contents of the report and provide further scrutiny and support to enable continual service improvement.

CONTENTS

Main Report

Appendix A - Areas for Improvement (AFI) from the HMICFRS inspection report for SYFR – Action updates as of October 2022.

Appendix B - Grenfell Tower Inquiry – High Priority Action updates as of October 2022.

Appendix C - State of Fire and Rescue Report – High Priority Action updates as of October 2022.

Appendix D - Professional Standards areas for improvement – Action updates as of October 2022.

BACKGROUND

1. The Service Improvement Board is an internal meeting that monitors progress of objectives that sit on the SYFR Service Improvement Plan. These objectives are generated from various local, regional and national events and reports that have influence in the activities at SYFR. The Service Improvement Board has committed to provide quarterly updates to the South Yorkshire Fire and Rescue Authority (SYFRA).
2. SYFR changed the frequency of Service Improvement Board meetings from quarterly to monthly to assist the drive of continuous and sustainable improvement across the service, in particular, actions relating to HMICFRS Report in the run up to HMICFRS Inspection. Following the May Service Improvement Board meeting and SYFR's HMICFRS Inspection, meetings have reverted to quarterly and are now Chaired by ACO Strelczenie.

SERVICE IMPROVEMENT PLAN UPDATES

3. Please note, that as per Fire and Rescue Authority (FRA) request, the percentage of completion for each action is now being recorded on the Service Improvement Plan. This required some system developments and recently this feature went live so a percentage completion rate can be added to each objective on the Service Improvement Plan. Objective owners have been tasked to complete this new section. Therefore, the percentage of completion is now captured and provided in this service improvement update.

HMICFRS Inspection report for SYFR

4. HMICFRS inspection report for SYFR identified 17 Areas for Improvement (AFIs). All of these areas for improvement have been determined to be high priority. Of these priority actions, 13 are completed, 1 is on schedule and 3 are behind schedule.
5. We are aware that HMICFRS have expected to see progress against these areas for improvement. Further information for all 17 AFIs can be found in Appendix A.

Grenfell Tower Inquiry

6. Following analysis of the Grenfell Tower Inquiry (GTI) Phase 1 Report Overview, 7 actions were determined to be of high priority. Of these, 6 are completed and 1 is on schedule.
7. A number of these areas for improvement are reliant on the recommended changes in legislation that to date have not occurred. Although some of these areas are not aimed at FRSs specifically, SYFR continue to work with responsible persons and encourage improvements based on the recommendations from the GTI report. However, in many areas the lack of legislation to enable enforcement is proving to be a significant barrier to achievement.
8. The Grenfell Actions Implementation Team (GAIT) is responsible for addressing the identified learning from the Grenfell Tower Inquiry Phase 1 Report. Although GAIT will work towards delivering the improvements and report progress directly to the FRA, an overview of progress will continue to be reported within the Service Improvement Board Update.

9. The decision has been made to include the remaining 23 recommendations from the GTI Phase 1 Report. Until now, most recommendations from the GTI report that have been placed on the Service Improvement Plan are for the attention of Fire and Rescue Services. Although these additional recommendations are not aimed at Fire and Rescue Services, it is thought that SYFR may be able to influence this work by working with the managers and responsible persons of high-rise buildings.
10. Further information regarding the high priority actions can be found in Appendix B.

State of Fire and Rescue Reports

11. Following analysis of the State of Fire and Rescue Reports, 3 actions have been determined to be of high priority. Of these, 2 are completed and 1 is behind schedule.
12. Further information regarding the high priority State of Fire and Rescue actions can be found in Appendix C.

Professional Fire Standards

13. All 12 published fire standards have been placed on the Service Improvement Plan. All standards have been determined to be of high priority. Of these, 9 are on schedule, 2 are completed and 1 is behind schedule.
14. Further information regarding the Professional Fire Standard actions can be found in Appendix D.

FIRE AND RESCUE SERVICES HMICFRS INSPECTION UPDATES

15. All HMICFRS round two inspections have now been conducted.
16. A debrief, attended by the Executive Leadership Team and FRA Chair was held on Thursday 30 June 2022. A presentation was delivered by Andy Groom (HMICFRS), detailing a generic overview of findings. No graded judgements were provided at the time.
17. The full report is due for release in December 2022 and will be available to the wider organisation and the public.

FIRE STANDARDS

18. Since the last report, Fire Standards Board have released the Data Management Fire Standard. The standard has been assigned to an Action Lead for completion.
19. The remaining Fire Standards that are in production include:
 - Well-Led Organisation
 - Data Requirements and Management
20. The next phase of Fire Standards development will include:
 - Developing Leaders
 - Workforce Management

21. All future standards will be placed on the Service Improvement Plan.

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

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:

SYFR will work closely with fire and rescue services and other organisations to continuously benchmark against the recommendations and inspection criteria.

CORPORATE RISK ASSESSMENT AND BUSINESS CONTINUITY IMPLICATIONS

22. SYFR need to ensure they have the capacity and capability to implement any recommendations in the SYFR inspection report and continuously improve. There also needs to be the capacity to ensure all the inspection work is completed.

EQUALITY ANALYSIS COMPLETED

- Yes

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

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

- No
- N/A

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

If required, an equality assessment has been / will be completed for the agreed recommendations.
--

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:

If required, a health and safety risk assessment has been/ will be completed for the agreed recommendations.

SCHEME OF DELEGATION

22. 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

23. 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:	Spencer Rowland, Service Improvement Officer
	e-mail:	srowland@syfire.gov.uk
	Tel no:	0114 2532206

This page is intentionally left blank

Areas for Improvement (AFI) from the HMICFRS inspection report for SYFR – Action updates as of October 2022

Effectiveness:

AFI: The service should ensure its firefighters have good access to relevant and up-to-date risk information.

Action update: This action has been completed. Agreed at the Service Improvement Board meeting on 6 April 2022.

This action is now considered business as usual.

A process has been put in place for ensuring the submitted Operational Risk Information (ORI) returns are audited and published. It allows for the information to be verified and accessible on the mobile data terminals for operational personnel. Although this system has been in place for some time, the Service Improvement Board were not prepared to deem this action as completed until ORI completions returned to pre-pandemic numbers. Completed ORI numbers are now above pre-pandemic numbers, and the action has been closed.

AFI: The service should ensure it addresses effectively the burden of false alarms.

Action update: This action has been completed.

Business Fire Safety have an unwanted fire signals (UwFS) policy in place, which details a number of steps that can be taken with the business to address UwFS. The revised UwFS policy was put in place 6 January 2020, which also outlined new call challenge criteria. SYFR will continue to engage with businesses and highlight UwFS in the media as appropriate.

AFI: The service should ensure it has effective arrangements for providing specialist protection advice out of hours.

Action update: This action has been completed. Agreed at the Service Improvement Board meeting on 6 April 2022.

The Out of Hours (OOH) provision pilot finished on the 14 March 2022. OOH is now considered, business as usual. A dedicated Protection Inspecting Officer is available through control 24/7. The Policy and Procedure have now been published.

AFI: The service should ensure it understands what it needs to do to adopt national operational guidance (NOG) and put in place a plan to do so.

Action update: This action is completed.

Since our previous inspection in 2019, the service has created a NOG Implementation Plan. However, largely due to the pandemic, the plan has not been followed as originally planned. As a result, an updated plan has been completed and was approved by the People Board on 7 June 2022. The plan reflects both the implementation and embedding phase of NOG.

There will also be an increased focus on training around NOG, with a plan for all Watches to receive NOG awareness training and an aim to improve NOG compliance in Training and Development Centre training courses.

AFI: The service should ensure it has an effective system in place to capture operational learning so as to improve its operational response.

Action update: This action has been completed.

A full and comprehensive process is in place. Currently experiencing capacity issues within Operational Support Team to manage the increasing amount of information that is being submitted, both internally and externally. Evidence has been submitted to show the process for updating the Pre-Determined Attendance (PDA) for vehicle in water

AFI: The service should make sure its operational staff have good access to relevant and up-to-date risk information. This should include cross-border risk information.

Action update: This action is behind schedule. Progress so far:

This action is 80% complete.

Over the border risk information for all neighbouring services is available to crews via the mobile data terminals. Despite attempts to collect a wide range of over the border risk information from all neighbouring services, some services have provided very little risk information. All shared information is collected on Resilience Direct. Work has been started on developing a method of sharing all risk information on demand when over the border assistance is required within South Yorkshire.

At the last Service Delivery Board (9/8/22) the new Operational Risk Information plan was agreed. This plan outlined how the service was going to review or revisit existing Operational Risk Information (ORI's). Now this plan has been agreed at board level Firefighter Safety Team are going to progress its implementation.

An Over The Border (OTB) risk information sharing document has been produced and shared regionally. YHORG was attended on the 8/9/22. The board has been asked to progress this piece of work as a region. Region have asked to see the document so that they can agree and implement it at their local level.

AFI: The service should make sure it participates in a programme of cross-border exercises, sharing the learning from these exercises.

Action update: This action has been completed.

An exercise plan and schedules are in place. Limited exercising due to COVID-19 restrictions. The Exercise Planning Group have revised and released the policy. The 2021 plan expresses to district that joint exercising must be done and the means of creating an exercise and reporting will capture where this occurs. We have evidence of this from this year but due to COVID a number of exercises have understandably been postponed or some have been delivered as a table top exercise. The exercise plan is available on Resilience Direct (RD) and Station District plans.

Efficiency:

AFI: The service should ensure it effectively monitors, reviews and evaluates the benefits and outcomes of any collaboration.

Action update: This action has been completed.

RSM internal 'collaboration and benefits realisation' audit report produced and finalised. Internal audit rated SYFR collaboration and benefits at the highest assurance possible - 'substantial assurance'. The following is the internal audit's summary opinion: "Taking account of the issues identified, the Board can take substantial assurance that the controls upon which the organisation relies to manage the identified risk are suitably designed, consistently applied and operating effectively".

AFI: The service should ensure it has sufficiently robust plans in place which consider the medium-term financial challenges beyond 2020 so it can prepare to secure the right level of savings.

Action update: This action has been completed.

The revised and approved Medium Term Financial Plan (MTFP) clearly articulates the savings and the plans, along with the 'what ifs' should funding not be secured in line with expectations.

AFI: The service should assure itself it fully exploits external funding opportunities and options for generating income.

Action update: This action has been completed.

The revised and approved MTFP clearly articulates savings and plans through scenario planning. Grants are being utilised where available and there is a view to apply for funding through the decarbonisation fund. Due to COVID, income generation is limited. We do have special services and generate income through hydrants, secondments etc. but this is limited.

People:

AFI: The service should assure itself that staff understand how to access wellbeing support.

Action update: This action has been completed.

Health and wellbeing support need reviewed using various intelligence sources e.g. health and wellbeing survey, staff pulse survey. Partnered with the British Red Cross Psycho-Social Support Team to develop a training programme to enable in-house Critical Incident Wellbeing (CIW). Supporters to deliver peer-to-peer support to personnel following critical incidents. On station learning developed by CIW Supporters and issued to station Oct 2020.

AFI: The service needs to ensure that staff involved in protracted operational incidents have adequate welfare facilities.

Action update: This action has been completed.

A review of the welfare offer to SYFR personnel at incidents has been carried out. Operational Information Note (OIN) 'Managing Fatigue and Welfare at Operational Incidents' developed. NEW joint SYFR/British Red Cross welfare vehicle procured. Welfare unit (4-5 persons) (joint SYP & SYFR) will complement / back-up the new SYFR/BRC vehicle.

Group Managers have been issued with SYFR credit cards meaning they are able to source / fund food and refreshments at protracted incidents as appropriate. Since issue they have been used on a number of occasions successfully. Larger welfare units and providers have been identified should additional welfare capability be required.

Getting the right people with the right skills

AFI: The service should ensure its workforce plan addresses any gaps in capability which affect the availability of fire engines.

Action update: This action has been completed.

The service has now embedded a Workforce Planning Policy that sets out governance of workforce planning and the process for engaging managers to support this. This culminates in an annual workforce plan. The governance of workforce planning is via the Workforce Planning Board, chaired by the DCFO and attended by senior managers and all representative bodies. This is underpinned by a workforce planning group chaired by the Head of HR and attended by senior managers and HR Business Partners. The workforce planning annual process commences in Spring each year when managers are asked to review and refresh their workforce planning arrangements (included skills gaps and succession planning proposals) and to submit these to HR.

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.

Action update: This action is behind schedule. Progress so far:

This action is 40% complete.

A Maintenance of Competence (MoC) programme has started. This includes all MoCs, but has started with middle managers as a priority. SYFR is reviewing the way in which skills and competence are recorded.

In relation to the provision of staff on On-call stations lacking specific skills resulting in poor availability, work on this project is ongoing. Skills gaps have been identified and individuals have been booked onto or identified for future development to meet these skills gaps (e.g. Incident Command and Driver training qualifications).

SYFR is looking to review how processes work for corporate staff and this will link to the current Training Needs Analysis in place for all roles and Training and Development Framework, in addition to the newly developed frameworks of competence for non-operational employees.

There is an increased focus on this work area with the Maintenance of Competence (MOC) project, Core Learning Pathways, NFCC Leadership Framework, Fit for the Future and other identified requirements. This will be supported by the additional resource within workforce development.

Training Frameworks and associated Action Plans have been approved at People Board.

AFI: To identify and tackle barriers to equality of opportunity, and make its workforce more representative, the service should ensure the value of positive action is well-understood by staff.

Action update: This action is behind schedule. Progress so far:

This action is 75% complete.

Work is progressing in this area to further develop understanding. SYFR have published a video (and shared this nationally) around Positive Action to increase understanding. Final face to face courses are being progressed and additional training has been developed with a focus on micro aggressions.

Reminders have been sent to anyone who has not completed the Equality, Diversity and Inclusion (ED&I) Essentials and Managing ED&I LearnPro modules. Currently, 90% of staff have completed the ED&I Essentials Learnpro and 51% have completed the Managing ED&I Learnpro.

We continue to develop work around attendance at careers events and review findings from these events to determine relevant materials to target underrepresented groups.

AFI: The service should identify and implement ways to improve staff confidence in the grievance process.

Action update: This action has been completed.

If the timescales of the Grievance process are not met this is usually because the case has been more complex or a mutual extension to the timescale have been agreed. Managers have been reminded to keep to the timescales and offered support where required. The culture of the organisation is changing and improvements are being made in relationships between managers and staff. The Service will continue to be open and transparent in its communications about how decisions are arrived at. Although grievances are confidential, where possible and with agreement, improvements that have arisen as a result of grievances will be shared. The role of the First Contact Advisors (FCA) is being reviewed and refreshed. Once this is confirmed, details of the scheme and the contact details of the FCA's will be communicated throughout the Service.

AFI: The service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders.

Action update: This action is on schedule. Progress so far:

This action is 40% complete.

As part of the Workforce Planning and the Personal Review processes, high-potential and aspiring leaders can be identified and supported through coaching, mentoring and learning and development opportunities. The service aims to implement high potential and aspiring leader's programmes in the future. This work is still ongoing and will link into the NFCC guidance around Fast Track Direct Entry and Talent Management.

Amendments have been made to how we offer Multi Agency Gold Incident Command (MAGIC). This is a requirement for Group Managers and above.

The Executive Leadership Programme is now open to support staff members and Area Managers and Temporary Area Managers.

An initial scoping meeting has been held to look at how we can offer MBA / Level 7 courses.

Leadership is one of the priorities in this year's Annual Plan which gives us a focus on this area. We have scoped out our new programme on Leadership and how its supports the People Pillar. Two projects that support the Leadership Programme (Leadership training delivery and development programmes) have also been scoped out.

Grenfell Tower Inquiry – High Priority Action updates as of October 2022

Fire and Rescue services knowledge and understanding of materials used in high-rise buildings. Ensure that their personnel at all levels understand the risk of fire taking hold in the external walls of high-rise buildings and know how to recognise it when it occurs.

Action update: This action has been completed.

An e-learning package has been created by Training and Development Centre (TDC) and Operational Support Team (OST), this is now available on Learnpro. Instructions were sent out at the start of November for all operational personnel to complete this training. Completion rates for the e-learning module are currently at 516 completed assessments, and 51 not completed assessments for operational staff (up to but not including Senior Leadership Team). This equates to a 91% completion rate. The majority of the remaining 9% of staff can be accounted for by long term sickness and new on-call recruits.

The inspection of high-rise buildings and obtaining information needed for the purposes of extinguishing fires and protecting life and property. Ensure that all officers of the rank of Crew Manager and above are trained in carrying out inspections of high-rise buildings.

Action update: This action has been completed.

Business Fire Safety (BFS) continue to work with emergency response in regards to providing adequate training to all staff around fire safety concepts. BFS currently working on an overall training strategy to identify and confirm where fire safety training should sit within the overall operational training requirements. At the Service Delivery meeting held on 15 September the decision was made to merge Point Block Inspections with Operational Risk Inspections.

Handling Fire Survival Guidance (FSG) calls in an appropriate or effective way. Develop policies for handling a large number of FSG calls simultaneously.

Action update: This action has been completed.

All current Control staff have received FSG training. This forms part of ongoing Maintenance of Competence schedule.

FSG National Operational Guidance has now been produced and circulated. FSG training will be reviewed to align with NOG once completion of recruit training is done, and then undertaken as part of ongoing Control MOC training schedule.

The Fires in Tall Buildings Guidance was consulted on in January and went live on 12th April 2022.

Handling Fire Survival Guidance (FSG) calls in an appropriate or effective way. Develop policies for managing a transition from “stay put” to “get out”.

Action update: This action has been completed.

Action card and training material are in place. A Control Training PowerPoint that references this action been created and is in the process of being delivered to all staff. FSG policy has been developed with the Control Fire in Tall Buildings working group. A training exercise was run in November 2021 to test existing procedures and identify gaps. The Fires in Tall Buildings Guidance was consulted on in January and went live on 12th April 2022.

Lack of plans in place for evacuating a high-rise building should the need arise. Develop policies for partial and total evacuation of high-rise residential buildings and training to support them.

Action update: This action has been completed.

The 'evacuation from buildings involved in fire' policy is complete and has been out for 28 days consultation. A Fires in Tall Buildings 1-day evacuation course has been developed, trialled and amended accordingly. All operational and control staff will attend it.

Lack of plans in place for evacuating a high-rise building should the need arise. SYFR crews to be equipped with smoke hoods to assist in the evacuation of occupants through smoke-filled exit routes.

Action update: This action has been completed.

Smoke hoods have been purchased and all training and documentation secured. Training smoke hoods also purchased and will be issued to Training and Development Centre (TDC) and stations. All training documents, videos and smoke hoods have been issued to Central and Edlington Station crews for their feedback on the training instructions. Following feedback, the training packages and smoke hoods will be sent out to the rest of the Service. Smoke hoods have been issued to station for use.

Liaise with the owner and manager of every residential building containing separate dwellings (whether or not they are high-rise buildings) carry out an urgent inspection of all fire doors to ensure that they comply with applicable legislative standards.

Action update: This action is behind schedule. It is 80% complete.

Although this is an Action for the responsible person (RP) or owner of a High Rise Residential Building (HRRB), SYFR have a responsibility to be able to collate, store and share the information with the operational staff at an incident. BFS have written to all RPs / owners to inform them of their responsibilities, and to offer advice.

We have recruited an Information Systems Technician to develop the electronic program 'Hazard Alert'. The system will collate, store and share information from the RP/ owner, and allow operational crews and control personnel access to this information during an incident.

Through consultation with Local Authorities (LA's) they are undertaking inspections of fire door sets in all their building and have a rolling program of inspections, with the view that doors will be replaced as necessary. A Fire Safety Order already required responsible persons to maintain a system of maintenance on all fire doors in communal, or opening onto communal areas. Business Fire Safety have written to all Responsible people/owners of high-rise buildings to inform them of their responsibilities and offer advice.

Shared information has been built into the Hazard Alert System. This system is now live, and is undergoing a soft launch.

This page is intentionally left blank

State of Fire and Rescue Report – High Priority Action updates as of October 2022

Crews should be doing checks to make sure the service has current information on the buildings in the area that present heightened risks.

Completed

Business Fire Safety (BFS) continue to work with emergency response in regards to providing adequate training to all staff around fire safety concepts. BFS are currently working on an overall training strategy to identify and confirm where fire safety training should sit within the overall operational training requirements. At the Service Delivery meeting held on 15 September the decision was made to merge Point Block Inspections with Operational Risk Inspections.

The sector would benefit from a code of ethics. That way, everyone will know how they should be treated and how they should treat others, and staff at all levels will be empowered to challenge any behaviour contrary to the code.

Completed

The National Core Code of Ethics was launched in May 2021. The foundation of the Code is The Seven Principles of Public Life (Nolan Principles) and the Code is designed to sit alongside all the statutory obligations that an individual has under various pieces of legislation.

Following a gap analysis of the new core code against the SYFR existing values and behaviours and Code of Conduct, it was agreed that the new code would sit alongside these rather than replace them.

The work of the project is to ensure all stakeholders are aware of the core code and the alignment with existing arrangements and that all values and behaviours are embedded in all that we do.

More needs to be done to attract, recruit and, most importantly, retain women and BAME people into the sector. To provide the best possible response to the public services need to be able to choose from the widest talent pool possible.

Behind schedule

This action is 50% completed.

Capacity in the team has temporarily increased. .

Focus for increasing diversity will be across the organisation, including Apprentices in areas such as Fleet and tailored campaigns such as Business Fire Safety and Community Safety.

The latest recruitment for on-call and wholetime firefighters shows an increase in diversity.

Statistics will also look at the retention of individuals from under-represented groups.

Draft Positive Action (PA) plan for 2023 has been shared for comment. Feedback regarding Have a Go Days, Female Fitness Sessions and Have a Chat Sessions is being collated. PA Toolkit has been updated and new leaflets have been distributed.

Professional Standards areas for improvement – Action updates as of October 2022.

Emergency Response Driving professional standard.

Behind Schedule. 60% complete.

Instructor portfolios for existing driving instructors have been assessed and ratified as complete by the Driver Training Advisory Group. National Fire Chiefs Council (NFCC) documentation has been adopted by South Yorkshire Fire and Rescue (SYFR) Driving School. Road craft licenses have been procured for newly qualified Emergency Response Drivers in 2022. Two new driving instructor posts have been approved by the Fire and Rescue Authority (FRA). This will provide resilience and succession planning.

A meeting has been held to discuss contractual changes around working patterns/ times for driving school instructors. This would allow the flexibility to deliver training courses across a seven day week.

Discussions have taken place for fitting the new course around on-call employees working patterns.

The managing occupational road risk document has been updated by Health and Safety to reflect the extended course dates.

The new Emergency Response Driver course implementation is closer to being finalised.

This action is behind schedule. The timescales for completion were set by the NFCC and have been recognised as unrealistic. The advice from the NFCC was to have this implemented by 1 April 2022. However, SYFR took the decision to wait for it to go through Parliament and become a legislative requirement before proceeding.

Operational Competence professional standard.

On Schedule. 60% complete.

The gap analysis has now been completed against this fire standard. Actions will be allocated to function/ department leads. We will continue to track progress of work to become compliant with the standard, using the NFCC tracker tool.

Work is still required to become compliant with the standard, however this relies on several other projects completing (National Operational Guidance, Maintenance of Competence etc.)

The implementation plan has now been signed off at the People Board on Tuesday 07 June 2022.

Operational Learning professional standard.

Completed

Nationally an SYFR Area Manager (AM) chairs the National Operational Learning User Group. A Group Manager (GM) Risk Manager sits on National Operational Learning Users Group to represent a Metropolitan Fire Service.

Full learning mechanisms in place. National Operational Learning (NOL) is fully utilised and actively attended by head of Service Delivery Support and Operational Risk Manager.

All Fire Standard objectives have been met.

Operational Preparedness professional standard.

On Schedule. 65% complete.

The gap analysis has now been completed against this fire standard. Actions will be allocated to function/ department leads. We will continue to track progress of work to become compliant with the standard, using the NFCC tracker tool.

Work is still required to become compliant with the standard, however this relies on several other projects completing (National Operational Guidance, Maintenance of Competence etc.)

Task Based Risk Assessments have been reviewed and work is being done to progress the RAs to make them suitable. Scope for Specialism review has been completed and work is being done to complete BC. Health and Safety policy has now been completed and is published. Strategic Gap analysis is continuing to be completed with SLT

Code of Ethics professional standard.

On Schedule. 75% complete

Research has been carried out on the Equality Impact Assessment (EqIA) against the Core Standards and principles to ensure the Project EqIA reflects and embodies the same impacts and mitigations and has been updated accordingly.

The Code of Ethics has been incorporated into the new Personal Review process specifications for ICT, but the updates will not be released until further communications have been shared and the general understanding of the code has been increased.

Work has commenced to review Standards and prepare a gap analysis to inform the project.

The Core Code of Ethics project has made good progress in all areas of planning to embed the code across the service. The initial task and finish targets were met by the deadline.

Prevention Professional Standard

On Schedule. 60% complete.

The prevention standard has been fully reviewed utilising the NFCC toolkit. Actions have been identified and these will be captured and reported on via the prevention standard database and also individual action plans that the department work towards.

Protection Professional Standard

On Schedule. 80% complete.

Progress is being reviewed against the areas for improvement in the Standard. We are now identifying the required actions against each area for improvement in the Fire Protection Standard and will populate the toolkit with relevant updates.

Business Fire Safety staff attending Fire Standard Implementation working group recently. Noted that SYFR were able to contribute and give good examples of where SYFR are compliant with the Standard. Good feedback was received from Implementation Team on our progress.

Fire Standard Toolkit has been mapped across to Functional Plan. BFS already fully compliant in a number of areas.

Community Risk Management Plan (CRMP) Professional Standard

Completed.

May 2022 saw the approval of an updated CRMP board timeline which includes clearer roles and responsibilities for reviewing the CRMP. This supported the completion of the remaining criteria.

The gap analysis has been updated to show that SYFR's CRMP process is deemed to be fully compliant across all of the 11 CRMP Fire Standards criteria, with none assessed as non-compliant.

Safeguarding Professional Standard

On Schedule. 50% complete.

The NFCC Safeguarding Standard was only launched on 15 February 22 and has now been assigned to a Safeguarding Officer. Work is required to complete the NFCC Self-Assessment Toolkit and an Implementation Toolkit which will form the gap analysis.

Attended NFCC Safeguarding Fire Standard Workshop to discuss Safeguarding Standards

Fire Investigation Professional Standard

On Schedule. 75% complete.

This professional standard has been recently released and an owner has been allocated. We are currently conducting a gap analysis against this standard utilising the NFCC implementation tool.

Fire Investigation Equality Analysis Form completed and attached.

SOUTH YORKSHIRE FIRE & RESCUE AUTHORITY

Meeting	FIRE & RESCUE AUTHORITY
Meeting Date	21 NOVEMBER 2022
Report of	CHIEF FIRE OFFICER & CHIEF EXECUTIVE
Report Sponsor(s)	ASSISTANT CHIEF FIRE OFFICER, DIRECTOR OF SERVICE IMPROVEMENT
Subject	FIT FOR THE FUTURE

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).

RECOMMENDATIONS

Members are recommended to:

- a. Note Fit for the Future.
- b. Note that SYFR have started work on a gap analysis against Fit for the Future.

CONTENTS

Main Report
Appendix A – Fit for the Future Revised June 2022

BACKGROUND

1. The National Fire Chiefs Council (NFCC), the National Employers (England) and the Local Government Association 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 PFCCs) and within FRSs (Chief Fire Officers) and other senior managers).
3. FfF recognises that the FRS has come a long way over the last 20 years, but there are still areas we can do more. 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. Further information on these can be found in the document at Appendix A.
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.

NEXT STEPS

8. Fire and Rescue Authorities and Services have been invited to consider FfF carefully to be clear about the degree to which their own plans for the future can reflect its aspirations. SYFR have started to undertake this through initially conducting a gap analysis against FfF.
9. We will continue to collect evidence against the FfF improvement objectives and work towards addressing any identified gaps.
10. We will continue to keep FRA Members informed on progress against FfF.

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

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

11. Risks to the achievement of FfF will be reviewed and appropriate mitigations and controls put in place.

EQUALITY ANALYSIS COMPLETED

- Yes

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

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

- No
- N/A

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

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

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 health and safety assessment if required.

SCHEME OF DELEGATION

12. 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

13. 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:	Carolyn Winter, Strategic Improvement Manager
	e-mail:	cwinter@syfire.gov.uk
	Tel no:	07825 753 137

FIRE & RESCUE SERVICES
National Employers
(England)



NFCC
National Fire
Chiefs Council

Appendix A



Fit for the Future

Revised June 2022

Contents

Foreword	3
Executive Summary	5
Making our fire and rescue service Fit for the Future.....	5
Ownership.....	7
Background	8
Funding.....	9
Relationship to Pay and Terms and Conditions for Employees	10
The Working Environment	11
Improvement Objectives.....	13
Theme 1 – Service Delivery – The role of the fire and rescue service	15
Community Risk Management Planning (CRMP)	17
Prevention	19
Protection.....	21
Evaluation.....	23
Theme 2 - Leadership, people and culture.....	24
Competence	26
Attracting Employees	28
Retaining Employees	29
Inspirational and Inclusive Leadership	31
Theme 3 - National infrastructure and support.....	33
Creating National Implementation Support.....	34
Collaboration	35
Data and digital support.....	36
Organisational Learning.....	37

Foreword

This updated version of Fit for the Future is the product of more than three further years of close partnership working between the National Employers (England), the National Fire Chiefs Council (NFCC) and the Local Government Association (LGA). Fit for the Future was the first time that we came together to consider what we all want the fire and rescue service to look like in the future and to acknowledge the challenges we face in getting there.

We have brought together evidence from past experience, information about future global issues and trends and the views of strategic leaders at both political and officer levels to set out the future role of the fire and rescue service in England.

We recognise that, although we have come a long way over the last 20 years, there are still areas where we can do more. The recent pandemic as well as other key issues, such as climate change, all demonstrate a need for us to adapt for the future.

The role of the fire and rescue service and the improvements we will need to make in the next five years are all set out here in the latest version of Fit for the Future. The details contained within will be used to describe our ambition for the future role of the fire and rescue service to all interested parties, including central government.

Fit for the Future will inform how the roles of employees will be developed and be the basis for how we prioritise our work to deliver what we intend. Fit for the Future therefore sits at the highest level of policy for our organisations and is a basis for an ongoing partnership between us to deliver change.

To support the future of the service we are proposing twelve areas of improvement that span the breadth of fire and rescue business, from risk planning of prevention, protection, recruitment and retention through to how we work with others to improve safety in our communities.

Fit for the Future can only be useful if it genuinely drives change and improvement in the fire and rescue services the public receive. As national organisations, we will do all we can to support its delivery. Locally, in Fire and Rescue Services, we invite careful scrutiny of the material so as to actively plan to make the improvements we have set out. Each FRA (Fire and Rescue Authority) and FRS (Fire and Rescue Service) had the opportunity to engage at local political and officer levels.

The significant areas of improvement and reform set out in Fit for the Future will clearly need adequate resources and additional funding to support them. The partners believe there is a

sound case for such funding in terms of the societal value and the benefits to the public that will be delivered. That case will be made in support of the delivery of Fit for the Future.

We will take regular steps to ensure Fit for the Future remains current and fresh. As we continue to learn and develop as a sector, we will review it.

Executive Summary

Making our fire and rescue service Fit for the Future

In order to reflect societal, environmental changes; and risk in an ever-changing world the role of the fire and rescue service always needs to evolve.

The fire and rescue service has extensive capabilities to build upon to serve the public during a crisis or when demand places extensive pressures on other parts of the public sector.

Mindful of local risks and needs, we will do this to save lives and protect local communities.

To deliver these improvements the fire and rescue service will need adequate funding and resources.

Some things will be different to reflect changing risks and demands

Each FRA/FRS will use their duties, powers, capabilities and people to...

... put local communities at the centre of any decisions made when responding to major emergencies (irrespective of the type and nature of the incident). For instance, the Covid 19 pandemic is an example of the contribution the fire and rescue service can make. This can be done by:

- Leading the development of high-quality local resilience plans, with partners.
- Taking a prominent role in leading and managing the response.
- Having the capability to quickly put highly trained, competent people into any stage of a crisis 24 hours a day, 365 days a year.

... protect the most vulnerable people in our communities, tackling the health inequalities that put their wellbeing at risk. This could include:

- Focusing on the people in local communities who are most at risk.
- Preventing accidents by identifying and explaining how people are at risk and helping them if an accident happens.
- Responding to urgent medical emergencies, such as heart attacks, in advance of the ambulance service.
- Supporting the ambulance service when demand is high, where fire service capacity and capability allows.

Some things will be enhanced

Each FRA/FRS will enhance the way they...

... prevent fires and other emergencies by...

- Increasing their understanding of the root causes of fires and other emergencies and how to address them.
- Working with partners to reach people most at risk and make them safer.

... protect people from the effects of fires and regulate the built environment by...

- Identifying and increasing the understanding of people and the buildings and places that represent the most serious risks and enforce wherever appropriate.
- Targeting audit and inspection regimes to identify buildings that are unsafe.

... respond to fires and other emergencies by...

- Being better prepared to deal with a wide range of emergencies and major incidents.
- Having highly trained, flexible employees who can manage emergencies with the highest levels of professionalism.

... have a diverse workforce that helps manage risk in local communities by...

- Embracing the Core Code of Ethics to create a positive and inclusive culture.
- Improving recruitment and retention of employees from all backgrounds.
- Celebrating diversity and promoting equality in all its forms so all employees have a strong sense of belonging.

... represent value for public money by

- Measuring and quantifying the benefits of the work delivered by the fire and rescue service in terms of public safety.
- Continuously learning and improving the service.

Ownership

Fit for the Future is applicable to England. It has been developed in partnership between the National Employers (England), the NFCC and the LGA. All organisations recognise their separate roles in improvement in support of fire and rescue services. They also recognise the importance of working together to deliver the fire and rescue service that they seek to achieve.

Engagement by the partners will continue to regularly refine the content of Fit for the Future so it works at strategic and operational levels for FRAs and FRSs. The idea is to have common agreement about what the future needs to look like, what needs to change to improve the service and how the benefits of that improvement can be realised.

- The National Employers have strategic responsibility in every part of the UK to create an “enabling framework” that will allow local fire and rescue authorities to implement services that will reduce risk in their communities in the most effective and efficient way. To achieve this, they negotiate directly with national employee representatives, through the National Joint Councils (NJC), to agree how employees’ roles should align to the delivery of these local services and determine national pay and terms and conditions that will support this. They also support fire and rescue authorities and fire and rescue services as they seek to implement change at local level.
- The LGA represents fire and rescue authorities who have the legal and democratic responsibility for fire and rescue services. The LGA works to support, promote and improve fire and rescue services through policy and improvement work. This work is directed by the Fire Services Management Committee. The LGA’s Fire Commission provides a forum for all fire and rescue authorities to discuss fire issues.
- The NFCC represents senior managers who have operational responsibility to deliver the fire and rescue service in every part of the UK. The NFCC will provide evidence and advice, as appropriate, to the National Employers (England) and the LGA in support of new ways of working that will deliver a service that is fit for the future.

Background

Fit for the Future establishes a common picture for the future of fire and rescue services in England. Its purpose is to identify what needs to change, using a sound evidence base and then identify how that change could be delivered at local and national levels, supporting its implementation across all services.

We have reviewed a wide range of sources to establish a credible picture of the future. The sources we've used include feedback about the current performance of the service as well as considering what might happen in the future over the next 5 to 10 years.

The partners' approach draws upon the available information about service effectiveness and efficiency from service reviews, inspectorate reports and expert commentary. It uses this information to create the common areas of improvement and an agreed future role for the fire and rescue service that is set out in Fit for the Future. Necessary future funding, employee roles and national tools can then be aligned with that view of the future role of the fire and rescue service and its areas of improvement.

Even though the partners in their analysis have looked up to 10 years ahead, this is too long a timescale to set for the delivery of the changes identified in Fit for the Future. Our ambition is that these will be achieved within 5 years.

Wide engagement has taken place on the concept and content of Fit for the Future to ensure it reflects the views of senior managers and political leaders.

There are a number of key areas of work and oversight that will be informed by Fit for the Future, these include:

- Production of central guidance, doctrine and tools.
- Audit and inspection.
- Pay and conditions for employees.
- Standards development.

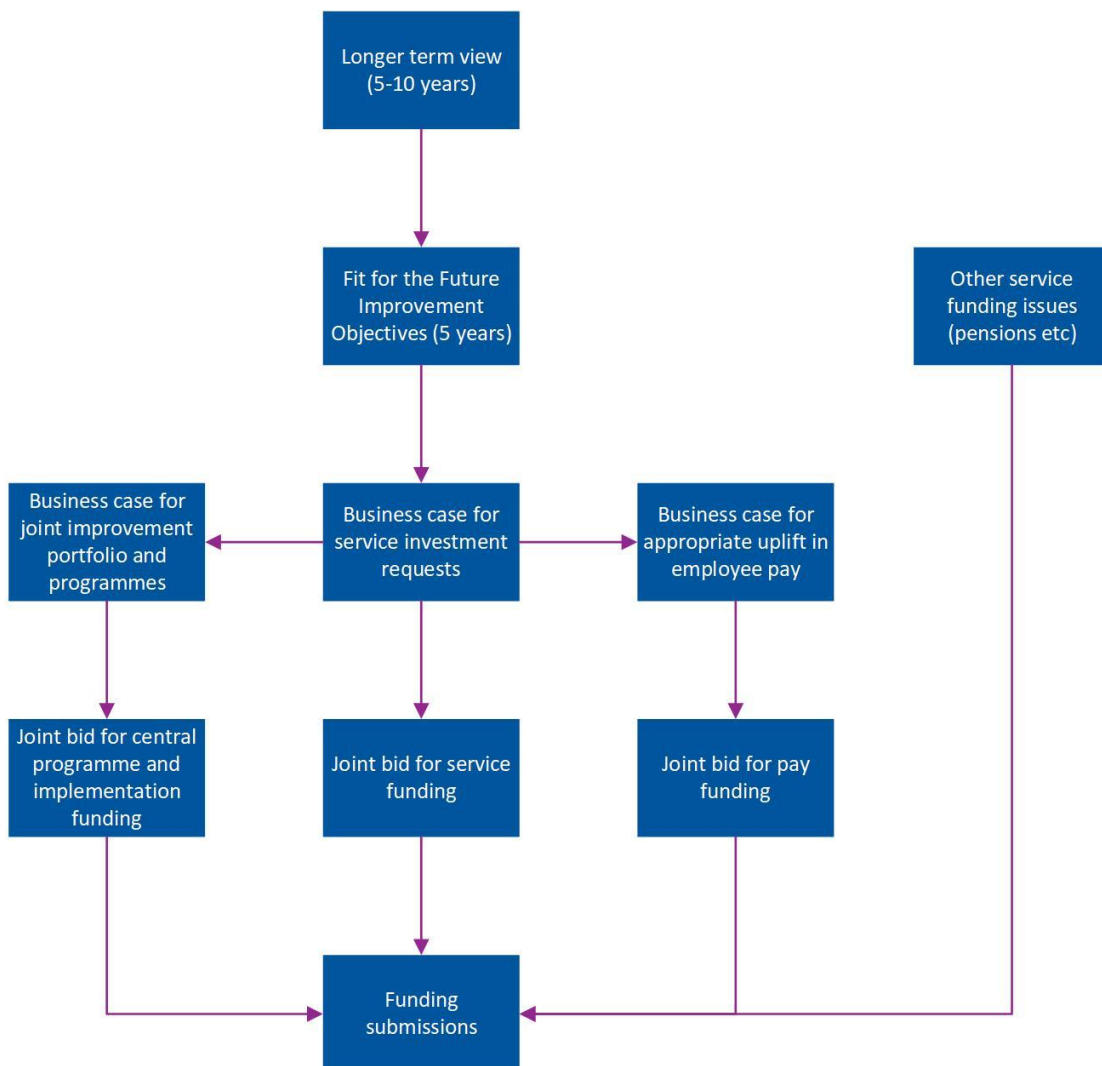
Fit for the Future is a system of evidence-based improvements, not a rigid set of static objectives that is inflexible and unresponsive. The partners will need to continually review new evidence and make changes where appropriate. Joint arrangements to do this will be put in place.

Funding

Wide engagement has taken place on the concept and content of Fit for the Future. The partners listened carefully throughout the engagement process and are clear that without adequate funding, resources and cross government support, the ambitions cannot be fully realised.

There will be demonstrable societal value and public benefits resulting from the improvements and reforms that the partners have outlined in Fit for the Future. But we know that simply setting out our ambition and then seeking funding will not be enough. Well evidenced business cases will be made to government in support of our ambitions. Flexibility will also be sought for other funding authorities and bodies to support this work. These business cases will demonstrate how we will save more lives, recognise employee contribution and continue to deliver excellent value for money.

The funding and resourcing issues that arise from the implementation and sustained delivery of some of these elements of work are set out in the diagram below:



Relationship to Pay and Terms and Conditions for Employees

Fit for the Future has a range of implications for the roles of employees. The changes that may need to be agreed and the value of the benefits of those changes will be the basis of a key business case to the English government, for funding to support appropriate pay arrangements.

To support the aspirations set out in Fit for the Future in providing improved services to the public, the partners also recognise the value of good industrial relations and the role of employee representatives.

The National Employers (England) will continue to consult/negotiate on any changes in roles, pay and other terms and conditions for operational employees.

The Working Environment

Society is changing in different parts of the country in different ways. Fire and rescue services need to be able to reshape to address societal changes, including population growth and movement, an aging society and health inequality.

FRA's and FRS's also need to be able to build upon their success in changing human behaviour through prevention and other associated issues and broaden their contribution to a safer, more prosperous society.

The pandemic has resulted in significant changes in society. There are now well-established new ways of working including using technology that can move people away from more office-based models. It has also established the practical reality of widening the scope of the service offer to the public within fire and rescue. This needs to be built upon.

There are global challenges posed by the climate warming leading to increasing risks of extreme heat, wildfires, flooding and water scarcity. Services need to take into account changes in context such as modern methods of construction, technology and innovation.

These societal and global changes are reflected in the risks that drive the activities of the fire and rescue service. Although many risks and some resultant activities are common to all fire and rescue services, no one service is identical to another. Through consistent and robust Community Risk Management Planning (CRMP) local risks need to be properly assessed to inform the deployment of local services. Proposals for service delivery need to be carefully developed, and local communities fully engaged, to ensure that service delivery reflects their expectations, and the impact of services is known and understood.

All fire and rescue services and authorities need to continue to strive for excellence in their core functions and to meet their statutory duties. This includes preventing fires and other emergencies, protecting people from the effects of incidents that do happen and providing a timely, effective response to the highest standards of quality.

Fire and rescue services need to ensure that their responses are resilient and can respond in collaboration with others to large scale events such as wildfires and major flooding. The threat of terrorism is a sad reality that needs to be prepared for and the ability to respond, in line with civil contingencies and with partner agencies, is vital.

Recent tragic events have challenged fire and rescue services and placed their operations under intense scrutiny. Both the Grenfell Tower fire and Manchester Arena bombing demonstrated to the public that although all fire and rescue services do respond to major

incidents, they are organisations that need to continually learn, reflect on their actions and implement change so that they can improve the services they deliver to the public.

We must all make sure that we take time to learn from events and incidents and acknowledge that implementing real change, that will have a positive impact, will take time.

Recommendations for change, and for improvement should be considered in the wider context of an evolving fire and rescue service. Improvement needs to be considered from a wide variety of sources and the response needs to be joined up and co-ordinated to best effect.

All these issues are reflected in Fit for the Future, and to improve the service we need:

- Clarity of the future service delivery role of fire and rescue services.
- Organisations with an inclusive culture and employees with a broad range of skills.
- National infrastructure and support to enable authorities and services to deliver improvement.
- Appropriate funding in recognition of the societal value and public benefits delivered.

Improvement Objectives

The evidence considered within Fit for the Future identified 12 improvement objectives, which have been divided into three themes:

- Service Delivery – the role of the Fire and Rescue Service
- Leadership, People, and Culture
- National Infrastructure and Support

These areas are all underpinned by a verified and extensive evidence base.

Alignment between the improvement objectives and the themes is set out in the below table.

Theme	Improvement Objective
Service Delivery – the role of the Fire and Rescue Service	1. 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.
	2. 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.
	3. 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.
	4. The benefits of all fire and rescue service activity are measured and evaluated so that decision making about resource allocation can be improved.

Leadership, people, and culture	5. 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.
	6. Prospective employees are attracted to fire and rescue services as their employer of choice where inclusive recruitment practices and the available diverse roles and responsibilities help the service manage risk in the local community.
	7. 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.
	8. Political leaders and managers work together to deliver strong inclusive leadership 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.
National infrastructure and support	9. 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.
	10. 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.
	11. 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.
	12. 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.

Theme 1 – Service Delivery – The role of the fire and rescue service

Our ambition is that within five years' ...

- FRAs/FRSs will produce consistent, high-quality Community Risk Management Plans (CRMP) to protect each local community from a range of risks¹. Each service will work with partners to understand and respond to local risks within diverse communities, as appropriate.
- A high quality, timely, safe and effective response will continue to be a key feature of each CRMP, able to manage all foreseeable risks.
- Each FRS/FRA will work with partners to develop local joint plans to make local communities resilient to the risks that face them. The response of the fire and rescue service will be flexible and agile, able to put highly trained, competent people into any stage of a crisis 24 hours a day, 365 days a year.
- Depending on the assessment of the risks within the local CRMP, wider areas of consideration for each fire and rescue service in support of health, social care and ambulance colleagues could include:
 - Focusing on the people in local communities who are most at risk.
 - Preventing accidents by identifying and explaining how people are at risk and helping them if an accident happens.
 - Responding to urgent medical emergencies, such as heart attacks, in advance of the ambulance service.
 - Supporting the ambulance service when demand is high, where fire service capacity and capability allows.
- Prevention work will be centred on the people in communities who are most at risk from harm from accident and injury. Services will learn from incidents that do happen to inform future prevention activity.

¹“Community Risk Management Plans” will be made in a way that is consistent with preventing what might happen (risk) and seeks to provide the right people, systems, and equipment (resources) to deal with what does or could happen.

- Each fire and rescue service will have proactively implemented the new national regulatory system, provide information and guidance, and enforce the Fire Safety Order in their areas working with councils to promote fire and building safety.
- Fire and rescue services will continue to make the best use of public money. They will measure and quantify the benefits of their work to be clear about how they are making their communities safer. This will further establish the value of fire and rescue service work to the public.

Community Risk Management Planning (CRMP)

What are we going to improve?

Improvement objective 1

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.

What does this mean?

Each fire and rescue service will develop and implement a high quality, evidence-based community risk management plan based on an assessment of risks within their area and the best way to address them. Each service will balance the deployment of its resources to match its plan and the local risks identified.

It must be recognised that public funding and resources are finite and must be used in the most effective and efficient way possible. The current evidence suggests that there is inconsistency across England in the way these plans are produced and that the services provided, and the resources deployed to deliver them could be optimised making the public safer whilst using of available funding to greater effect.

How will we improve it?

FRAs/FRSs will:	Centrally ² , we will deliver:
<ul style="list-style-type: none">• Produce plans that are accessible to the public and reflect their expectations.• Ensure plans give equality of access to services for all in our diverse communities.• Show how local resources will be used efficiently to deliver the service required.	<ul style="list-style-type: none">• A consistent approach to the development of CRMPs across the country and make them accessible to FRAs and FRSs• A common methodology that leads to a clearer understanding of the relationship between risks and resources.

² "Centrally, we will" - In each of the improvement objectives we say "centrally, we will:". This describes the ambition of the partner organisations to provide support to fire and rescue services for improvement. Each element of that ambition will be supported by one or more of the partners, as appropriate. Each partner organisation retains responsibility in its own area and will work together wherever it is appropriate to do so.

FRAs/FRSs will:	Centrally ² , we will deliver:
<ul style="list-style-type: none"> • Develop their plans in a consistent way that makes them more easily comparable across FRAs. • Achieve the Fire Standard(s) set in this area using the underpinning national guidance and tools. 	<ul style="list-style-type: none"> • A strong evidence base for activity using a wide range of data sources and analytical techniques. • Good practice in the development of working patterns that support risk management, balanced against the needs of employees. • Good practice guidance and case studies to support improvement in this area. • Evidence and guidance to support improving access to services for diverse community group.

What are we going to improve?

Improvement Objective 2

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.

What does this mean?

The fire and rescue service will continue to reduce risks in communities through a wide range of prevention work. We will further develop our work with key stakeholders and partners where appropriate, educating communities to adopt safer behaviours, improve their safety, health and wellbeing. We will ensure such work is accessible to all parts of diverse communities, focusing where the risk is greatest.

How will we improve it?

FRAs/FRSs will:	Centrally we will:
<ul style="list-style-type: none">• Raise the profile of prevention within CRMPs.• Identify the people who are most at risk in communities and target their prevention activities ensuring equality of access for all.• Evaluate prevention activity to demonstrate the financial and public value it brings to inform allocation of resources.• Achieve the Fire Standard(s) set in this area using the underpinning national guidance and tools.	<ul style="list-style-type: none">• Identify and develop new innovative prevention activities, in collaboration with other stakeholders that meet the needs of diverse communities, mindful of any potential contractual impact on employees.• Provide a person-centred framework with a range of supporting tools, that places the individual and the community at the core of prevention activity.• Provide research to give greater insight into early intervention and prevention.• Provide information, methodologies, and evidence-base for evaluating the effectiveness and reach of prevention activities, supported by central data collection.

FRAs/FRSs will:

Centrally we will:

- Continually improve prevention products and activities.
- Include prevention in the development of competence frameworks for all fire and rescue services.

What are we going to improve?

Improvement Objective 3

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.

What does this mean?

Fire and rescue services are a key part of the overall regulatory system that ensures the built environment is safe. They need to influence and work with partners and stakeholders, including central government, to ensure that the regulatory system is fit for purpose and that the fire and rescue service role in it is clear.

Each fire and rescue service will assess the risk to life that buildings pose across their areas, prioritise inspection resources and focus on the buildings that represent the most significant danger to the public.

How will we improve it?

FRAs/FRSs will:	Centrally, we will:
<ul style="list-style-type: none">• Identify and inspect the buildings that represent the most significant risks in their area as part of a community risk management plan.• Influence and support those organisations and bodies who have a role in fire safety in their areas to fulfil their responsibilities.• Engage with Government's remediation partnership programme and councils• Work with building safety regulator to deliver the new building safety regime• Embed competence requirements and provide training for fire protection employees	<ul style="list-style-type: none">• Continue to advise government about the regulatory regime, ensuring it is effective and the FRS role is clear.• Influence national organisations responsible for elements of the fire safety system to effectively play their part in delivering a culture of safety.• Develop a consistent system for fire and rescue services to use that identifies the buildings that represent the greatest risk in their area.• Identify the competence requirements for protection, both for front line employees and specialists.• Develop a retention strategy for specialist employees to ensure

- Allocate appropriate resources alongside improving ways of working to increase capacity and productivity.
- Achieve the Fire Standard(s) set in this area using the underpinning national guidance and tools.

sufficient capability and capacity is kept within the fire and rescue service.

What are we going to improve?

Improvement Objective 4

The benefits of all fire and rescue service activity are measured and evaluated so that decision making about resource allocation can be improved.

What does this mean?

The fire and rescue service has been very successful in reducing a range of risks in communities. But there is a need to become much better at establishing the value of activities that are planned and undertaken. In particular, every service needs to be clear about the benefit that different activities bring to the public and how they are being measured and demonstrated. Creating a clear link between what is done and what benefits it brings will support better funding and resource allocation decisions.

How will we improve it?

FRAs/FRSs will:	Centrally, we will:
<ul style="list-style-type: none">• Have made significant progress in evaluating the benefits of their activities.• Draw on central evaluation techniques to improve local evaluations.• Use the outputs of evaluation to inform risk planning and learning.• Achieve any Fire Standard(s) set in this area using the underpinning national guidance and tools.	<ul style="list-style-type: none">• Develop a model that demonstrates the economic value of the service that all stakeholders can use.• Clearly identify the benefits to be achieved in improvement projects and programmes and how they are being measured.• Improve the specification of data requirements, collection protocols and analysis to support evaluation and to make service plans and performance more comparable across FRAs and FRSs.• Develop and implement good practice guidance on evaluation and benefits realisation for use in all fire and rescue services.

Theme 2 - Leadership, people and culture

Our ambition is that within five years'

- Everyone working within the fire and rescue service will be clear about how their role contributes to making local communities and their colleagues safer and how that is reflected in their local Community Risk Management Plan.
- All employees' terms and conditions and working patterns will reflect the adaptability and flexibility needed to reduce the identified risks in their communities.
- Employees will be able to switch between different aspects of their role, as required, calling on different skills as they do so.
- Employees will have the ability to respond to any anticipated incident, safely and effectively which will be reflected in the expectations, training, and leadership of employees.
- Employees will be selected, trained and managed to achieve their full potential. There will be a consistent approach to maintaining and improving their knowledge and skills within every role in the service, with clear expectations set in an open culture of performance review and development.
- Employees will consistently support and demonstrate the behaviours envisaged in the Core Code of Ethics.
- Employees will be supported with high quality equipment, relevant and focused training and be well led by highly professional managers to provide the best possible outcomes to those affected.
- All employees will have working patterns, which are based on the best way to serve the local community, together with the need to ensure they are safe, attractive to employees and secure a healthy and work/life balance.
- Employees that work either wholetime or part time will have attractive duty systems, pay, and terms and conditions that also meet the needs of their fire and rescue service.

- High expectations of the public will need to be reflected in the right pay and terms and conditions for employees and Fit for the Future will be utilised to underpin a business case seeking additional funding.
- Fire and rescue services will be workplaces that are inclusive and welcoming of diversity and are attractive to people from across all sections of the community. They will have a culture based on delivering excellent public service, making all that they do accessible to all, in line with the fire and rescue service's Core Code of Ethics and supporting Code of Ethics Fire Standard.
- The importance of leadership will be recognisable in every aspect of the fire and rescue service and in every role. Potential leaders will be actively recruited and developed. Every employee should display leadership behaviours appropriate for their role and can expect to be led by a qualified, competent leader in all aspects of their work.

Competence

What are we going to improve?

Improvement objective 5

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.

What does this mean?

The fire and rescue service is enormously proud of its employees. It is right for us to focus on how we can make sure we continue to recruit and retain the best people, train and develop them to the highest standards and then support them to make sure they safely perform to the best of their ability.

How will we improve it?

FRAs/FRSs will:	Centrally, we will:
<ul style="list-style-type: none">• Have a clear and effective strategy for workforce development and competence, mindful of any impact on pay, terms and conditions.• Expect employees to perform to any relevant competence standards for the fire and rescue service.• Develop and implement working patterns that address the risks in their communities whilst being mindful of the impact on employees.• Achieve any related Fire Standard(s) set in this area using the underpinning national guidance and tools.	<ul style="list-style-type: none">• Analyse the functions of a modern fire and rescue service and set outcome-based standards in each area.• Develop a competence framework that covers all roles and functions within an FRS that is agile to changing landscape and flexible to meet local FRS needs, mindful of any implications for pay, terms and conditions.• Provide tools that align selection of employees with the values, behaviours, skills and abilities needed to perform these functions competently.• Review training and development approaches, including apprenticeships, to support the highest standards of professionalism in all aspects of the service.

FRAs/FRSs will:

Centrally, we will:

- Streamline assessment and development protocols to focus on performance and nurturing talent.

Attracting Employees

What are we going to improve?

Improvement objective 6

Prospective employees are attracted to fire and rescue services as their employer of choice where inclusive recruitment practices and the available diverse roles and responsibilities help the service manage risk in the local community.

What does this mean?

The fire and rescue service needs to broaden the base from which it can recruit. This will enhance the range of experience, skills and diversity of thought that can enter it.

How will we improve it?

FRAs/FRSs will:	Centrally, we will:
<ul style="list-style-type: none">• Promote the fire and rescue service as a welcoming and inclusive workplace.• Make the diversity of opportunities within the fire and rescue service clear to maximise access to talent from the broadest possible base.• Take positive action when needed to recruit from under-represented groups.• Achieve the Fire Standard(s) set in this area using the underpinning national guidance and tools.	<ul style="list-style-type: none">• Provide good practice tools, guidance, and support to fire and rescue services in nurturing a welcoming, inclusive culture that celebrates equality and diversity.• Use robust evidence, analysis and data to better understand where we are now, the barriers to and measurement of progress.• Assess the impact of all aspects of central work, adopt and champion inclusive practices and diverse talent and promote this practice within all fire and rescue services.

Retaining Employees

What are we going to improve?

Improvement objective 7

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.

What does this mean?

Creating an inclusive, positive and supportive professional culture is a key part of ensuring that employees remain happy and valued within their roles.

To support work in this area, the Core Code of Ethics has been developed and published by the LGA, NFCC and Association of Police and Crime Commissioners (APCC). It is underpinned by a Code of Ethics Fire Standard. All fire and rescue services are expected to adopt the Core Code of Ethics, which may be supplemented by local codes of behaviour and conduct.

How will we improve it?

FRAs/FRSs will:	Centrally, we will:
<ul style="list-style-type: none">• Adopt the Core Code of Ethics.• Fully embed the principles within the Core Code of Ethics in all aspects of their work, including behavioural and service delivery expectations.• Ensure that unacceptable behaviours are able to be and are challenged within the workplace and individuals work together effectively within a healthy positive culture.• Actively manage their organisational culture, by upskilling everyone on inclusive behaviours and an awareness of unique differences.• Foster direct engagement with the workforce to ensure ownership at every level of a positive culture.	<ul style="list-style-type: none">• Promote the Core Code of Ethics.• Continue to develop guidance and tools that support the adoption of the Core Code of Ethics and different aspects of a positive organisational culture.• Explore the most effective ways of benchmarking and testing cultural performance to assess aspects of culture such as ability to learn as an organisation.

FRAs/FRSs will:

- Have proactive senior leadership.
- Achieve the Fire Standard(s) set in this area using the underpinning national guidance and tools.

Centrally, we will:

Inspirational and Inclusive Leadership

What are we going to improve?

Improvement objective 8

Political leaders and managers work together to deliver strong inclusive leadership 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.

What does this mean?

Delivering improvement relies upon the unified, coordinated and sustained effort of leaders at every level across political and officer roles locally and centrally. Achieving unity around what needs to improve, as outlined in Fit for the Future, will act as a compelling vision and starting point to build on.

How will we improve it?

FRAs/FRSs will:	Centrally, we will:
<ul style="list-style-type: none">• Recognise the investment needed to develop and support leaders within their organisations through selection, training and development.• Create and adopt a strategy to manage and develop leadership talent within their organisations.• Diversify the candidate base for leaders at all levels.• Ensure leaders understand the need to be inclusive, deriving maximum benefit for their employees and their organisation.• Adopt and promote the Core Code of Ethics as a vital element of setting the expectations of employees and leaders.	<ul style="list-style-type: none">• Continue at national level to work in partnership across the National Employers (England), the LGA and the NFCC to lead the delivery of Fit for the Future.• Create and deliver a strategy for leadership development, including developmental pathways tailored to the needs of all leaders in the fire and rescue service to support inclusive leadership.• Provide tools and guidance to support leadership strategy, including appropriate scrutiny and performance management protocols to hold all leaders to account.• Implement national leadership programmes to support the

FRAs/FRSs will:

- Achieve the Fire Standard(s) set in this area using the underpinning national guidance and tools.

Centrally, we will:

- development of the leaders of the future.
- Complete the development of Fire Standards for leadership and the supporting national guidance and tools.

Theme 3 - National infrastructure and support

Our ambition is that within five years'

- The national partnership between employers, political leaders and senior managers will have collectively provided support, products, guidance and tools to help services to achieve the objectives within Fit for the Future leading to more consistency and continual improvement in fire and rescue service performance. That work will be ongoing.
- The use of data and digital technology to support planning, prioritisation, evaluation and measurement of benefits achieved through widening the scope of work undertaken by fire and rescue services in line with Fit for the Future will be fully understood and embedded by all fire and rescue services. This data will also inform evaluation at national level through the partnership. The sector will have a programme in place to further explore and utilise digital technology in the delivery of services to the public wherever possible.
- Organisational learning will be fundamental to each fire and rescue service and the sector. The ability to evaluate learning from a variety of sources and act on it effectively will be inherent in services. Learning may include event and incidents, as well as debriefs from other industries and sectors and research findings from academia both from the UK and internationally and feedback from HMICFRS. Learning from recent events, including the Grenfell Tower fire and the Manchester Arena Bombing will have been acted upon. The feedback coming from the inspectorate as well as from other commentators and expert scrutineers will continue to be actively considered.
- The Fire Standards Board will have completed a suite of Fire Standards to support continuous improvement and high-quality performance. The Fire Standards will be underpinned by accessible and user-friendly resources including national tools and guidance that will support services in achieving the specified outcomes.

Creating National Implementation Support

What are we going to improve?

Improvement objective 9

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.

What does this mean?

Findings from the inspections by HMICFRS, and other previous reports, have highlighted issues with inconsistent approaches and some other performance concerns many of which are being addressed within Fit for the Future. There is a clear need for central resources to coordinate improvement support in an efficient and effective way. This needs to be supported by accessible resources that fire and rescue services can use to meet their own local needs. The development of nationally recognised Fire Standards will continue through the Fire Standards Board.

How will we improve it?

FRAs/FRSs will:	Centrally, we will:
<ul style="list-style-type: none">• Contribute and collaborate with national bodies in the central development of materials, which can provide efficiencies for all fire and rescue services.• Feedback on the effectiveness of all standards, tools and guidance so they can be continuously improved.• Achieve the Fire Standard(s) and where appropriate make use of any supporting guidance and tools.	<ul style="list-style-type: none">• Work together across the partner organisations to develop a joint portfolio of work in support of the improvements set out in Fit for the Future.• Create a joint partnership group to coordinate support and resources supporting implementation of improvement across all Fire and Rescue Services.• Continue the development of Fire Standards, tools and guidance to meet service needs and drive key improvements.

Collaboration

What are we going to improve?

Improvement Objective 10

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.

What does this mean?

There is a sound basis for improving collaboration and partnership with other organisations across all fire and rescue services. Many organisations locally serve the public, and often the same members of the community become affected by different risks, managed by different agencies. Working together to address these issues, at every level, is key to efficient management of risk in communities.

How will we improve it?

FRAs/FRSs will:	Centrally, we will:
<ul style="list-style-type: none">• Have analysed all potential partner organisations with which they could interact with to deliver their services in the best way that provides good value for the public.• Establish working relationships and where appropriate common objectives with each partner.• When working with partners, develop common ways of working, data sets and evaluation protocols when appropriate.• Achieve any Fire Standard(s) and where appropriate make use of any supporting guidance and tools.	<ul style="list-style-type: none">• Where relevant and helpful include collaboration in Fire Standards.• Identify partners at a national level to support efficient local delivery.• Develop data sets and shared objectives with national partners to support all fire and rescue services.

Data and digital support

What are we going to improve?

Improvement Objective 11

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.

What does this mean?

Across all the areas of improvement identified in Fit for the Future there is a need for current accurate data to further support change. This will help drive improvements in the way the service is deployed, managed and evaluated. This needs to be supported by better use of digital and technology solutions to ensure maximum benefit can be achieved in delivering the service to the public. Using data to better understand the needs of the workforce and to direct resources where they are needed to provide the best development and support to them.

How will we improve it?

FRAs/FRSs will:	Centrally, we will:
<ul style="list-style-type: none">• Collaborate with each other and with partner organisations to pool and analyse data to achieve maximum benefit.• Achieve the Fire Standard(s) and where appropriate make use of any supporting guidance and tools.	<ul style="list-style-type: none">• Work with central government to replace the current Incident Recording System with a modern National Fire Data Collection System (NFDCS) that meets the needs of the service.• Develop a national data analytics capability that will serve the needs of all Fire and Rescue Services.• Create a longer-term plan for investment and development in developing data and digital capabilities that supports better service delivery to the public.

Organisational Learning

What are we going to improve?

Improvement objective 12

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.

What does this mean?

The partner organisations see organisational learning as the consideration of notable practice and where improvement is needed at a national or local level. This informs improvement action within Fire and Rescue Services. It is not limited to learning from responding to incidents, although this is clearly an aspect of it. A jointly owned partnership group to support implementation of improvement at local level will be put in place.

How will we improve it?

FRAs/FRSs will:	Centrally, we will:
<ul style="list-style-type: none">• Openly promote a learning culture where lessons are shared.• Follow the good practice guide for operational learning, feeding learning into the National Operational Learning and Joint Organisational Learning systems as appropriate.• Draw upon central support for local implementation where required.• Achieve any Fire Standard set in this area using the underpinning national guidance and tools.	<ul style="list-style-type: none">• Set up a jointly owned partnership implementation group to promote the Fit for the Future improvement objectives and to support delivery of such change at local level, drawing in relevant expertise from the partner organisations.• Continue the partnership approach to setting national improvement objectives based on the best available information and data.• Create a good practice guide for Organisational Learning in support of this objective.• Identify and access all the key information and data to inform organisational learning.

FRAs/FRSs will:

Centrally, we will:

- Create and maintain a national database and system for analysis of learning material to inform decision making.



South Yorkshire
FIRE & RESCUE

Sustainability Update

Page 193

27 October 2022

Making
**SOUTH
YORKSHIRE
SAFER &
STRONGER**

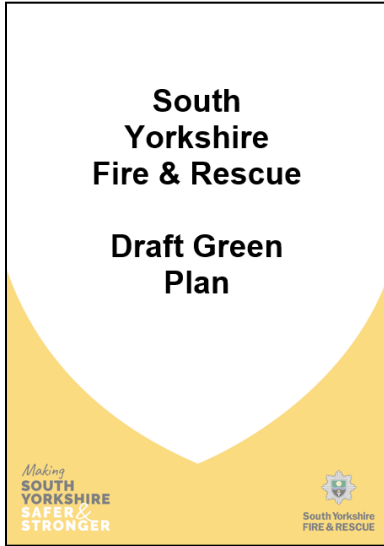


Agenda Item 20

Our Green Strategic Anchors

So far

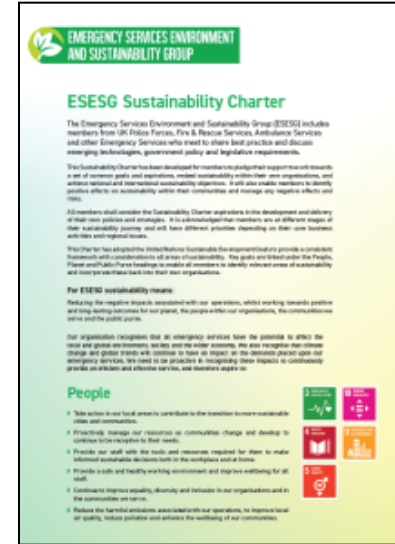
Page 194



Draft Green Plan



Agreed Green Plan Statement of Intent



Signed Emergency Services Environment and Sustainability Charter

Current Live Projects

May 2022 – April 2023

	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Draft Green Plan												
Green Team & Sustainability Team established												
LED Lighting Upgrade												
Building Management System (BMS)												
EV Charger Surveys												
Climate Literacy Training												
Decarbonisation Project												

LED Lighting Upgrade



Page 196

392 CT

Per year saved from switching to LED



+£245k

Saving on bills per year



1.3yrs

Payback on investment



HQ before



HQ after

Progress so far:

- Rotherham complete
- TDC & HQ underway
- Stations will follow

Building Management System (BMS)

Installation across all SYFR sites

Benefits: Regulate all of our building's electrical and mechanical equipment such as power system, lighting, and ventilation to confirm sustainability.

Current milestones:

- Phase 1: Implementation
- Stations completed Thorne, Doncaster & Barnsley

Secondary benefits

- Implementation has identified a number of wasteful issues:
 - Doncaster: heat pumps were only operating at 20% creating greater demand on the boiler for hot water.
 - Doncaster: Faulty appliance bay door sensors prevented heating from disengaging when the doors were open. This equated to constantly pumping out warm air straight out the appliance bay door.



Decarbonisation Project

Page 198



+£532k

Low Carbon Skills
funding through Salix



Technical Surveys

to review where we are and where we want to be. Examples include:

1. Heat production
2. Hot Water production
3. Insulation



Design

Surveys will create costed building designs. We can then prioritise estate improvement work using expert knowledge

August

September - October

November – February 2023

And we're not done yet...

Other projects on the horizon:

1. Modular builds – future estate programme
2. EV Charging Infrastructure
3. BMS completion
4. Agile Working – accessible, already heated spaces

This page is intentionally left blank

SOUTH YORKSHIRE FIRE AND RESCUE AUTHORITY

LOCAL PENSION BOARD

6 OCTOBER 2022

PRESENT: A Bosmans (Chair)

Members: Councillor S Sansome (Rotherham MBC),
S Smith (SY Fire Brigades' Union), J Weston, DCFO T Carlin
(South Yorkshire Fire and Rescue) and S Kelsey (South
Yorkshire Fire and Rescue)

Advisors: C Davies (South Yorkshire Fire and Rescue
Service), A Kilner (South Yorkshire Fire and Rescue Service),
L Stones (South Yorkshire Fire and Rescue Service) and
C Hey (LGA)

M Mott (West Yorkshire Pension Fund) – In attendance
virtually

Officers: M Bray and D Thorpe (Barnsley MBC)

Apologies for absence were received from P Bragger,
M Nicholls and S Slater

1 WELCOME AND INTRODUCTIONS

A Bosmans welcomed everyone to the October 2022 meeting of the Board. He welcomed D Thorpe to her first Board meeting.

2 APOLOGIES FOR ABSENCE

Apologies for absence were noted as above.

3 DECLARATIONS OF INTEREST

None.

4 MINUTES OF THE MEETING HELD ON 26 JULY 2022

RESOLVED – That the minutes of the Local Pension Board held on 26 July 2022 were agreed as a correct record.

a) Matters Arising / Actions

At the LGA training session held on 6 October 2022, Members had noted that due to the complexity of the different pensions schemes, a total of 61% of the active members who responded to a survey by the SAB did not understand the pensions benefits that they were entitled to. It had been suggested that the Board should facilitate a communication meeting with members. The Service would look into the suggestion and liaise with the FBU to ascertain the level of clarity required by the members. C Hey had offered the services of the LGA regarding how the session could be facilitated. Councillor Sansome had suggested that the session could also be beneficial for those retired members. J Weston had suggested that the session could potentially be held jointly with other fire and rescue services, as it could be beneficial for their members.

This would form a new action on the Actions Table under Action No. 4 entitled 'Communications – Update'.

5 IMMEDIATE DETRIMENT: UPDATE

S Kelsey provided Members with an update on Immediate Detriment. Following the decision made by the Scheme Manager to commence processing the Category 1 and 2 cases, the Service had provided all of the Category 2 individuals with an application pack, and had invited them to apply to the Service to enable their claims to be processed. Discussions had been held with the FBU colleagues to ascertain whether there was any flexibility around the 90 day processing requirement.

There was an approximate turnaround time of 4 weeks on the estimates from WYPF. It was stated within the application pack that the Service required a 90 day processing time.

C Davies commented that responses had been received from approximately 23/24 out of the 31/32 Category 2 individuals. The shortfall in responses could be attributable to the individuals either having not yet completed their application forms, or others may have decided to hold off submitting their applications until the legislation was in place in October 2023.

RESOLVED – That Members noted the update.

6 RISK REGISTER

Members were presented with the Risk Register for consideration and comment.

D Thorpe commented that there were no increased risks or risks that were recommended for closure at this time.

Members were requested to highlight any risks for a deep dive to be undertaken at the next Board meeting in January 2023.

J Weston suggested the following risks for deep dives to be undertaken at the next Board meeting in January 2023:-

Risk Number 004 'Failure to ensure Member data is complete and accurate and is of suitable quality to be relied upon'.

Risk Number 006 'Failure to ensure there are timely and accurate communication arrangements in place'.

D Thorpe commented that she would liaise with S Slater regarding the above suggested deep dives.

In relation to the Trend Report, J Weston expressed his concern that there had been no change to any of the risks over the last 18 month period, and that no new risks had been identified. He also considered that the dashboards were a significant risk.

A Bosmans suggested that those amber rated risks should identify whether they had an upward or downward trend.

C Hey considered that the Risk Register should also refer to other specific issues in relation to Remedy, the Matthews case and cyber security. The Regulator would be keen to observe cyber security as an individual risk.

A Bosmans suggested that D Thorpe should liaise with S Slater regarding the dashboard and to seek clarification on some of the issues around the current legislation.

S Kelsey added that many of the risks on the Risk Register were very generic; one risk covered legislation as a whole. It could be necessary to break down the risks.

RESOLVED – That Members noted the contents of the Risk Register.

7 UPDATE FROM WEST YORKSHIRE PENSIONS FUND (SEE ISSUES BELOW)

M Mott provided Members with an update from WYPF, which included the Monthly Client Reports for July, August and September 2022.

Members noted the following key points:-

- Arrangements would be made to provide the Board with the confidential cyber security document. A full review and change to the WYPF IT provision had recently been made. The first disaster recovery exercise had recently been implemented, which had reduced the process to recover all systems from 10 hours down to 4 hours.
- Dashboards were becoming increasingly important. M Mott assured the Board of the close working with the software providers to procure a cloud based software solution. Further information would be provided to the Board over the next 12 month period, to enable a full understanding of the provision.

- A full set of the KPIs would be put together and reported on a monthly basis. It was not envisaged that any areas would be downgraded. A whole suite of KPIs had been written; checks and analysis would be undertaken. It was the intention to release the KPIs during the first week of December 2022 together with the full Client Reports. The last 3 months of results for SYFR had totalled 100%. There were no plans to change the initial measures that had first been introduced by CIPFA. However, the new KPI measures would produce less than 100% results.
- All of the Annual Benefit Statements had been issued. The process would be reviewed next year to increase the provision and to speed up the process.
- Two additional posts had been created within the Fire Team. Recruitment had been made to one of the posts.

In response to a question raised by J Weston regarding those firefighters that had been in other pension schemes prior to becoming a firefighter, M Mott commented that the all of the pensions schemes data for each member would be stored within the dashboard. It was envisaged that approximately 52,000 pensions schemes would sign up to the dashboard.

J Weston congratulated WYPF following the Administration Survey that had been undertaken in September 2022.

A Bosmans expressed his thanks to WYPF for all of the support provided.

M Mott requested Members to contact either H Scargill or himself to provide assurance on any specific issues when required.

RESOLVED – That Members noted the update.

8 ADMINISTRATION STRATEGY - DRAFT

Members recalled the consultation process held in June/July 2021 regarding the draft template Administration Strategy that had been set out by the Scheme Advisory Board and LGA. All schemes had been invited to comment during the consultation process.

S Kelsey commented that the matter had recently been discussed again within the Service. Whilst taking into account the Service's capacity regarding the ongoing work around McCloud and Sargeant and Matthews, S Kelsey sought the Board's agreement to defer developing the Administration Strategy for 6 months.

Members recognised that it would be a challenge to populate a specific Administration Strategy for the Board at this moment in time. However, the Board agreed in principle to adopt the Administration Strategy and to look for it to be developed in April 2023.

RESOLVED – That Members noted the update.

9 BREACHES/FRAUD - UPDATE

Members noted that no breaches had been received.

RESOLVED – That Members noted the update.

10 INTERNAL DISPUTE RESOLUTION PROCEDURE (IDRP) - UPDATE

L Stones confirmed that there had not been any new IDRP's received since the last Board meeting. There was one IDRP that was being dealt with by S Slater, however due to the nature of the query it was no longer relevant to the IDRP process. L Stones would request an update from S Slater on the position. An update would be provided to the next Board meeting.

RESOLVED – That Members noted the update.

11 PENSIONS ISSUES/WORKLOADS

C Davies would meet with S Slater in the upcoming few weeks to review the impact of the Category 1 and 2 Immediate Detriment and the Matthews cases, and to discuss the staffing issues. The matter was under constant review.

In response to a query raised by A Bosmans regarding whether the requisite skills were freely available, C Davies commented that the Service was restricted within the current pay scales and grades within the fire sector in comparison to the private sector.

S Kelsey added that at present the requisite skills were scarce within the market. The Service utilised agencies when required.

A Bosmans expressed his thanks for the update and the assurance provided to the Board.

RESOLVED – That Members noted the update.

12 COMMUNICATIONS - UPDATE

Members noted that the Annual Benefit Statements had been issued and the Pensions Savings Statements would be issued individually to those that were effected.

The Service liaised with WYPF regarding access to the Member Portal on their website, to which the Annual Benefit Statements could be accessed. The majority of active members that received the Annual Benefit Statements utilised the online Member Portal.

RESOLVED – That Members noted the update.

13 NATIONAL SCHEME ADVISORY BOARD – UPDATE

Members noted that the last National Scheme Advisory Board (SAB) meeting had been held on 8 September 2022. C Hey referred to a number of discussions that had ensued at the meeting which included the confidential papers regarding temporary firefighters and the retrospection of pensionable pay. The LGA hoped to provide some guidance/information in the future to provide direction on the matter.

It was noted that the SAB could only provide best practice or recommendations, and not actual advice.

GAD had completed the initial work around the 2020 valuation, and work was underway to set the assumptions. A response was awaited from the Treasury on the consultation around the discount rate that was applied for valuations. Due to the uncertainty around Remedy, the changes may not take effect until 2024.

A Bosmans, J Weston and Councillor Sansome would be attending the LGA Firefighters' Pensions Annual Conference on 25 – 26 October 2022 in London. A Bosmans commented that the registration would remain open up to two weeks prior to the event, if any other Members wished to attend.

A Bosmans thanked C Hey for her update.

RESOLVED – That Members noted the update.

14 LEARNING AND DEVELOPMENT: UPDATE / EVENTS

Members noted the links to the online learning resources that were contained within the agenda pack.

15 ANNUAL WORK PROGRAMME - QUARTERLY

Members were requested to inform D Thorpe/M Bray of any additional items for inclusion onto the Annual Work Programme.

D Thorpe would update the Annual Work Programme to be presented to the Board meeting in January 2023.

RESOLVED – That Members noted the Annual Work Programme.

16 SELF-ASSESSMENT UPDATE

D Thorpe presented the Self-Assessment update to Members. The document had last been updated prior to the COVID-19 pandemic, which had been paused whilst the meetings had been held in a virtual format.

A Bosmans considered that it would be useful for the Board to revisit the Self-Assessment at the next Board meeting in January 2023.

RESOLVED – That Members noted the update.

17 ANY OTHER BUSINESS

J Weston commented that he had been a Member of the Board since its inception in 2015. He considered it good practice for the Independent Members not to remain on the Board indefinitely, and he requested that a potential replacement be sought for him in some 18 months' time.

A Bosmans commented that the objectives and rulings of the Board for the Independent Members were slightly different in comparison to other the Scheme Manager boards/committees. The membership could be renewed indefinitely.

18 DATE AND TIME OF NEXT MEETING

Members noted the future meeting schedule (all meetings to commence at 1.00pm and to be held at Barnsley Town Hall):-

Thursday 19 January 2023 - To be held in a hybrid format.

Thursday 13 April 2023 - To be held in a hybrid format.

Thursday 6 July 2023 - To be held in a hybrid format.

Thursday 5 October 2023 - To be held in a hybrid format.

19 AGREED ACTIONS

	Action	Timescale	Officer(s)	Status/Update
1	Risk Register			
	To weave cyber security into one of the existing risks which related to information and governance.	Next Board meeting on 19.01.23	S Slater	<u>Update 06.10.22</u> An update would be provided to the next Board meeting.
	To liaise with S Slater regarding the deep dives into risk numbers 004 and 006.	Next Board meeting on 19.01.23	D Thorpe/ S Slater	
	To liaise with S Slater regarding the dashboard, and to seek clarification on some of the issues around the current legislation.	Next Board meeting on 19.01.23	D Thorpe/ S Slater	

2	<p>Communications - Update</p> <p>To ensure that there was continuous adequate communication to the Members regarding the pensions benefit illustrations for the transition Members and the move into the 2015 Scheme.</p> <p>A document to be created to contain the actions from the LGA Firefighters' Pensions Bulletins, to ascertain whether the actions were underway or complete.</p> <p>To consider holding a communication meeting for members to explain the complexity of the different pensions. Liaison to be made with the FBU to ascertain the level of clarity required by the members.</p>	<p>Update to the next Board meeting on 19.01.23</p> <p>Next Board meeting on 19.01.23</p> <p>In due course</p>	<p>S Slater/ C Davies</p> <p>D Thorpe</p> <p>S Slater/ C Davies/ S Kelsey/ L Stones</p>	<p><u>Update 06.10.22</u></p> <p>The document to become a standard agenda item from the next Board meeting.</p>
3	<p>Update from West Yorkshire Pensions Fund</p> <p>To provide the Board with the confidential cyber security document.</p>	<p>ASAP</p>	<p>C Davies/ D Thorpe</p>	

4	<p>Administration Strategy</p> <p>For an Administration Strategy to be developed in April 2023.</p>	April 2023	S Slater/ C Davies/ S Kelsey/ L Stones	
5	<p>IDRP</p> <p>To request an update from S Slater on an IDRP. An update to be provided to the next Board meeting.</p>	Next Board meeting on 19.01.23	L Stones/ S Slater	
6	<p>Annual Work Programme</p> <p>To update the Annual Work Programme. To be presented to the next Board meeting.</p>	Next Board meeting on 19.01.23	D Thorpe	
7	<p>Self-Assessment</p> <p>To revisit the Self-Assessment at the next Board meeting.</p>	Next Board meeting on 19.01.23	D Thorpe	
8	<p>Recruitment Process</p> <p>To look into the recruitment process for Independent Members on the Board.</p>	In due course	D Thorpe	

CHAIR

This page is intentionally left blank

By virtue of paragraph(s) 1 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 1 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 1 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 1 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 1 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 1 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank