



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, Barnsley Town Hall at 10.00 am on Monday 15 January 2024 for the purpose of transacting the business set out in the agenda.

A handwritten signature in black ink, appearing to be 'S 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 C Hogarth (Chair), A Cherryholme (Vice-Chair), M Elliot, M Chaplin, J Ridler, T Smith, S Ball, K Wyatt, D Hutchinson, S Ayris, S Alston, C Ransome 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

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SOUTH YORKSHIRE FIRE AND RESCUE AUTHORITY - 15 JANUARY 2024

TIME AND VENUE: 10.00 AM IN THE COUNCIL CHAMBER, BARNSELY TOWN HALL

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 20 November 2023	5 - 12
	<u>Items for decision</u>	
10	Updated Membership of the Fire Authority 2023-24	13 - 18

	Item	Page
11	Annual Review of the Community Risk Management Plan 2021-24	19 - 44
12	People Strategy 2024-27	45 - 62
	<u>Items for information/noting</u>	
13	Service Plan 2023/24 Update	63 - 78
14	Culture Programme Update	79 - 112
15	Draft Minutes of the Audit and Governance Committee held on 20 November 2023	113 - 118
16	Items for discussion in the absence of the Public and Press	

SOUTH YORKSHIRE FIRE AND RESCUE AUTHORITY

20 NOVEMBER 2023

PRESENT: Councillor C Hogarth (Chair)
Councillor A Cherryholme (Vice-Chair)
Councillors: M Elliot, Chaplin, J Ridler, T Smith, S Ball,
K Wyatt, D Hutchinson, S Ayriss and S Alston

CFO Kirby, T Carlin, A Strelczenie, M Gillatt, S Locking, L
Haigh and S Kelsey (South Yorkshire Fire and Rescue)

M Potter, S Ghuman, D Nuttall, C Smallman and D Thorpe
(Barnsley MBC)

In attendance remotely: Dr A Billings

1 APOLOGIES

Apologies for absence we noted as above.

2 ANNOUNCEMENTS

None.

3 URGENT ITEMS

None.

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

RESOLVED - That agenda Item 18 entitled 'Systel Current Financial Position Update' and Item 19 entitled 'Re-Tender for Provision of Contingency Officers' 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

Councillor Ball updated Members on the leadership event he attended in Warwick stating it was a good event for networking for the Fire Authority.

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 9 OCTOBER 2023

Councillor Hutchinson commented that her apologies had not been noted in the minutes.

RESOLVED - That the minutes of the Authority meeting held on 9 October 2023 be signed by the Chair as a correct record.

10 UPDATED MEMBERSHIP OF THE FIRE AND RESCUE AUTHORITY 2023-24 AND APPOINTMENTS TO BOARDS AND COMMITTEES

D Thorpe presented the Updated Membership of the Fire Authority 2023-24 to the board, explaining that there were several vacancies to be filled.

Councillor Smith was voted as the new Chair of the Audit and Governance Committee.

Councillor Hutchinson was chosen as the new Chair of the Stakeholder Planning Board.

RESOLVED - That Members:-

- i) Noted that updated membership of the Authority for the municipal year 2023-24.
- ii) Appointed Members to Committee and Boards where vacancies exist.
- iii) Made any changes to the membership of Committees and Boards as required.

- iv) Appointed the Chair and Vice-Chair of each Committee and Board.

11 FINANCIAL PERFORMANCE REPORT QUARTER 2 2023/24

L Haigh presented the Financial Performance Report for Quarter 2 2023/24. L Haigh explained that in September 2023, the forecast outturn for 2023/24 financial year was a surplus of £0.0919m which was a favourable movement compared to the approved budget deficit for the year of £1.420m.

The budget deficit was approved to be funded from the Emerging Risk reserve; the forecast surplus would be a contribution to the reserve. The main reason for the reduced deficit was the £1.206m higher Section 31 grant funding for business rates relief and inflation and more from the collection fund than budgeted and a reduced wholtime pay forecast £1.253m.

The approved capital bid for 2023/24 was £9.651, increased in Quarter 1 for underspends in 2022/23 to £12.964m. In Quarter 2, capital plans were re-profiled for the medium-term financial plan and the 2023/24 budget forecast was revised to £8.931m.

The reserves were forecast to decrease to £18.551 by March 2024 which was less of a reduction than budgeted.

RESOLVED - That Members:-

- i) Approved the forecast outturn surplus of £0.0919m which was a reduction of £2.257m compared to the revised budget.
- ii) Noted that the underlying and significant financial risks and uncertainties facing the Service and Sector during the remainder of the financial year and into 2024/25 and beyond.
- iii) Noted the latest estimated change in General and Earmarked Reserves.
- iv) Noted the current position of the capital programme for the financial year ending 2023/24.

12 MEDIUM TERM FINANCIAL PLAN 2024 - 2027

L Haigh presented Members with the Medium-Term Financial Plan 2024 - 2027. The following key points were noted:

- Pay costs were assumed to inflate by 5%, 2% and 2% in 2024/25 and 2026/27 respectively. These would be subject to annual pay negotiations for both operational and non-operational colleagues.

- The current pay award for corporate staff for April 2023 was still pending.
- Non-Pay costs were assumed to inflate by 6%, 3% and 3% in 2024/25 and 2026/27 respectively, unless signed contracts with alternative mechanisms were held.
- Gross efficiencies were shown in the 2024/25 plan and did not reduce inflation or investments. If delivered, they would represent a 16% reduction when compared to the non-pay budget.
- The efficiencies for the final two years of that had been included at 2% of non-pay, the budgets had been reduced but the specific efficiencies were not yet identified.
- Revenue investments totalled £2.161m in 2024/25 and were included in the Medium-Term Financial Plan.
- The capital plan was refreshed when planning for the Medium-Term Financial Plan.
- It was assumed that loans would be taken out to fund the capital programme at £8-£9m per annum, totalling £26.078m for the total 3 years.
- Total reserves were expected to reduce from £18.551m produced in March 2024 to £15.187m by March 2017.
- The most significant risk to the Medium-Term Financial Plan forecast was uncertainty over government funding, firefighter pension valuation and non-pay inflation, further risks were outlined in the report.

Councillor Chaplin queried the vacancy factor of 4% asking if it was where the service would like to be. L Haigh explained that in year 1 there was no recruitment and the figures had been anticipated.

CFO Kirby added that in terms of the overall strategy the aims are to increase the strength of the people we employ with training and development, currently there are maximum of 18 people for each intake.

RESOLVED - That Members:-

- i) Approved the updated MTFP for the financial years 2024/25 to 2025/26 noting the assumptions on which it is made and the potential implications of the different funding scenarios for the operation service and future financial position.
- ii) Endorsed the proposed approach for managing reserves as set out in Section J to the report and the resulting reserves forecast.
- iii) Noted the revised profile of approved capital investments 2024/25 to 2026.27 and the approximate additional capital investment proposed in 2024/25 for which approval would be sought in the 2024/25 Budget and Council Tax Setting Report in February 2024.
- iv) Noted the known risks to the MTFP forecast and that other risks may emerge.

13 THE PROCUREMENT SERVICE - AN ANNUAL UPDATE OCTOBER 2022 TO SEPTEMBER 2023

L Haigh introduced the Procurement Service Annual Update which highlighted its activities and how it effectively supported the various aspects of South Yorkshire Fire and Rescue business.

Councillor Alston queried the information on page 59 around the number of waivers under Section 33, there were 12 during the timescales noted in the report she asked if the number was higher than average.

Officers explained that the figures were significantly lower than those in previous years as they were between 20 and 30. The figures were reviewed quarterly by the executive team.

L Haigh stated that she was happy to provide the Committee with a summary report to show members feedback on the waivers that go through the approval process. Dr Billings asked if the transparency code was up on the website. L Haigh stated that it was on the services website transparency page.

Members queried the use of YPO services and if it was used to its full amount. Officers stated that YPO was used as much as possible due to the ease of use, a review could be undertaken to ensure that it was used to the fullest extent.

RESOLVED - That Members:-

- i) Noted the contents of the report and endorsed the ongoing positive work of the Procurement Services team.
- ii) Approved amendments to Contract Standing Orders Part 5e (CSO) regarding the proposal to increase the tender threshold.

14 LOCAL PENSION BOARD ANNUAL REPORT 2022/23

D Thorpe presented the Local Pension Board Annual Report 2022/23 to Members. The Board contributed the three surveys in this municipal year:

- FPS Self-Assessment Survey
- The Pensions Regulator (TPR) Governance and Administration Survey
- Pensions Ombudsman Survey

The Board also provided its views to inform the Fire and Rescue Service's response to the McCloud/Sergeant Pensions Remedy: Phase Two Consultation.

Results from the survey were reported to the Board and Members of the FRA were assured that any issues pertinent to South Yorkshire's Local Pension Board were picked up and discussed further with a view to improving the way the Board operates.

RESOLVED - That Members noted the eight Annual Report of the Local Pension Board for 2022/23.

15 PEOPLE AND CULTURE BOARD UPDATE QUARTER 2

S Kelsey presented the People and Culture Update for Quarter 2. There were no new risks identified in the quarter and a strong emphasis on projects and programmes in the Authority. The Board would receive a full culture update in January 2024.

Dr Billings queried the information on page 92 of the report relating to occupational health and wellbeing. He asked if the medium number shown was a high figure or if any trends were apparent in the data.

S Kelsey explained that previously referral data had not been shared so the figures shown in the report had been noted to spot any emerging trends.

RESOLVED - That Members noted the contents of the report and provided further scrutiny and support to enable continuing effective management of people issues.

16 SERVICE IMPROVEMENT BOARD UPDATE

M Gillatt provided the Committee with the Service Improvement Board Update for Quarter 2.

Members queried if the corporate management board had the capacity to escalate risks if needed. CFO Kirby explained that risks would be escalated if needed.

Dr Billings queried the partially completed risks and asked if members should be concerned. M Gillatt stated that the completion estimates attached to some risks were on the cautious side, the risks were brought to the board and scrutinised to provide assurance and confidence that they will be completed within the correct timescales. ACFO A Strelczenie added that the team had worked extensively to ensure the completion dates were adhered to, any incomplete risks would require a report to highlight the reasons behind the non-completion which would be reviewed.

CFO Kirby stated that in terms of transparency and honesty, there was need to recognise the position South Yorkshire Fire and Rescue were in. Lots of work would need to be undertaken to make progress and improvements. The people needed to make the changes were also required to undertake other work which in turn reduced their capacity which was recognised internally. The need was for continuous progression but also patience. The deadlines shown were tight, but the service improvement board would in turn be flexible.

Councillor Alston asked if the due dates were realistic when set and if they could reflect badly on the service in the future. M Gillatt stated that the dates set always come to the board first for assessment, the aim was to set tight but achievable deadlines. All actions and progress were recorded electronically which would be shown during inspections.

RESOLVED - That Members noted the contents of the report and provided further scrutiny and support to enable continuous service improvement.

17 ITEMS FOR DISCUSSION IN THE ABSENCE 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.

18 SYSTEL CURRENT FINANCIAL POSITION UPDATE

Members were invited to note the contents of the report outlining Systel's current position relating to their financial situation.

RESOLVED - That Members noted the content of the report.

19 RE-TENDER FOR PROVISION OF CONTINGENCY OFFICERS

The Committee were provided with an update on the re-tender position following the expiry of the current contract for contingency officers.

RESOLVED - That Members:-

- i) Noted the contents of this report for information.
- ii) Approved the award of contract to complete the tender process.

CHAIR

SOUTH YORKSHIRE FIRE & RESCUE AUTHORITY

Meeting	FIRE AND RESCUE AUTHORITY
Meeting Date	15 JANUARY 2024
Report of	CLERK TO THE FIRE AND RESCUE AUTHORITY
Report Sponsor(s)	MONITORING OFFICER
Subject	UPDATED MEMBERSHIP OF THE FIRE AND RESCUE AUTHORITY 2023-24 AND APPOINTMENTS TO BOARDS AND COMMITTEES

EXECUTIVE SUMMARY

Members are requested to note the updated membership of the Authority for the municipal year 2023-24 and appoint Chairs and Vice-Chairs of Committees where vacancies exist.

RECOMMENDATION(S)

Members are recommended to:-

- a) Note the updated membership of the Authority for the municipal year 2023-24.
- b) Appoint Members to Committees and Boards where vacancies exist.
- c) Make any changes to the membership of Committees and Boards as required.

CONTENTS

Main Report

BACKGROUND

1. The membership of the Authority is set out below:-

Barnsley	Councillors A Cherryholme and T Smith
Doncaster	Councillors C Hogarth, D Hutchinson and C Ransome
Rotherham	Councillors K Wyatt and S Ball
Sheffield	Councillors S Ayris, S Alston, M Chaplin, J Ridler and M Elliot
PCC*	Dr A Billings - South Yorkshire Police & Crime Commissioner

**At the Authority meeting held on 13 February 2017, it was agreed that the South Yorkshire Police and Crime Commissioner would become a Member of the Fire and Rescue Authority with full voting rights.*

2. The table below also indicates the Members currently nominated to the various bodies and the current vacancies due to the changes of membership.

Committee/Working Party	Members
Audit and Governance Committee	<p>Cllr Smith (Chair) Cllr S Ayris Cllr S Alston Cllr D Hutchinson Cllr M Chaplin Cllr K Wyatt</p> <p>*Please note that the Chair and Vice Chair of the Fire Authority do not sit on the Audit and Governance Committee</p> <p>3 Independent Members:- Mr A Dyson Mr C Pilkington Mrs J Taylor</p>
Appointments Committee	<p>Cllr C Hogarth (Chair) Cllr A Cherryholme Cllr M Elliot Cllr D Hutchinson Cllr M Chaplin 2 x vacancies</p>
Appeals and Standards Committee	<p>Cllr S Ayris Cllr D Hutchinson Cllr S Ball Cllr T Smith Cllr A Cherryholme</p>

	Cllr S Alston
Principal Officers Review Committee A	Cllr C Hogarth 1 x vacancy (sub) Cllr T Smith Cllr S Ayris (sub) 1 x vacancy Cllr S Ball (sub)
Principal Officers Review Committee B	Cllr M Elliot Cllr S Ayris (sub) Cllr C Hogarth Cllr D Hutchinson (sub) Cllr S Alston 1 x vacancy (sub)
Principal Officers Review Committee C	Cllr S Ayris 1 x vacancy (sub) Cllr S Ball Cllr M Elliot (sub) Cllr T Smith Cllr S Alston (sub)
Performance and Scrutiny Board	Cllr S Ball (Chair) Cllr T Smith Cllr C Hogarth Cllr D Hutchinson Cllr S Alston Cllr J Ridler
Stakeholder Planning Board	Cllr D Hutchinson (Chair) All FRA Members
Corporate Advisory Group	All FRA Members (No Chair required)
Joint Liaison Forum (JLF)	Cllr C Hogarth (Chair) All FRA Members
FRA Rep Local Pension Board	Cllr T Smith

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

CONTRIBUTION TO SERVICE IMPROVEMENT

(tick all that apply to your report and add supporting information for each in the box below)

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

The report relates to the procedural / governance arrangements of the Authority. Whilst not linked to the above specifically, the effective governance arrangements of the Authority supports service improvement in general.

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 (add information relevant to your report)

2. N/A

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:

This report does not relate to the introduction of a new policy, strategy or procedure.

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:

This report covers governance arrangements and does not require a H&S / risk assessment.

SCHEME OF DELEGATION

- 3. 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. It relates to the procedural / governance arrangements of the Authority.

IMPLICATIONS

- 4. 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:	Daisy Thorpe, Council Governance Officer
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	Tel no:	01226 787327

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SOUTH YORKSHIRE FIRE & RESCUE AUTHORITY

Meeting	FIRE AND RECUE AUTHORITY
Meeting Date	15 JANUARY 2024
Report of	CHIEF FIRE OFFICER AND CHIEF EXECUTIVE
Report Sponsor(s)	ASSISTANT CHIEF FIRE OFFICER
Subject	ANNUAL REVIEW OF THE COMMUNITY RISK MANAGEMENT PLAN 2021 – 2024

EXECUTIVE SUMMARY

This report presents the annual review of the service's current Community Risk Management Plan (CRMP) 2021 to 2024.

The CRMP is an up-to-date analysis of local risk and describes how we will effectively coordinate our prevention, protection, response and resilience work to improve public safety and save lives.

The current plan was first published following a period of public and staff consultation in 2021 and it describes the steps the Service has undertaken to update its understanding of local risk for South Yorkshire. It also introduced a set of risk based response times for responding to emergencies across South Yorkshire.

We committed to review and where necessary update the plan on an annual basis and this represents the first of those updates.

RECOMMENDATIONS

Members are recommended to:

- a) Note the contents and approve the revised CRMP 2021 to 2024 (2024 refresh)

CONTENTS

Main Report

Appendix A – Community Risk Management Plan 2021 to 2024 (2024 refresh)

BACKGROUND

1. The Service presented its current CRMP to the Fire Authority in January 2021. This was approved and came into force from April 2021.
2. In line with requirements, the Service committed to review, and where necessary, update the plan annually. This represents the third of those updates, following the first review in 2022 and the second review in 2023.
3. If the attached updated plan is approved by the Fire and Rescue Authority in January 2024, then the refreshed CRMP will be published in April 2024.

SUMMARY OF PROCESS

4. As part of the Annual Review of the CRMP process, a request was sent to key internal stakeholders for feedback, requesting their subject matter expertise on whether the current CRMP and risks are appropriate. This was undertaken by email or via meetings where necessary.
5. A 'Collation of Feedback' report was presented to the 18 October 2023 CRMP Board. The paper sought CRMP Board member support and feedback on the recommended CRMP Annual Review changes, as well as the delivery of any final tasks to ensure that the CRMP review was amended.

SUMMARY OF UPDATES

6. The refreshed 2024 CRMP includes the following key updates:
 - a. A change of the Fire Authority Chair details (page 3)
 - b. An additional reference to the Grenfell and Manchester Arena incidents (page 17)
 - c. Updated graphs and tables (including pages 23, 26 and 36)
 - d. Updated government funding information (page 34)
 - e. Updated money and resources section (pages 34 & 35)
7. The refreshed 2024 CRMP does not include any further changes to the Service Plan, which is reviewed annually and may result in subsequent alterations.
8. If required, the finances will be updated ahead of the final CRMP annual review publication in April 2024.

CONTRIBUTION TO OUR ASPIRATIONS

- Be a great place to work-** we will create the right culture, values and behaviours to make this a brilliant place to work that is inclusive for all
- Put people first-** we will spend money carefully, use our resources wisely and collaborate with others to provide the best deal to the communities we serve
- Strive to be the best in everything we do-** we will work with others, make the most of technology and develop leaders to become the very best at what we can be

CONTRIBUTION TO SERVICE IMPROVEMENT

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

The CRMP takes into consideration His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICRS) feedback, including the requirement to better link strategies into the CRMP and vice versa.

The Service assesses the CRMP against the national CRMP fire standard, including regular monitoring against this fire standard via the CRMP Board.

The CRMP Board takes into consideration the service plan priorities, including a reference to these in the annual refresh.

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:

Opportunities to collaborate will be explored in the further development of the Community Risk Model, both with local partners and access to more datasets, and in terms of the methodology and approach. We will work with other Fire Services through benchmarking and identifying best practice, and through the National Fire Chief's Council Community Risk Programme, which aims to provide a consistent risk assessment methodology to help Fire and Rescue Services develop their CRMPs and Service delivery planning.

CORPORATE RISK ASSESSMENT AND BUSINESS CONTINUITY IMPLICATIONS

9. The CRMP implications are considered at Corporate Risk level across various areas, such as sustainability, financial planning and contingency planning.

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:

Yes, as part of the production of the original 2021-2024 CRMP.

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:

The CRMP is a fundamental assessment of risk across the whole county. If any specific H&S assessments are required during the consultation or implementation period (subject to approval from the FRA) then they will be completed in due course.

SCHEME OF DELEGATION

10. 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

11. 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:	Kayleigh Storer, Strategic Governance & Collaboration Manager and Zander Mills, Corporate Communications Manager
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**South Yorkshire
FIRE & RESCUE**

SOUTH YORKSHIRE FIRE & RESCUE

**COMMUNITY
RISK
MANAGEMENT
PLAN**

2021-24

2024 update

Making
**SOUTH
YORKSHIRE
SAFER &
STRONGER**

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FOREWORD

This document is the Community Risk Management Plan for South Yorkshire Fire and Rescue.



South Yorkshire Fire and Rescue has an overarching aim which is 'making South Yorkshire safer and stronger'. All of our fantastic staff joined this service to help the people of South Yorkshire and from every frontline firefighter, to every member of dedicated corporate staff, they all work to achieve our aim.

The Fire and Rescue Services National Framework document (published in 2018) sets the requirement for us to design and deliver this plan. It is also important to deliver this plan as it reassures the public that we take time to understand the risks they face from fires and other emergencies, and carefully plan how we can reduce those risks through the services we deliver.

The service has faced some significant financial challenges over the past ten years. We have responded well to the financial situation, with significant reductions in the amount of money allocated to us from central government. The future financial picture is far from certain and this often makes planning for the long term more difficult. However, the service continues to adapt to changes in society and it is our intention to continue to deliver an excellent service to the communities we serve- placing a strong focus on those most vulnerable to fires and other emergencies.

We will work across all of the local authority areas of Barnsley, Doncaster, Rotherham and Sheffield and, alongside our key partners from within the local authorities and other agencies such as South Yorkshire Police and Yorkshire Ambulance Service, we will work collaboratively to provide the best value for our communities.

Our focus is to prevent emergencies happening in the first place, to protect local buildings and workplaces so that our local economy can prosper and to respond effectively if an emergency does occur. We have dedicated, professional people and we will continue to strive to improve what we do to ensure the safety of everyone across South Yorkshire.

Chris Kirby
Chief Fire Officer

Charlie Hogarth
Fire Authority Chair

INTRODUCTION

More than 1.3 million people rely on us to provide our service to them.

They rightly expect us to do this in a planned and coordinated way, matching what we do and the work we prioritise to the different risks they face.

Understanding and reducing risk in our communities is crucial to this- and to achieving our purpose, which is 'making South Yorkshire safer and stronger'.

The way fire services assess and reduce risk is through something called a Community Risk Management Plan (CRMP). This is an up-to-date analysis of local risk and describes how we will effectively coordinate our work to improve public safety and save lives.

This document used to be called our Integrated Risk Management Plan, but we have changed to the name 'community' to best reflect national practice. We are also aware of, and carried out a gap analysis against, a new national standard for CRMPs.

This plan does not describe everything we will be doing over the next few years. For example, our annual service plan describes our yearly priorities for changing and improving our service.

What this plan does describe though, is the steps we've taken to understand risk in South Yorkshire and the work we're delivering now and in the future to address it.

“ The way fire services understand and reduce risk is through something called a Community Risk Management Plan (CRMP) ”

WHY WE ARE HERE

Our overarching aim:

Making
SOUTH YORKSHIRE
SAFER & STRONGER

To achieve this we will deliver the following key services:

PREVENTION – to raise awareness of the risks people face from fire and other types of emergency. This will focus on those most vulnerable and our focus is on education and early intervention to prevent emergencies from happening

PROTECTION – to promote and enforce fire safety arrangements in buildings that fall within relevant legislation. This is to ensure buildings and occupants are as safe as possible

RESPONSE – to have trained staff ready and able to respond to a variety of emergency situations, equipped with the best vehicles and equipment to do their job as effectively as possible

RESILIENCE – to deal with major emergencies that demand significant resources or require the support from other services and agencies, whilst still continuing to deliver business as usual activity across the county

Our first goal will always be to save lives and make people safer. This is what we do every single day, whether it's responding to 999 calls or carrying out work to prevent emergencies from happening in the first place.

Much of our work goes beyond this though, from improving the life chances of young people and protecting businesses, to helping tackle other issues like crime and healthcare. Our organisation's purpose extends therefore to making our communities stronger places for the future.

WHO WE ARE

As a fire and rescue service we are responsible for delivering a wide range of services to our communities. These are set out clearly in the Fire and Rescue Services Act 2004. We also have specific duties under the Civil Contingencies Act 2004 and the Regulatory Reform (Fire Safety) Order 2005.

The service is governed by the South Yorkshire Fire and Rescue Authority. The Fire and Rescue Authority is made up of 12 councillors from the four metropolitan district councils of Barnsley, Doncaster, Rotherham and Sheffield. The Police and Crime Commissioner for South Yorkshire also sits on the Fire and Rescue Authority although this may change in 2024 as a result of wider political changes which are under discussion locally. The Fire Authority funds the service and works closely with the Chief Fire Officer/Chief Executive to decide how our services can be provided in the most efficient and effective way.

Our responsibilities include:

Page

Firefighting

Extinguishing fires and protecting life and property in the event of fires



Road traffic collisions

Protecting and rescuing people from serious harm in the event of a road traffic collision



Fire safety

Promoting fire safety, including provisions taken to prevent fires and means of escape from buildings in the event of fire




Civil emergencies

Response to other civil emergencies- like flooding



Special service calls

Rescuing people from water, height or other situations where they are trapped, at risk of harm or generally in need of fire service assistance




Our firefighters respond to a wide range of emergencies including building collapse, rescues from height, water rescues and many other types of 'special service' incidents.

However, whilst our work responding to 999 calls is both well-known and well valued by the public, far more of our contact with local people is actually through our varied and extensive work to **prevent incidents from happening in the first place.**

To deliver this work, we employ more than 900 people, most of whom are firefighters. The majority of these are wholetime firefighters, which means they are available to attend emergency incidents 24 hours a day. A smaller number are 'on-call' firefighters, meaning they live or work in the communities they serve and, often, provide on-call emergency cover from these places. Our firefighters are supported

by teams of corporate staff who provide a wide range of specialist services. This includes community safety work and our responsibilities to enforce business fire safety laws. We also work with a network of volunteers to further extend our reach to educate the public and prevent emergencies.

We will continue to attract, select and develop the best people as we recognise the importance that our workforce plays to achieving our overarching aim. We invest in the health and well-being of our teams, we provide leadership development and promote the right values and behaviours across the whole organisation. We place equality and fairness at the heart of everything we do and recognise that we need to continue to work to improve the diversity of our teams so we are more representative of the communities we serve.

“ We will continue to attract, select and develop the best people as we recognise the importance that our workforce plays to achieving our overarching aim. ”

WHERE WE ARE GOING

We recently worked with our staff to develop a new, long term vision which explains how we aspire to become a leading fire and rescue service.

'Our Story' clearly sets out our established objective of '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, it all forms an essential part of everything we do.

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We also publish an Annual Plan which describes our priorities for the next 12 months. In 2022 we will be focussing on the following priorities:



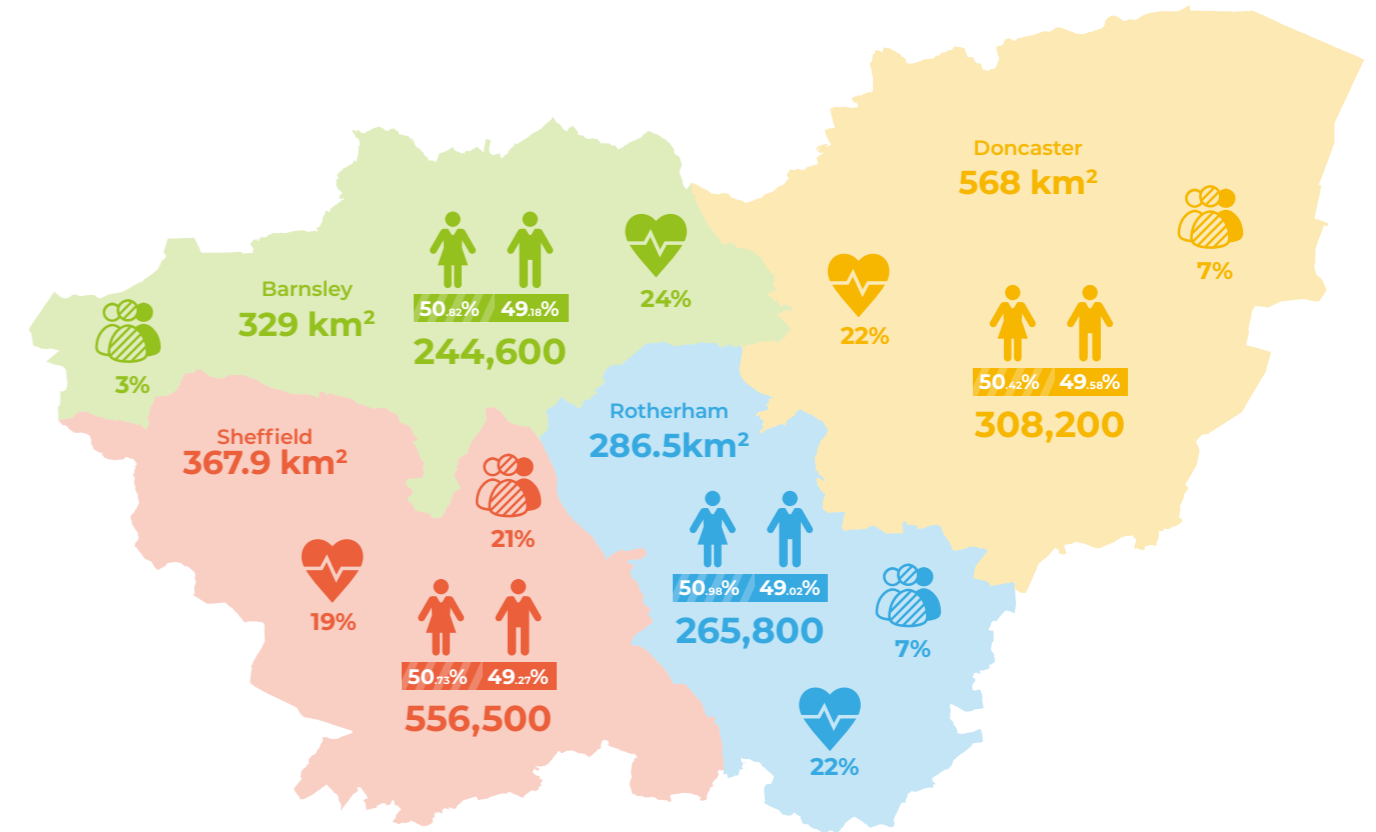


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WHO WE SERVE

We serve the public and communities of South Yorkshire. As a metropolitan county, South Yorkshire has the usual mix of risks associated with a large, urban area. That's everything from sports stadiums, shopping centres, high rise flats and historic buildings, to a vast transport network of road and rail, as well as an international airport.

Our population density is more than double the average for England, with significant areas of deprivation and inequality spread across Barnsley, Doncaster, Rotherham and Sheffield.



Long-Term Health Problem or Disability



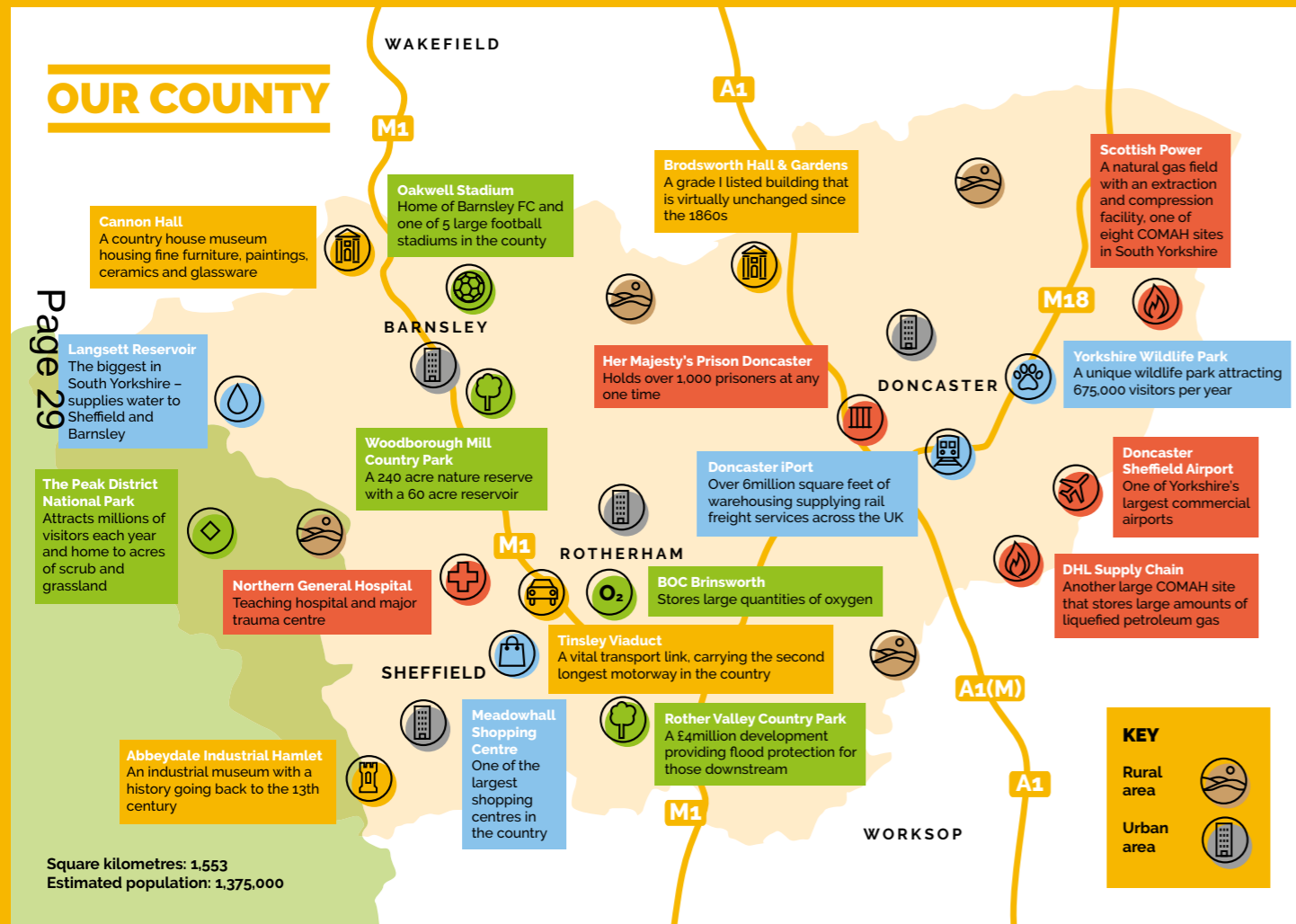
Ethnic Diversity
Black Asian Minority Ethnic Groups (BAME)

This map shows the population figures* for each of our four districts. It also shows the area in kilometres as well as the percentage figures for male/female residents, those with health problems and those from BAME backgrounds.

*Figures taken from local census data.

Our status as a metropolitan service does not tell the whole story. For example, the geographic area we cover is actually big when compared to other similar fire and rescue services with more sparsely populated, rural areas and even part of the Peak District national park forming part of our county too.

This 'sparsity factor' means our fire stations are more spread out than other metropolitan services and this inevitably impacts on our speed and weight of response to emergencies.



This map gives an overview of our county. It details landmarks and some of the risks we face across South Yorkshire – including a prison, large commercial airport and one of England's largest shopping centres.

WHAT LOCAL PEOPLE SAY

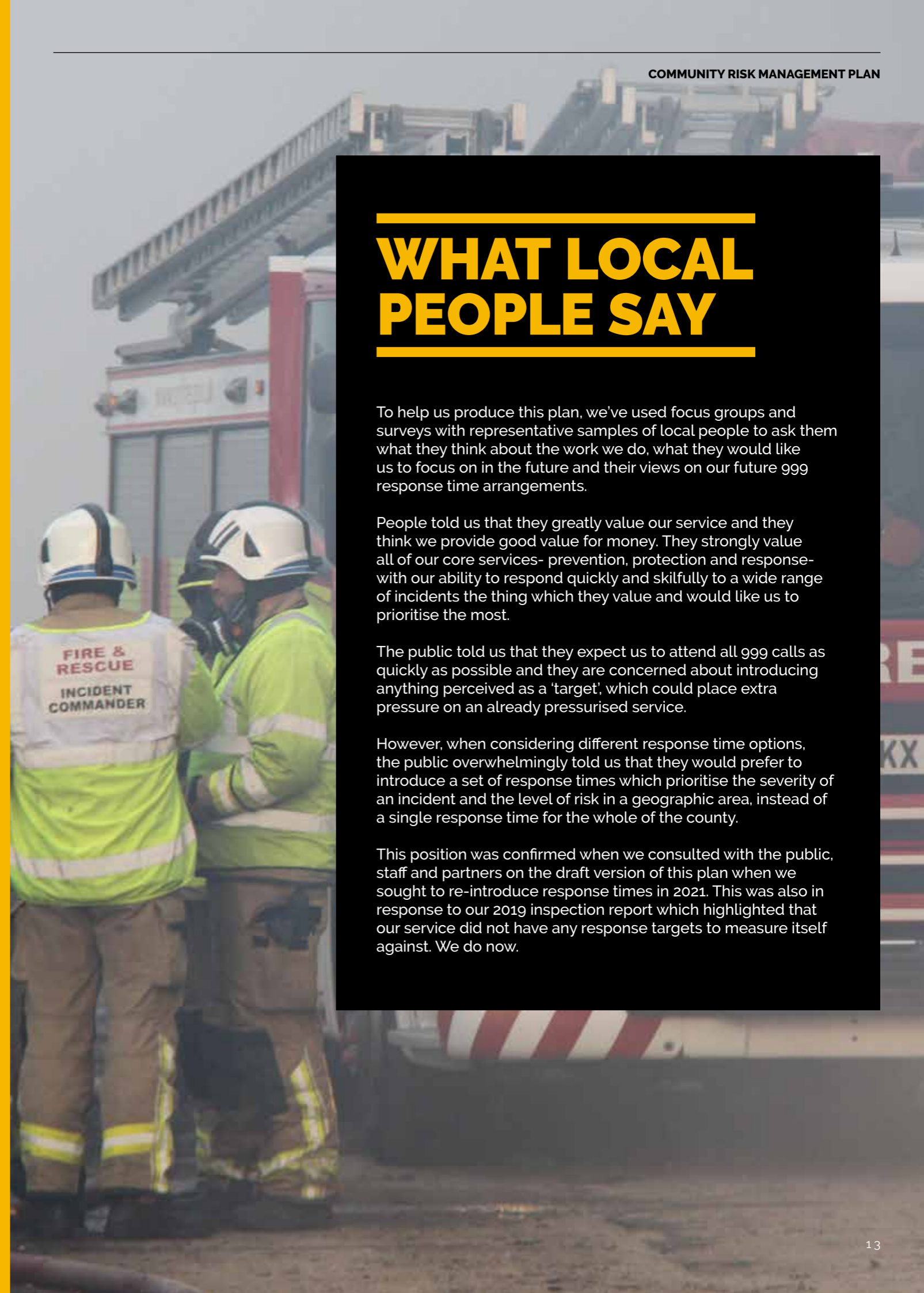
To help us produce this plan, we've used focus groups and surveys with representative samples of local people to ask them what they think about the work we do, what they would like us to focus on in the future and their views on our future 999 response time arrangements.

People told us that they greatly value our service and they think we provide good value for money. They strongly value all of our core services- prevention, protection and response- with our ability to respond quickly and skilfully to a wide range of incidents the thing which they value and would like us to prioritise the most.

The public told us that they expect us to attend all 999 calls as quickly as possible and they are concerned about introducing anything perceived as a 'target', which could place extra pressure on an already pressurised service.

However, when considering different response time options, the public overwhelmingly told us that they would prefer to introduce a set of response times which prioritise the severity of an incident and the level of risk in a geographic area, instead of a single response time for the whole of the county.

This position was confirmed when we consulted with the public, staff and partners on the draft version of this plan when we sought to re-introduce response times in 2021. This was also in response to our 2019 inspection report which highlighted that our service did not have any response targets to measure itself against. We do now.



UNDERSTANDING AND MANAGING RISK

We have undertaken a process to consider the whole range of foreseeable fire and rescue related risks and developed this plan to explain how we will work to protect our communities and respond to emergency incidents when they occur, balancing our resources against local risk.

Experience tells us that certain incidents such as house fires and road traffic collisions are more likely to occur than more significant incidents such as a train crash or large industrial chemical release.

Although the latter may have a more significant impact on the community, they are much less likely. Therefore, we direct our prevention, protection and response resources to provide the greatest possible return on investment by reducing the overall impact of the foreseeable risks we face.

In summary, we:

- Use evidence, insight and professional experience to list all the risks that we face
- Assess how likely each risk is to threaten life, property and the environment
- Model the level of risk in small geographical areas to create a 'risk profile'
- Use this information to understand where to base our people and resources

There are lots of different types of risk and some of the main ones we face are described below.

COMMUNITY AND HOUSE FIRE RISK

Although it is impossible to predict exactly when or where a fire may occur, we are able to profile the areas and people that are more at risk and vulnerable to fire. In simple terms, our risk analysis shows that some areas and people are much more at risk and vulnerable to fire than others.

Analysis of incident data and studies into what makes someone more likely to have a fire also shows that there is a very strong link between fire and deprivation. The more deprived an area is, the more house fires there are likely to be. It's also likely that those fires will be more severe, possibly resulting in someone being taken to hospital or even dying.



Understanding all this, and using data sources like the English Index of Multiple Deprivation, is really important for supporting our community risk management planning because it is unlikely to change very quickly in the future. We explore our risk model in more detail, later on in this plan.

We regularly seek to identify new or emerging fire risks, a recent example being fires caused by lithium ion batteries, which now form part of our risk register.

HIGH-RISE RESIDENTIAL BUILDING RISKS

We already know that high-rise residential buildings present different risks compared to other types of home. One of our roles has always been to understand and reduce this risk for our area. The Grenfell Tower disaster and the inquiry and building safety reviews which followed it have rightly put renewed focus on this part of our work.

We have already taken steps, along with other fire and rescue services around the country, to consider the risks particularly affecting high-rise residential buildings which were built using a particular type of cladding. Now, we are turning our attention to auditing all other high-rise residential buildings in our county.



TRANSPORT AND OTHER SPECIAL SERVICE CALL RISKS

We don't just attend fires. A large proportion of our emergency calls are classed as 'special service calls'. Lots of these are road traffic collisions.

With high population density in our urban areas we can expect a significant number of road traffic incidents in these areas. However, they also occur on more rural roads, away from populated places.

Where these incidents are likely to occur is more difficult to predict because analysis of our data shows that they do not necessarily match areas of increased deprivation like fires do.

We know that response to road traffic collisions can be affected if they occur in more rural areas or if there is a significant build-up of

traffic due to the collision, which can impact on attendance times. We currently undertake partnership work with other agencies with the aim of reducing the number and severity of road traffic incidents and we focus this work on those most vulnerable and at risk such as young and inexperienced drivers.

Other types of special service calls include extrications from collapsed buildings or machinery, flooding, water rescues, rescues from height and lift rescues.

COMMERCIAL AND INDUSTRIAL RISKS

Homes aren't the only types of buildings which can catch fire, with lots of the calls our firefighters attend involving non-domestic buildings.

Some of these premises have their own particular risks to consider - from hospitals and hotels, to petrol

stations, sports stadiums and waste recycling sites.

To help prevent major public and environmental accidents, some premises are required by law to produce emergency plans to mitigate on site accidents involving substances that the premises produce, use or store. The legislation is called the Control of Major Accident Hazards Regulations 2015 and the premises it relates to are known as COMAH sites. There are seven of these in South Yorkshire.

We are the local authority responsible for COMAH sites in South Yorkshire, which means we have the responsibility for preparing, reviewing, testing and exercising external emergency plans for upper tier sites. These plans are designed to formulate a response and mitigate off-site impacts of a major accident.



ENVIRONMENTAL RISK

The impact of climate change and the increase in extreme weather conditions (e.g. heatwaves) has the potential to increase environmental incidents such as flooding and wildfires which may in turn place extra demands upon our resources.

The most recent major flooding which hit South Yorkshire was in November 2019, with parts of Doncaster particularly badly affected for several days. The last major flooding before this was in 2007.

The term 'wildfire' meanwhile refers to any large fire in open countryside, like grass and scrubland or moorland and woods. Large scale wildfires are quite rare, but when they do occur they can take a long time to tackle and often require the use of lots of firefighters, fire engines and other specialist equipment. They can also cause significant environmental damage.

With part of our country bordering the Peak District national park and other areas of moorland and sites

of special scientific interest, the risk of wildfires is higher than in some other parts of the country. National analysis also suggests that the frequency of this type of incident could be increasing as a result of climate change.

The record breaking UK heatwave in July 2022 highlighted the impact of extreme weather events on the service and its communities. With climate change known to make extreme weather events more likely in the future, the service is clear that it must continue to resource according to risk, not just current demand.

We have recently undertaken significant work to improve our capability in this area, including new training, vehicles, crew welfare arrangements and tactical advisors.

On occasions, our firefighters also attend incidents which involve working in or around water, ice and deep mud. Specially trained crews are expected to attend these types of incidents with the purpose of saving life or giving humanitarian aid.

HERITAGE RISK

The term 'heritage risk' relates to historic buildings, stately homes, monuments, museums, historic parks and other attractions. There were 823 new Grade I and II* listed buildings, monuments, archaeological sites, landscapes and conservation sites at risk across the Yorkshire region in 2016. South Yorkshire itself is home to a number of national heritage sites and although the number of these sites in comparison to domestic dwellings is few, we recognise the unique risk they pose if involved in fire. For obvious reasons, this type of risk rarely changes.

Sites remaining on the 'at risk' register in South Yorkshire include Broadsworth Hall, Conisbrough Castle, Wentworth Woodhouse, Monk Bretton Priory, Roche Abbey, Oakes Park, at Norton, and structures within Sheffield General Cemetery, Sharrow. The most important buildings also have their own salvage plans should a disaster occur, which are made available to us and enable us to mitigate the damage in the event of fire, flooding or any other emergencies.

NATIONAL RISK

We recognise that terror related events could happen anywhere and at any time. As this is highlighted on the community risk register, we have conducted exercises to improve our approach if called to respond, upskilled a proportion of our workforce, increased the level of protection that specialist and non-specialist responders have access to and are improving the availability of specialist trauma equipment across the service.

The National Risk Register takes into account all national risks, but not all apply to South Yorkshire. These risks are nationally graded and then locally analysed to see if and where they sit within our community risk register. The risks which currently feature highly for South Yorkshire are:

- National pandemic
- Coastal flooding
- Widespread electricity failure
- Catastrophic terrorist attacks
- Poor air quality events
- Crowd related disorder
- Severe weather flooding
- Dam reservoir failure or collapse

Locally, we play a leading role in the work of South Yorkshire Local Resilience Forum and are members of its associated sub-groups. The forum brings together all agencies with a significant role to play in preparing for, responding to and recovery from the effect of emergencies, and was formed to meet the requirements of the Civil Contingencies Act 2004.

Its work includes making sure responders work together to minimise community risk and respond collectively in the most appropriate and effective manner where emergencies occur.



FUTURE RISKS

Historically, we have experienced times when strike action has affected our service. We control this risk by managing a contract of incident commanders who are trained and experienced to be in charge of our appliances during strike action, have employed a number of contingency firefighters who are available to staff our appliances and turntable ladder, standardised the training against realistic incident types and run exercises to ensure our business continuity plans are fit for purpose. By doing the above we ensure that we provide a front line response to the communities of South Yorkshire even during times of industrial action.

Risk changes all the time. Some things can emerge very quickly, with the Covid-19 pandemic a very recent and stark example of this. Other risks emerge more slowly, such as population changes or new housing or business developments.

Our job is to review these risks regularly. This will involve us regularly reviewing our community risk model and working with partners including local and national government to understand the changes which could affect South Yorkshire in the future.

We will capture all such risks on a foreseeable risk register and consider what resources we have in place to reduce these risks through a combination of prevention, protection, response and resilience capabilities.

Our current resources and capabilities are likely to be suitable for dealing with any emerging risk, but we need to review emerging risks to ensure that we are able to respond effectively to all potential and foreseeable risks within South Yorkshire.

Emerging risks include new housing or business developments and changes to transport infrastructure. We have measures in place to keep informed about these things as we are statutory consultees for major housing and commercial developments.

We must also continue to learn and we have a dedicated team who will capture learning from local, regional and national emergencies- like the Grenfell and Manchester Arena tragedies- and consider any gaps in our current capability.

For example, emerging technologies- such as the widespread rollout of electric vehicles and associated charging infrastructure- may present new and as yet unknown fire risks in the future.

This work will continue into the future with the aim being to keep our firefighters as safe as possible when responding to incidents. It will inform our operational policy, how we train our staff and the equipment we use to ensure we are prepared for all foreseeable risks that we face.

We have now developed a dedicated Firefighter Safety Team to help provide this essential function.



COMMUNITY RISK MANAGEMENT MODELLING

A 'risk model' is a way of using data to work out which parts of the county are most at risk when it comes to fire and other emergencies.

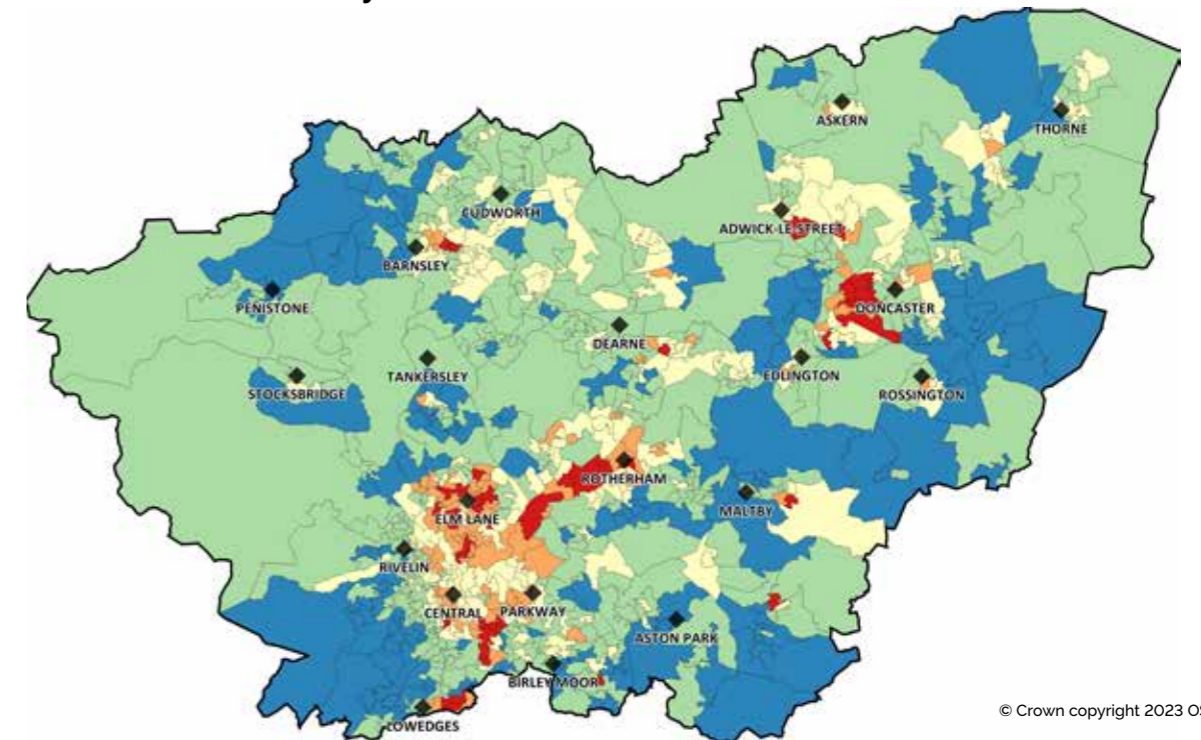
We define risk as 'the potential for an emergency to occur that may threaten life, cause injury or damage property or the environment.'

We've developed a revised methodology for how we plan to assess risk across the county.

This includes a detailed analysis of specific data sets that determine the risk of fires and other emergencies occurring. This helps to inform our response, prevention and protection activities to mitigate these risks. There is lots of information which can inform how we deliver our services across the county. The key is selecting the most appropriate sets of data to give us the best chance of putting our resources in the right places at the right times to protect the communities of South Yorkshire.

This is constantly being refined as new data emerges and we develop our ability to interpret this data which in turn informs our decisions. We have selected some examples of the data we use to inform us about risk within the community with an explanation of how we use them below.

Community risk model (01/04/2019 – 31/03/2022)

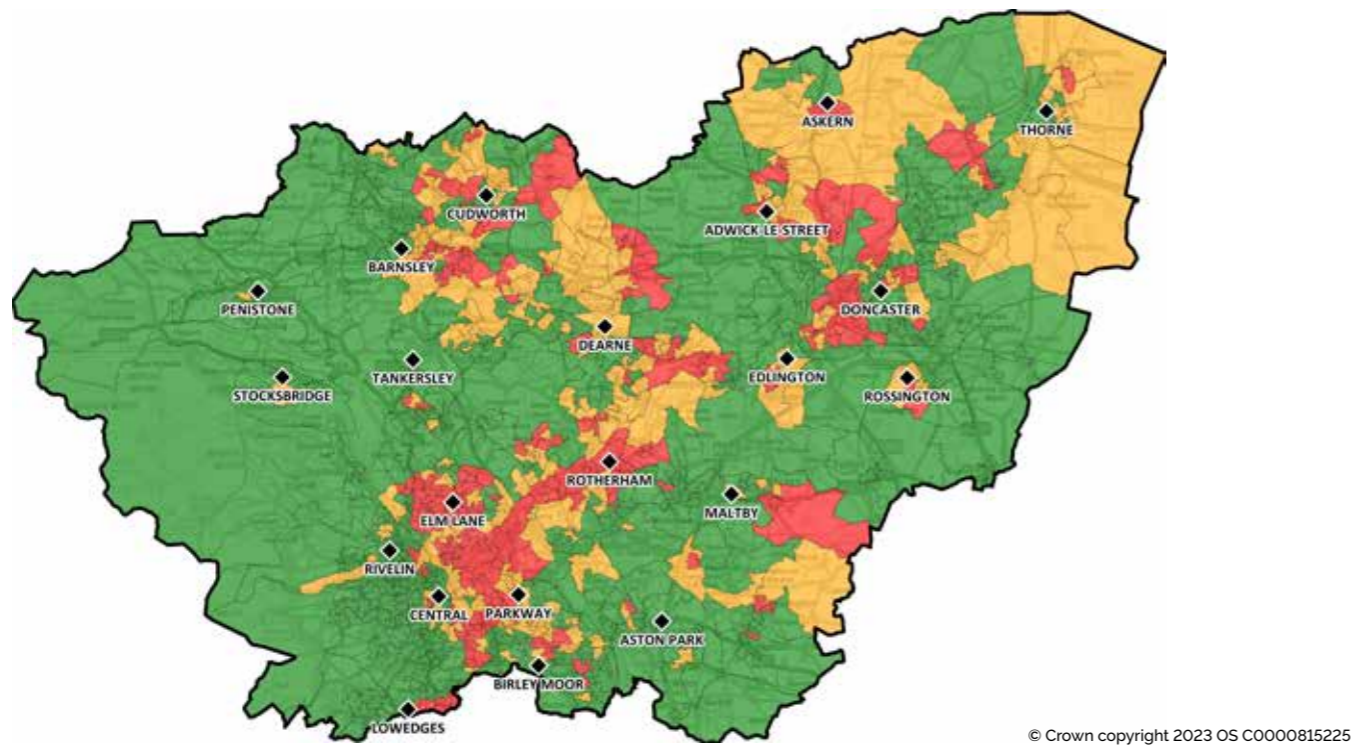


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This map uses National Fire Chiefs Council methodology to map dwelling fire risk in South Yorkshire, using external data sets and our own house fire incidents data. The colours on the map indicate the level of risk by location. Blue represents very low risk, green low risk, beige medium risk, orange high risk and red is very high risk.

We use this map to help inform our prevention activity, with the aim of targeting our efforts at those most at risk. This map can change quickly if there is a spike in incidents within one particular area. This makes it useful to inform our prevention activity as we can deploy our resources into any area of South Yorkshire to react to spikes in activity.

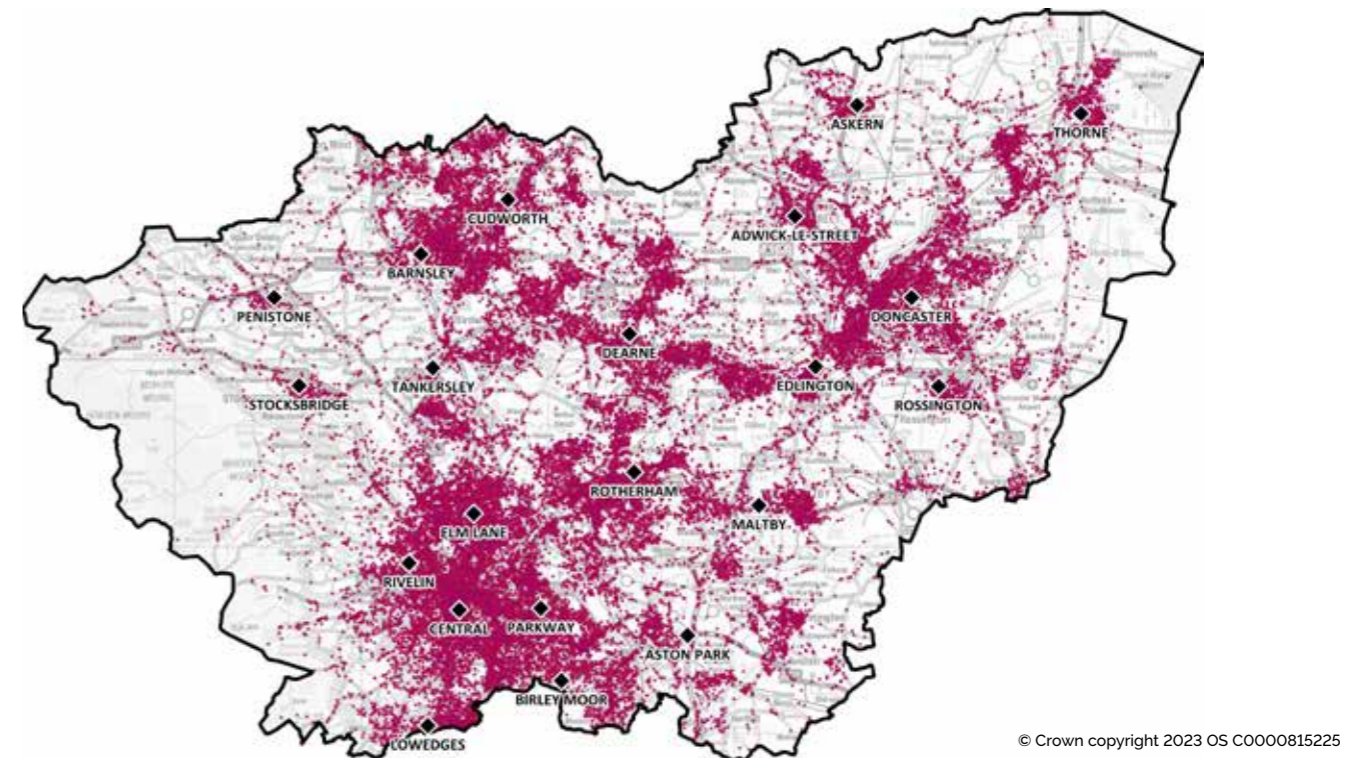
Index of multiple deprivation (2019 update) – South Yorkshire bandings



Page 33

This map shows the levels of deprivation across South Yorkshire, by area. It is taken from a national data set called the Index of Multiple Deprivation (IMD). The red zones are the areas with most deprivation, the green are the areas with least. When we talk about deprivation we mean things such as low income, employment, health and education levels. The IMD provides us with a useful indication of risk because areas that are more deprived tend to experience more fires. The benefit of this data set is it is produced every three years by the government and is less susceptible to short term changes. For example, if we experienced a particularly quiet year of operational activity, the base IMD would still reflect the risk that exists due to the deprivation index.

Incidents attended (01/04/2018 – 31/03/2023)



This map shows a cluster map based on our previous incident activity. We have specifically used the previous three years of data to show where we experience emergency incidents over a longer period of time.

These are just some examples of how we can use the data that is available to inform our work. More information on these data sets and others can be found in our Community Risk Management Methodology document.

We know that it's very important that the public have faith in the risk models we use. That's why we've used external specialists to analyse how we use data to inform our understanding of risk and we will continue to develop it further, to make sure that the assumptions we've made about risk in our area are accurate and up to date.

We are also now mapping our work against a new national standard on Community Risk Management Planning to assure ourselves we are adopting national best practice in this area.


PREVENTION, PROTECTION AND RESPONSE

There are three main ways we address the risks we have identified in our area. These are to:



PREVENT

Prevent emergencies from happening in the first place through safety education and engagement with our communities



PROTECT

Protect buildings by checking compliance with fire safety laws



RESPOND

Respond to emergencies quickly and professionally

Making sure all these strategies work together effectively to make the biggest impact is what we mean by 'Community risk management'.

We have separate strategies relating to our prevention, protection, response and resilience work which support our Community Risk Management Plan.



PREVENTION

A key responsibility of any fire and rescue service is to prevent emergencies before they occur.

We do this by using data to carefully direct our work at the people and places where it will have the greatest impact.

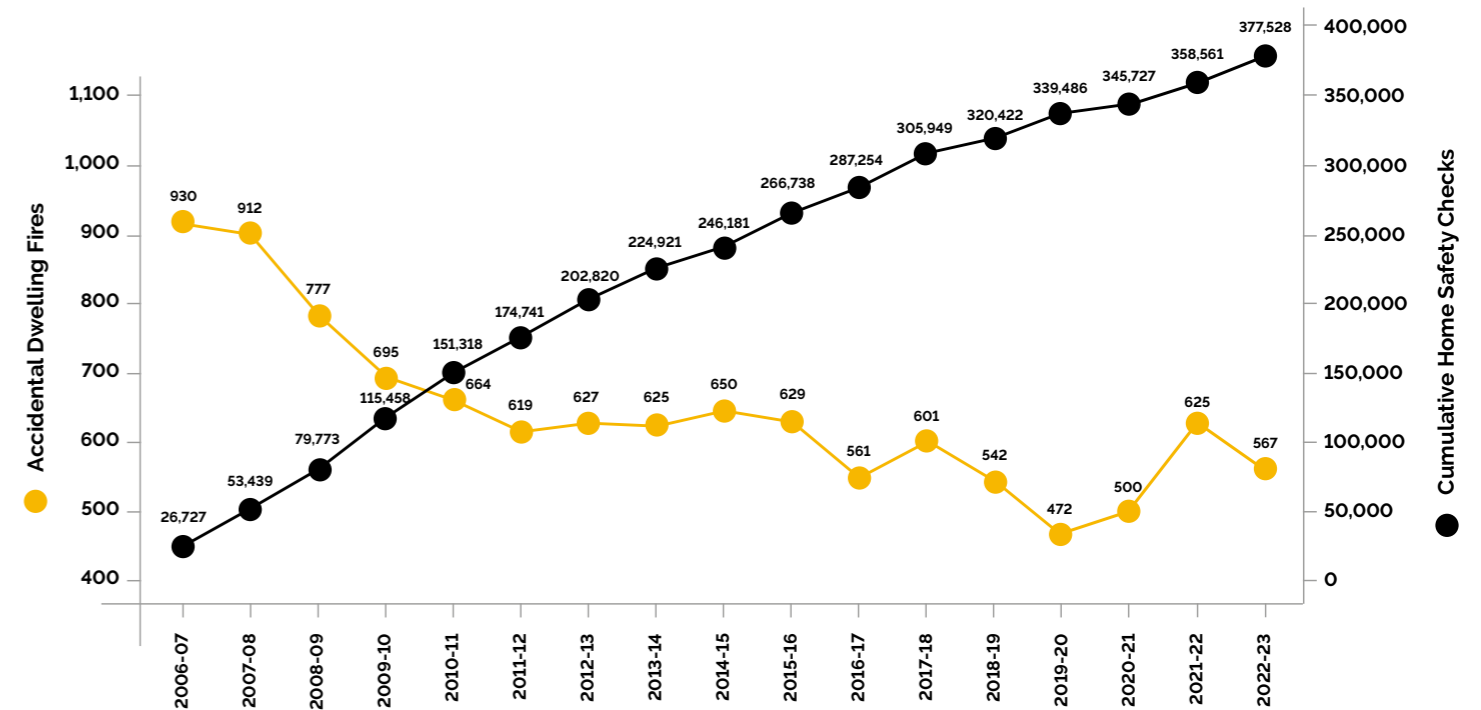
This has already produced big results. In 2019/2020 for example, we recorded the lowest ever number of accidental house fires in South Yorkshire. More homes than ever before are also fitted with smoke alarms.

As the number of incidents reduces, we must become even more targeted in how we deliver high-impact, resource intensive work like Home Safety Checks.

Home Safety Checks are where we visit people's homes and give people specific advice on reducing their fire risk, help them with tailored escape plans and provide fire safety equipment, like smoke alarms.

We now only deliver these visits in the homes of people who we believe are more at risk of fire, based on some clearly defined criteria. We also now co-create and co-deliver a range of education packages through our joint police and fire community safety department.

South Yorkshire Fire and Rescue
Cumulative HSCs and Accidental Dwelling Fires



This chart shows the relationship between the amount of home safety visits our staff have done, since 2006, and the number of accidental dwelling fires we have attended.

NOTE - Accidental Dwelling Fires do NOT include Chimney Fires.



We also use sophisticated computer software to help us model where we should target these visits based on lots of different data sources, such as census and deprivation information, anonymised healthcare data and our own house fire statistics.

Partnership working is vital for identifying those who are most at risk. So, we will continue to build on the numbers of our 'Safe and Well partners', to ensure we can engage and support high risk, vulnerable people wherever they are in South Yorkshire.

In some cases we also now offer a wider range of advice to the public in what we call 'safe and well visits'. This is where specially trained staff deliver advice on behalf of partners, for example around crime prevention, falls prevention and healthy aging. We do this because we recognise the role we can play to support wider public health goals and because there is a clear link between vulnerabilities such as falls and isolation, and the risk from fire. Another big part of our prevention story is our work with schools and young people.

We visit schools at key times in a child's education to talk to them about keeping safe from fire, plus other risks like roads and water.

We carefully design our education packages so that we are delivering the right messages, to the right children, at the right age. Where necessary, we also prioritise school visits in areas which we know tend to be at higher risk of certain types of incident.

Alongside our partners, we invite every year six pupil in South Yorkshire to receive education at our film-set style Lifewise Centre, which we jointly run with South Yorkshire Police.

We also believe risk management involves building resilient and sustainable communities. Improving the life chances of young people delivers a long term social return on investment because of known links between employability and demands on public services. This includes someone's susceptibility to fire, but also extends to other issues such as crime, healthcare and the economy.

We deliver this through schemes like Princes Trust Team Programme, which is a 12 week personal development course for unemployed 16 to 25 year olds, delivered jointly with South Yorkshire Police. It offers work experience, qualifications, practical skills, community projects and a residential week. Individuals gain new skills and qualifications, mix with new people and make new friends, get help with job-hunting and CV writing and most importantly a big boost to their self-esteem. Other initiatives for young people include our seven fire cadets branches and the delivery of IGNITE courses, which are short, fire station based courses designed to highlight the consequences of anti-social behavior.

Lastly, whilst we cannot realistically speak to every single person in South Yorkshire about safety face-to-face, there's lots we can achieve through public information campaigns. Many of the safety campaigns we have delivered in the last few years are proven to have helped reduce common types of incident, like cooking and electrical fires.

PROTECTION

Protection is the term fire and rescue services use to describe their work to enforce fire safety laws and reduce the risks in different types of building.

Most of this work focuses on non-domestic premises like shops, factories, offices, warehouses, hospitals, sports stadiums and hotels. There are other premises too like petrol stations and fireworks retailers which have their own special regulations and licensing arrangements, which we also oversee and enforce.

There are thousands of commercial buildings in South Yorkshire and it's not possible with the resources available to us to check them all regularly.

Instead, we use something called a 'risk based audit programme.' This is a way of prioritising which of these buildings we inspect most often based on different things, such as whether people sleep in the buildings at night or the types of processes a business undertakes.

We still check lower risk premises, but do this less often. For example, there is generally less risk associated with something like a small shop, compared to a premises like a hospital.

We also set aside some of our business fire safety inspectors' time to respond to complaints from members of the public, who might have spotted a safety issue with a building and then reported it to us.

Aside from businesses, we are also responsible for ensuring high-rise residential buildings comply with fire safety laws. This is an issue which has particularly come to the fore following the Grenfell Tower disaster and subsequent inquiry and building safety reviews.



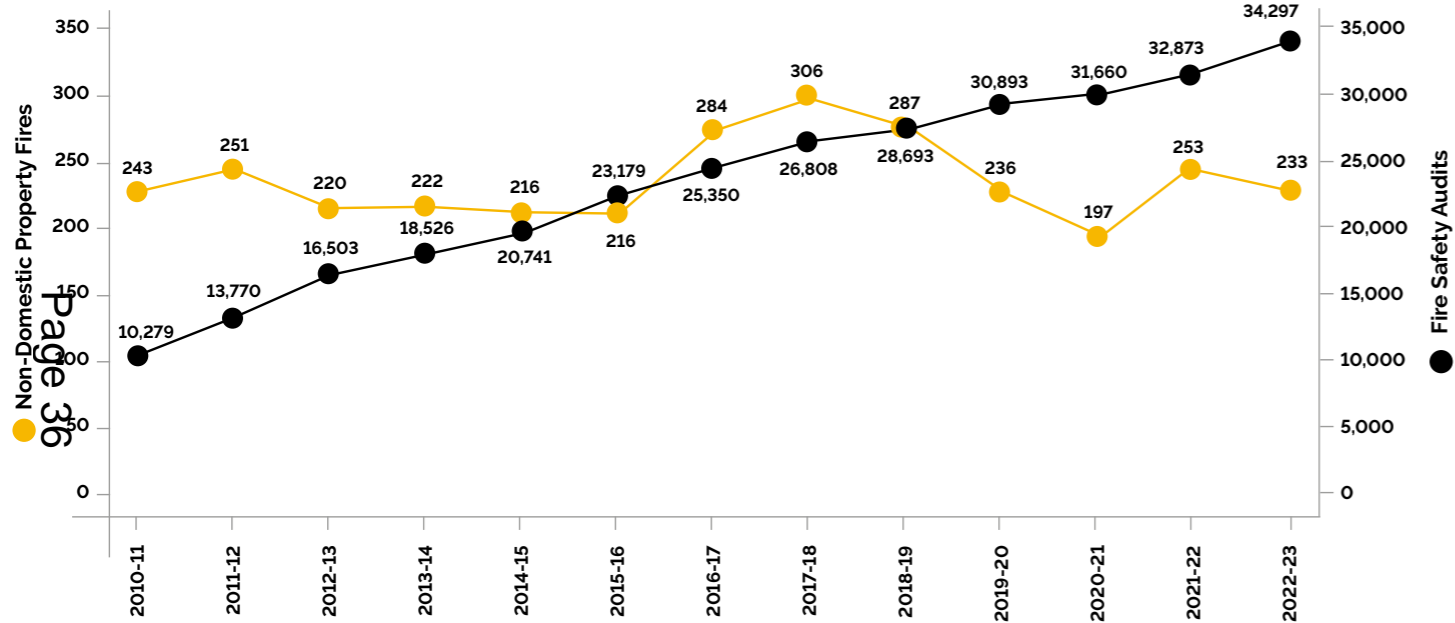
The immediate concern nationally was to address safety concerns relating to buildings with Aluminium Composite Material (ACM) cladding which were over 18 metres tall. This work has now been completed.

Now, attention is being given to checking the safety of thousands more non-cladded, high rise buildings across the country- more than 200 of which can be found in South Yorkshire.

The Home Office provided specific funding to address this at a local level, which we used to set up a temporary 'building risk review' team. The team completed inspections of all relevant premises by the end of December 2021, in line with the target laid down by government.

Another part of our protection work we're very proud of is our long standing advocacy of sprinklers. We believe sprinklers are a cost effective way of making buildings safer – they stop fires from spreading, put them out quickly and save lives. We particularly support their use in commercial settings and high-risk residential buildings, for example where people with mobility or mental health conditions may be unable to react quickly enough to a smoke alarm alerting.

South Yorkshire Fire and Rescue
Non-Domestic Property Fires and Fire Safety Audits



RESPONSE

Whilst we would much rather prevent emergencies from happening in the first place, we are best known for our ability to respond to a very wide range of emergencies using the skills and equipment available to us.

Our response to emergencies involves several functions. From firefighters on fire stations who respond to incidents in the first instance and more senior officers who support and may take charge as incidents escalate, to our Control room operators who take 999 calls, support the public and dispatch our staff and vehicles to incidents. Calls we respond to include:

- Fires
- Road traffic collisions
- Specialist rescues, including from water, confined spaces and height
- Flooding
- Animal rescue
- Gaining access to assist other agencies

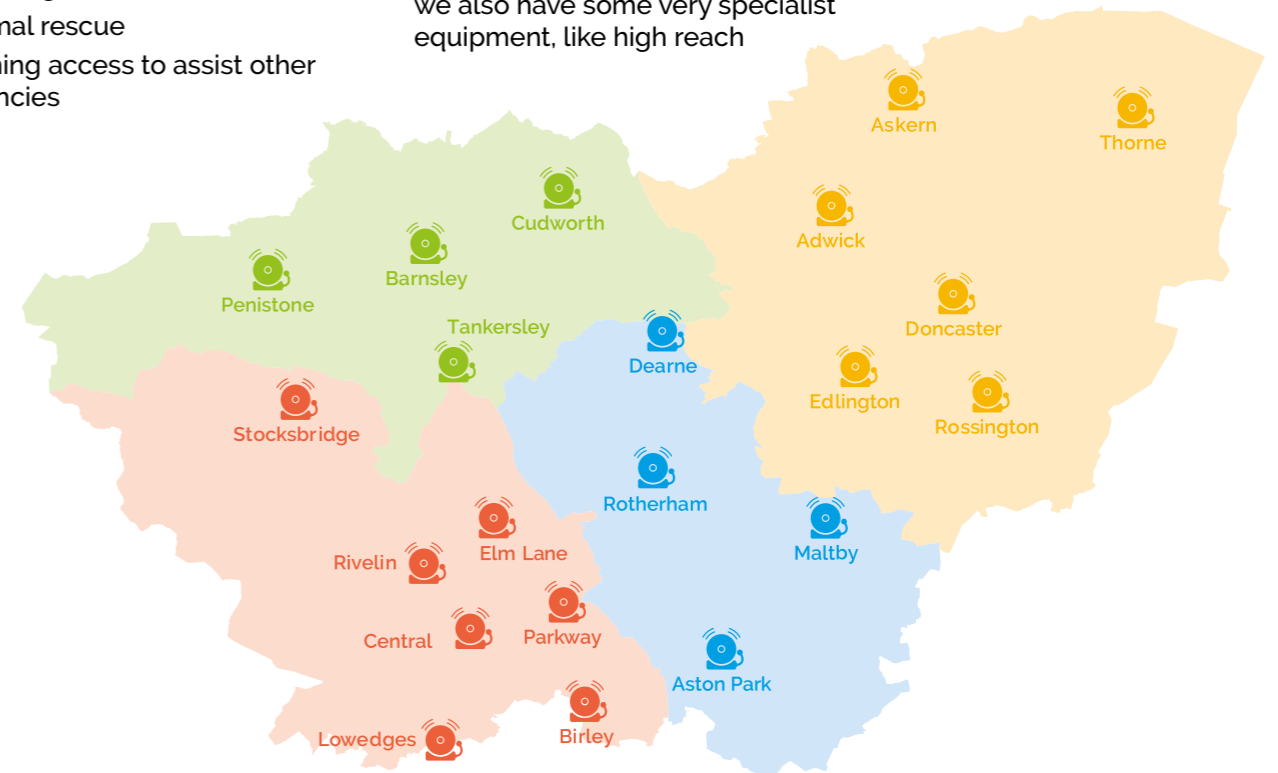
We can't afford to have fire engines and fire stations everywhere, so we aim instead to put them in the places where they are needed the most based on the risks we are likely to face. The majority of our fire stations are permanently staffed so firefighters are able to respond immediately to an emergency. Other fire stations, in areas where we experience fewer emergencies, are staffed using on-call firefighters who will respond from home or work to their local fire station if there is an emergency.

In addition to normal fire engines, we also have some very specialist equipment, like high reach







appliances, boats, very powerful pumping equipment, heavy rescue pumps and decontamination vehicles, which are placed strategically across the county so that we can call upon them if needed.







Following the delivery of new fire appliances at the end of the 2022, we are keeping surplus fire engines in reserve. This greatly improves the resilience of our vehicle fleet.

This map shows the location of our 21 fire stations that are positioned strategically across South Yorkshire.



This table shows the number of fire engines and how we staff them at each of our 21 fire stations.

Station	Crewing type
Barnsley district	
Barnsley	 
Cudworth	 
Tankersley	
Penistone	
Doncaster district	
Doncaster	  
Adwick	
Asker	
Edlington	
Rossington	 
Thorne	
Rotherham district	
Rotherham	 
Aston Park	
Dearne	 
Maltby	
Sheffield district	
Central	 
Birley Moor	 
Elm Lane	
Lowedges	
Parkway	 
Rivelin	
Stocksbridge	

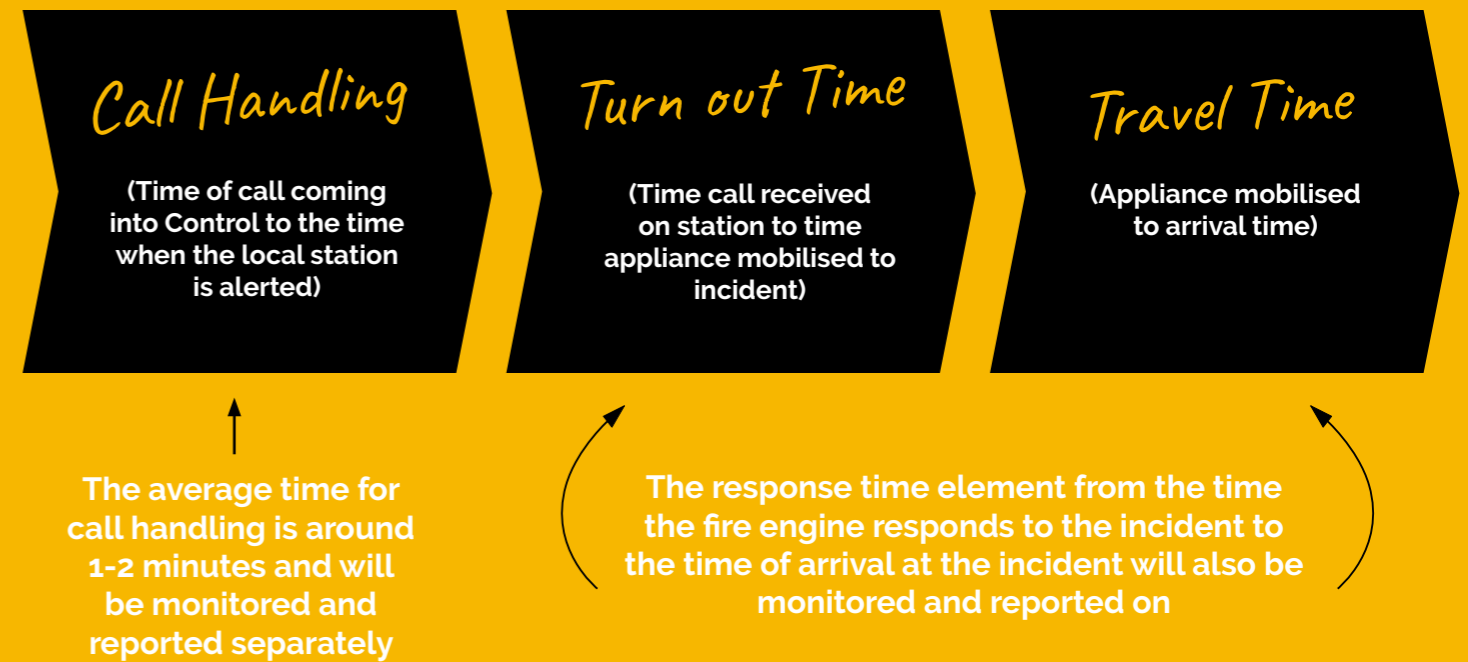
-  Pump (wholetime)
-  Pump (on call)
-  Pump (day crewed)
-  Small Incident Unit
-  Aerial (wholetime)
-  Aerial (dual crewed)

RESPONSE TIMES

A national inspection in 2019 reported that it was undesirable for us not to have a set of response standards for how quickly we respond to 999 calls. We currently aim to get to emergencies as fast as we can, every time. We will continue to do this, but we also aim to become more sophisticated in how we allocate our resources and respond to emergencies based on two specific factors:

1. The level of risk that exists within different areas of the county, and
2. The severity of the incident we are called to attend

Our total response time is made up of the length of time it takes for a 999 call to be handled, a fire engine to be mobilised, firefighters to crew that fire engine and the travel time for that fire engine to arrive at an incident. The overall response time can be broken down into different elements, as shown below:



All three elements of the total response time are important, but the second two elements (turn out time and travel time) determine the most appropriate location of our fire stations and the staffing models we use. They are also the critical element of the response times which we plan to set.

Most fire services use a set of expected response times which varies according to factors such as whether someone's life is at risk and according to the level of risk in a particular area. Adopting this approach will allow us to ensure we are placing resources in the right places at the right time to best protect the communities we serve.

To be really clear, we will still aim to get to each emergency as fast as we can, but having a set of response times means we can measure our performance to ensure we are delivering the best possible service to our communities with the resources we have available to us.

To inform our response times, we have used some of the information and data described in the Community Risk Management Modelling section to produce a risk map of the county. This will determine three risk categories (High, Medium and Low). Next, we turn our attention to the different types of incident, shown in the table below. Each is given a risk category (High, Medium and Low) based on the type of incident and the respective risk to life.

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Accidental Dwelling Fire	Fire	A – High Risk
Accidental Primary Other Fire	Fire	A – High Risk
Deliberate Primary Fire	Fire	A – High Risk
Non Domestic Property Fire	Fire	A – High Risk
Special Service Life at Risk	Special Service	A – High Risk
Special Service Other	Special Service	B – Medium Risk
Accidental Secondary Fire	Fire	C – Low Risk
Chimney Fire	Fire	C – Low Risk
Deliberate Secondary Fire	Fire	C – Low Risk
False Alarm due to Apparatus	False Alarm	C – Low Risk
False Alarm Malicious	False Alarm	C – Low Risk
False Alarm Good Intent	False Alarm	C – Low Risk

In developing our response times for the county, we employed the skills of a specialist risk management consultancy, who analysed our method for assessing risk in addition to looking back at our performance over the past three years. This included a detailed analysis of the response times to the areas of risk we have identified that in turn informed us about what our response times should be. From this work, we have determined the response times in the table below:

Risk Category (Community)	Incident Type		
	High Risk	Medium Risk	Low Risk
High	7 minutes	9 minutes	11 minutes
Medium	9 minutes	11 minutes	13 minutes
Low	11 minutes	13 minutes	15 minutes

The service has a system where we can monitor in real time our performance against these response times. We have a fire cover committee who have a responsibility to look at our performance against these times and to consider ways to improve response times or highlight specific issues that can then be considered in our future planning. The service also reports on performance against these response times as part of our corporate performance reporting.'

We have GPS information showing where each fire engine is located at all times and we can determine the closest resource to send to any emergency when it occurs. We are also planning to introduce some more technology to assist this process in the coming months. There will be occasions when we will be unable to arrive at an incident within our response time and this can be for a variety of reasons (for example, traffic congestion) but we will endeavour to understand why and seek to continually improve in order to prioritise our response performance at all times.

Our target is to achieve our response time standards on 80% of occasions.

	2021/22	2022/23
Our overall service response standard achievement	87%	84%
Our average response time across all incidents and risk types	7 minutes and 38 seconds	8 minutes and 8 seconds



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RESILIENCE

Occasionally, we experience large scale incidents that require us to call in support from other fire and rescue services.

This is captured in regional and national resilience arrangements. Not only do we sometimes request support we will send firefighters and equipment from South Yorkshire to help other services if they are dealing with a major emergency. Being resilient means we must have such plans in place and this also ensures we can still deal with any normal activity across the county whilst also resourcing a large scale incident that may last several days or longer.

National resources are strategically located within fire and rescue services throughout the UK to provide an emergency response to larger scale incidents and disasters. In South Yorkshire, we host a suite of specialist resources that can be deployed anywhere in the UK. These include a High Volume Pump (HVP) which is used for widespread flooding incidents where greater pumping capacity is required. We also have a Detection Identification and Monitoring (DIM) vehicle, which can be used to identify and monitor hazardous substances.

These resources are not only available for national deployment- they can also be used to support local response to any incident where they would be required within South Yorkshire.

WHAT WE'RE GOING TO DO

Following the development of our risk model and associated response time arrangements, over the course of this plan we now intend to:

1. Further develop our risk model so that we use even more sophisticated datasets to plan our prevention, protection and response work and distribute our resources accordingly

2. Introduce the expected response time standards we've described in this plan, so that our performance can be more effectively measured and we can deliver an even better service to local people

3. Review our special attributes so that we can make sure we have the right vehicles and skills in the right places, according to our risk model. A Specialisms Programme is being set up for this purpose

4. Further target our prevention and protection activity at the people and places where they will have the greatest impact, based on our risk model

MONEY AND RESOURCES

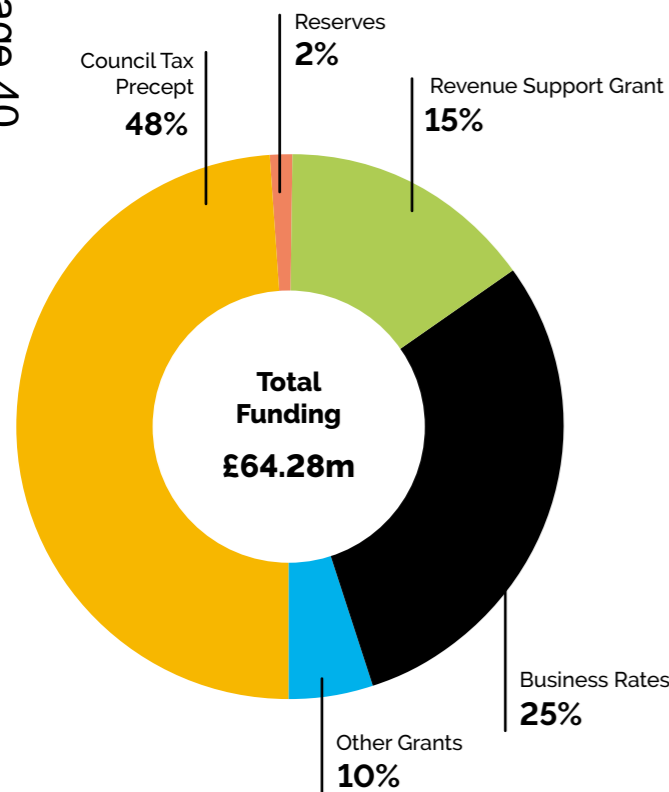
South Yorkshire Fire & Rescue is funded by taxpayers- so we need to use our resources efficiently, effectively and be transparent in how we spend their money.

Our money and resources must be spent on addressing the risks in our region.

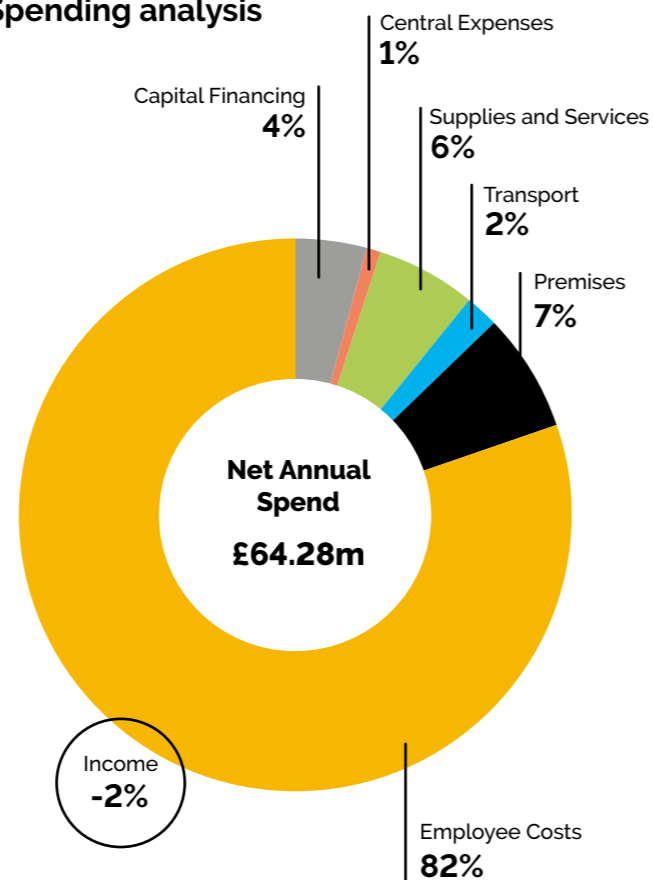
We identify the risks and how to manage them in our CRMP- balancing our resources between protection, prevention and emergency response to reduce local risk and respond as best as we can with the resources we have. Our financial plans need to reflect our risk management plans therefore.

Government Funding

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Spending analysis



These charts, based on our latest income and expenditure figures, show where our money comes from and how it is spent.



Our funding comes from local council tax payers and business rates, plus central government grants. A costs of living crisis for council tax payers, difficult economy for business and government debt with many competing funding priorities, mean there are few opportunities to increase our funding.

Our annual budgeted expenditure is £65m in 2023/24. Inflation has increased our costs more than our funding has increased, in recent years.

Of this £65m, more than 80% is spent on our people- our most valuable resource. We employ around 1,000 people with almost three quarters of them firefighters and control staff. The rest are corporate staff. With such a significant investment in our people, it is vital our culture is inclusive so all of our colleagues can be their best and serve all of our community.

The remainder of our annual budget is spent on our running our properties, vehicle fleet and buying supplies and services to deliver our services. We must also repay the debt which has funded our capital expenditure.

As our funding is unlikely to increase, we must continually review where we can do things differently to generate savings (or efficiencies) so we can reinvest in improving our service to the public.

Our assets are valued at around £60m. This includes nearly £52m of land and buildings and £7m of vehicles, plant and equipment. In the coming years we aspire to achieve net zero carbon emissions, maintain safe assets and use technology to optimise our use our resources while protecting our data. We plan to invest around £8m a year in our assets to achieve this. As at 31 March 2023 we have £23m of loans from previous investments.

New investments will also be funded from loans, where they cannot be funded from disposals or reserves.

As at 31 March 2023, we reported £18m of reserves, or previous accumulated surpluses. These are all earmarked to cover known or potential costs and deficits. Deficits are expected as costs continue to increase higher than our funding. They may be higher than we plan for, as our funding is not yet confirmed. Until we are more confident about our future funding, we will maintain higher reserve levels. Ideally, we need to break-even or better each year to become financially sustainable.

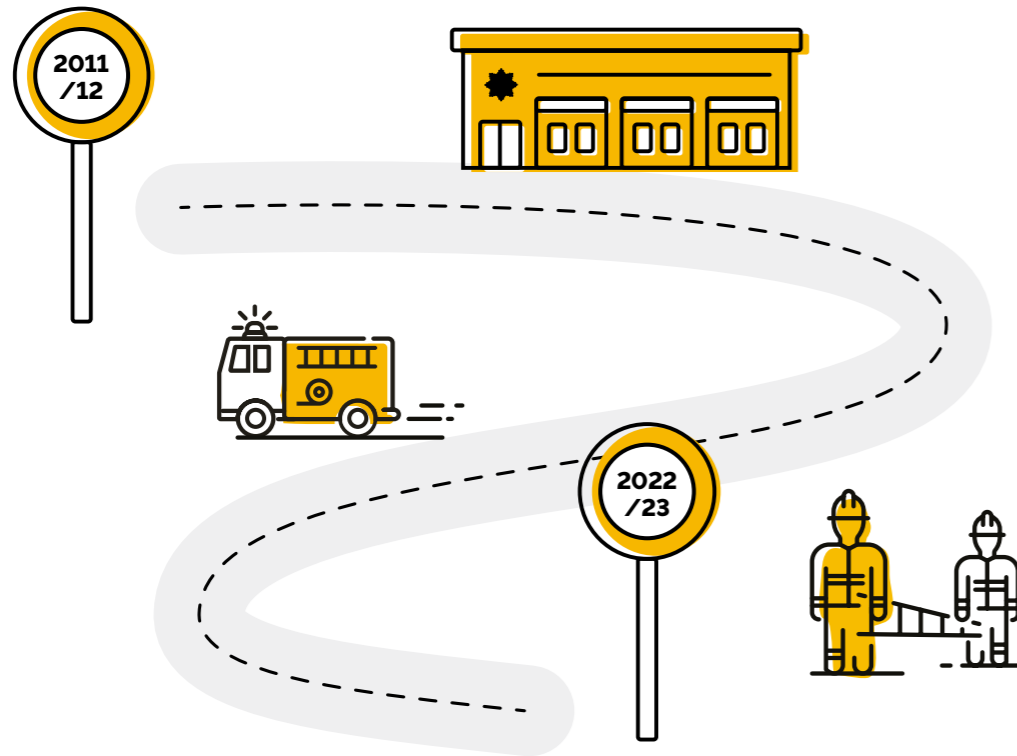
Ultimately, we must deliver the best possible value services to the communities of South Yorkshire. This is one of the areas we are assessed against by His Majesty's Inspectorate.

Our journey so far

Funding reductions and other factors mean we have redesigned our service since 2010- moving fire stations, removing fire engines, changing duty systems and changing support services.

We have focussed on aligning service delivery to risk and demand and the results of this are captured elsewhere in this plan. However, it can be helpful to reflect on how the service has evolved in more than a decade of change.

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	2011/12	2023
Wholetime and on-call firefighters	894	683
Control staff	42	33
Corporate staff	259	254
Fire stations	23	21
Incidents	15,030	16,037*

The figures shown represent actual staff headcount (not posts). These figures are taken from 31 March 2023 and therefore only represent a snapshot from that date. These figures do not include contingency, agency workers or external secondments.

EFFICIENCIES AND INVESTMENT

The service recognises the financial challenges as described in the previous section. To deliver an efficient service, we will continue to consider ways of improving our service whilst operating in a cost effective way. However, if the level of investment in the service drops significantly and we need to make large-scale savings, then we will have to consider a range of options. These will include:

- Matching our response resources to the risks we identify through our risk modelling
- How we crew our fire stations (duty systems)
- When we crew our fire stations (peak period crewing)
- The number of firefighters we crew a fire engine with
- Increased use of 'on-call firefighters'
- Service support reviews and potential restructures of support functions
- More flexible employment contracts

We are always mindful that we operate in an uncertain financial context and we will always seek sensible ways to be more efficient. As can be seen on the previous page, we have seen significant reductions to our workforce since 2011/12. We will consider how we can operate more efficiently and effectively and any proposals that see changes to establishment posts will be subject to approval at the Fire and Rescue Authority, following internal and external consultation where appropriate. In 2019, the service consulted on proposals to staff fire engines with four firefighters and these were approved by the Fire Authority. However, we will continue to staff our fire engines with five firefighters wherever possible and consider alternative ways to generate savings if they are required.

Our investment plan will also be prepared following a series of internal meetings to determine what our service currently delivers and what demands are being placed on us in the future. The investment plan will also take account of any recommendations given to us through our inspection programme and we have an on-going 'Service Improvement Plan' that may require us to invest in some areas of the service.

An example of this is where we have invested in our fire protection services in response to the Grenfell Tower fire and the increased demands around ensuring commercial buildings are as safe as they can be.

We now hold an annual workforce planning event which allows managers from all functions within the service to request additional resources, if they feel they are required. Service leaders will then make decisions on the areas that require investment following a gap analysis against what the service needs to deliver to make our communities as safe as they can be.



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SOUTH YORKSHIRE FIRE & RESCUE AUTHORITY

Meeting	FIRE & RESCUE AUTHORITY
Meeting Date	15 JANUARY 2024
Report of	CHIEF FIRE OFFICER/CHIEF EXECUTIVE
Report Sponsor(s)	DIRECTOR OF PEOPLE AND CULTURE
Subject	PEOPLE STRATEGY 2024-2027

EXECUTIVE SUMMARY

The Fire and Rescue Authority (FRA) approved the Service's first formal and comprehensive People Strategy in 2018 and each year received an evaluation of the progress to achieve the strategic objectives identified within the strategy.

Having reviewed the people requirements of the Service's plans for the next three years and expectations on the fire and rescue sector nationally, a new People Strategy for 2024-2027 has been prepared.

Our new People Strategy will set out the destination for 2027 and the people priorities we will focus on. It will underpin our key plans and strategies and identify the critical workforce and development activities that will be undertaken to ensure we deliver our priorities.

RECOMMENDATION(S)

Members are recommended to:-

- a) Approve the People Strategy for 2024-2027

CONTENTS

Appendix 1: People Strategy 2024-2027

CONTRIBUTION TO OUR ASPIRATIONS

- Be a great place to work-** we will create the right culture, values and behaviours to make this a brilliant place to work that is inclusive for all
- Put people first-** we will spend money carefully, use our resources wisely and collaborate with others to provide the best deal to the communities we serve
- Strive to be the best in everything we do-** we will work with others, make the most of technology and develop leaders to become the very best at what we can be

CONTRIBUTION TO SERVICE IMPROVEMENT

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

The People Strategy 2024-2027 contributes to all of the above and this is detailed in the strategy.

OPPORTUNITIES FOR COLLABORATION

- Yes
- No

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

We are actively exploring collaboration with national, regional and local partners and organisations.

CORPORATE RISK ASSESSMENT AND BUSINESS CONTINUITY IMPLICATIONS

1. A corporate risk relating to culture has already been identified and mitigating actions have been identified.

EQUALITY IMPACT ASSESSMENT COMPLETED

- Yes

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

Summary of any Adverse Impacts Identified:	Key Mitigating Actions Proposed and Agreed:
None at this stage, see below	

- No
- N/A

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

EqlAs will be completed as required for actions identified

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 and safety risks

SCHEME OF DELEGATION

2. 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

3. 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, Director of People & Culture
	e-mail:	skelsey@syfire.gov.uk
	Tel no:	0114 2532214

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People Strategy

2024 - 2027



Document Control

Title of Document	People Strategy
Document Class	Strategy
Document Owner (Name, Job Role)	Sue Kelsey, Director of People and Culture
Document Author (Name, Job Role)	Sue Kelsey, Director of People and Culture
Approved By	Fire and Rescue Authority (FRA)
Date Created	August 2023
Issue Date	January 2024
Current Version	V2.0F
Review Period**	Evaluated annually, refreshed every 3 years
Next Review Date	08/2026
Equality Assessment	Attached
Related Policies	Equality, Diversity and Inclusion Strategy; Workforce Development Strategy; Health and Wellbeing Strategy

**delete as appropriate*

*** Policies should be reviewed annually where possible.*

Change Management

Name	Position	Version	Date
Sue Kelsey	Director of People and Culture	0.1d	08/2023
Sue Kelsey	Director of People and Culture	0.2d	11/2023
Sue Kelsey	Director of People and Culture	2.0F	12/2023

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People Strategy 2024 - 2027

1. Introduction

Welcome to the People Strategy for South Yorkshire Fire and Rescue (SYFR) for 2024 - 2027. Our vision is 'Making South Yorkshire safer and stronger' and we will strive to achieve this by delivering a professional, innovative and effective service with our communities at the heart of everything we do.

Our People Strategy plays a critical role in developing our culture and ensuring a modern, sustainable and healthy working environment for our staff. Our aspirations and behaviours (below) are at the heart of this and **how** our staff do things is as important as **what** we do.

We want to be a leading Fire and Rescue Service (FRS). To achieve this, we have a set of aspirations, which form the basis of everything we do:

Be a great place to work – creating the right culture, values and behaviours to make this a brilliant place to work that is inclusive for all.

Put people first – spending money carefully, using our resources wisely and collaborating with others to provide the best deal to the communities we serve.

Strive to be the best in everything we do – work with others, make the most of technology and develop our leaders to help us to become the very best at what we can be.

To achieve these aspirations we will:

Employ the best people – attract and retain the best people and support our current staff to deliver our aspirations.

Be brave – have the courage to do things differently. Doing the right thing not just the easiest thing and learn from our mistakes.

Put our communities first - put the interests of the public, the community, and service users first.

Champion Equality, Diversity, and Inclusion (EDI) - we will continually recognise and promote the value of EDI, both within SYFR and the wider communities in which we serve. We will stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations, and celebrate difference.

We need all our staff, regardless of rank and role, to display the behaviours:

Honesty – be open and honest in everything

Integrity – do what we say we will do and follow through on promises

Respect – respect people and trust them to do a good job

Leadership – be positive role models, always demonstrating flexibility and resilience and challenging behaviour that falls short of the highest standards.

2. Strategic Purpose

Our People Strategy sets out six inter-related strategic themes which will support the delivery of our service strategic priorities and further embed our aspirations and behaviours:

- Culture
- Leadership
- Inclusion & Diversity
- Wellbeing
- Development
- Flexibility

3. Alignment to Strategic Priorities

SYFR's Community Risk Management Plan (CRMP)

The People function support the development, delivery and the review of the CRMP. This includes:

1. Supporting the development, implementation and review of duty systems and team structures to ensure we have appropriate and flexible resources across the Service.
2. Facilitating the recruitment of staff across all areas of the Service to ensure we have the required level of resources.
3. Supporting the identification of training needs and helping to co-ordinate the delivery of learning and development to ensure we have the required skills to meet identified risks.
4. Embedding inclusivity across the service and leading on positive action planning to bring about an increase in diversity in all roles, so that we understand better and meet the needs of our diverse communities.
5. Working with all managers to ensure we have effective workforce and succession planning arrangements in place for long-term planning.
6. Providing support and advice to all staff on their health and wellbeing and helping to manage attendance and productivity at work.
7. Ensuring that the People Strategy supports the development and delivery of the CRMP and all other service strategies.

Service Plan

All our activities support the organisations agreed Service Plan 2023-2024 with a particular focus on:

- **Leadership:** The People function supports the delivery of training and development for all our managers and leaders, whether through in-house short courses and workshops; e-learning; apprenticeships and external training; coaching and mentoring. We have a number of current projects and programmes focusing on development and pathways to progression that will further develop and enhance the capabilities of all our managers. This includes managing behaviours and performance so that we are embedding a culture where everyone can thrive and be their very best at work.

- **Inclusion, diversity and culture:** The People function, in consultation with key stakeholders, develops the strategy and direction for all our work on inclusion, diversity and culture and will support the entire workforce to deliver on our targets and desired outcomes. We currently have an overarching culture programme that co-ordinates all of this work, with a number of projects and work-streams that support this.
- **Performance information:** The People function works closely with other corporate teams to provide real time people-related data and intelligence to inform decisions of leaders and drive improvements across the Service. This includes data to inform workforce planning, skills and competencies, absence management, health and wellbeing and case management.
- **Efficiency:** The People function supports the Service to achieve required efficiencies through effective management of people-related issues that impact on performance and productivity and through effective workforce planning.
- **Service delivery improvements:** In addition to the above, the People function support all service delivery initiatives as inevitably most have a people element to them.

4. Professional Fire Standards

The Fire Standards Board has been set up to oversee the identification, organisation, development and maintenance of professional standards for fire and rescue services in England. Many of the Fire Standards apply to the People function to some extent. The People function are particularly involved in the identification, mapping, or implementation of the following Fire Standards.

- Code of ethics
- Leading the Service
- Leading and Developing People



5. Service Delivery

The table below sets the plan for how we will deliver the strategy and how we know if we have achieved this.

Strategic Aims:	Strategic Objectives:	Key measures of success:
<p>CULTURE</p> <p>We will improve public trust and confidence in our service through delivery of services that are inclusive, safe and professional</p> <p>We will work hard to make this an inclusive and safe place to work, where all our people are valued, supported and able to thrive</p>	<p>We will:</p> <p>Understand our culture - what it feels like and how it influences what happens – through comprehensive culture surveys, supported by ongoing regular pulse surveys</p> <p>Nurture a positive culture, promoting practices that give everyone the confidence to speak up to enable early intervention to address poor behaviours</p> <p>Encourage our people to have a voice, contribute and offer constructive challenge, through a variety of channels</p> <p>Provide clarity of vision and expectations, ensuring all staff understand the link between individual contribution and service success</p>	<p>Surveys will highlight increasingly positive results and survey action plans will be positively managed and outcomes achieved</p> <p>An increase in the number of informal grievances and conduct issues as concerns are addressed and managed locally</p> <p>Continued growth and success of employee engagement through our staff groups, surveys, watch and team visits</p> <p>There is a measurable understanding across the Service of our plans and priorities and performance standards and how each of us contributes to these, using the Personal Review (PR) process to record this</p>
<p>LEADERSHIP</p> <p>Develop our leaders, strengthen our succession planning and manage our talent to promote a positive and productive workplace culture</p>	<p>We will:</p> <p>Implement our plans to attract, develop and retain the right leaders who can energise their teams, encourage flexibility and innovation and proactively manage continuous improvement</p> <p>Embed the new 360 degree process for all leaders and align with the personal review process</p> <p>Refresh our development programme for all leaders and</p>	<p>A reduction in the number of vacant management posts; growth in the number of successful applicants for progression and lower levels of unplanned manager turnover</p> <p>360 process is understood, valued and fully utilised by all staff via the PR process</p> <p>All leaders are aware of and access the development opportunities available to them</p>

Strategic Aims:	Strategic Objectives:	Key measures of success:
	<p>managers, ensuring this covers key skills</p> <p>Review all existing leadership pathways and introduce a new pathway for aspiring leaders</p> <p>Refresh our coaching and mentoring offer for leaders</p> <p>Meet the new professional standards for leadership in fire and rescue services</p>	<p>Evidence, through PR's, that we are allowing individuals to progress based on their ability and understand their career aspirations</p> <p>Coaching and mentoring available to all leaders either within or external to the service</p> <p>Gap analysis completed, action plan in place and good progress against all actions</p>
<p>INCLUSION & DIVERSITY</p> <p>Embed inclusion across the service so all staff can thrive and ensure positive action is translating into genuine recruitment and retention outcomes</p>	<p>We will:</p> <p>Implement the new EDI strategy for 2024 – 2026 and progress actions identified to meet the strategic objectives</p> <p>Further empower all staff groups to help us drive workplace improvements</p> <p>Set realistic goals for positive action initiatives to be delivered by all areas of the Service</p> <p>Improve the quality of our Equality Impact Assessments (EqIAs) and provide support to owners to monitor and evaluate outcomes</p> <p>Improve awareness across the service of disability in the workplace, particularly neurodiversity, and review and improve support provided</p>	<p>New strategy communicated to all staff and aims understood, evidenced by the pulse survey</p> <p>Positive feedback from all staff groups and joint staff group</p> <p>Goals are achieved or exceeded and we see improvements in diversity in recruitment and in progression opportunities</p> <p>Internal and external scrutiny of EqIAs identifies improvements in quality and impact and delivery of outcomes</p> <p>Increase in declaration of disabilities and evidence that staff are being supported appropriately</p>
<p>WELLBEING</p> <p>Continue to promote a resilient and healthy workforce, with an ongoing focus on positive</p>	<p>We will:</p> <p>Complete consultation and implement the new Health and Wellbeing strategy for 2024 – 2026</p>	<p>New strategy communicated to all staff and aims understood evidenced by the pulse survey</p>

Strategic Aims:	Strategic Objectives:	Key measures of success:
<p>mental health and wellbeing</p>	<p>Introduce voluntary health screening for all staff to support early identification of potential issues and improve resilience</p> <p>Extend the current Bluelight Champion role to a new broader Wellbeing Champion role and recruit additional volunteers to undertake this role</p> <p>Consider the issues of ageing in our workforce, particularly in operational roles</p> <p>Work towards achieving the Oscar Kilo (OK) framework and Safe Effective Quality Occupational Health Service (SEQOHS) standards</p> <p>Prepare for and deliver a wellbeing survey of all staff with results and planned actions communicated to all staff</p>	<p>All staff aware of the service and reasonable level of engagement</p> <p>New roles created and embedded with appropriate level of volunteers</p> <p>The impact of working longer is recognised and staff report feeling supported in planning for this</p> <p>Good progress can be evidenced against the framework and standards</p> <p>Survey delivered and all staff aware of outcomes and plans to make improvements</p>
<p>DEVELOPMENT</p> <p>Continue to embed talent management, shaping the workforce to meet service needs and support staff to reach their full potential</p>	<p>We will:</p> <p>Review development pathways for all roles to harness talent, improve retention and allow individuals to progress as much as possible within the service or sector</p> <p>Develop a continuous skills audit process for all roles across the service to analyse the distribution of skills, qualifications, and other work-related abilities</p> <p>Further develop the personal review (PR) process and system to ensure all staff are provided with training and development opportunities appropriate for their role</p>	<p>Clear pathways identified, communicated and understood with visible improvements in staff satisfaction and retention</p> <p>Continuous process for gaps in skills, qualifications and abilities identified and addressed through learning and development</p> <p>Evidence of increased and improved use of the PR system that evidences improvements in performance as a result of learning and development opportunities provided</p>

Strategic Aims:	Strategic Objectives:	Key measures of success:
<p>FLEXIBILITY</p> <p>Develop ways of working that are able to respond to community risk needs and post-pandemic ways of working</p>	<p>We will:</p> <p>Support the continuous improvement of all firefighter availability through updates and changes to people policies and service delivery models</p> <p>Further embed agile working for corporate roles with increased facility for working across the SYFR estate</p> <p>Review arrangements for “non-standard” employees and workers</p>	<p>Noticeable improvements in all firefighter availability and reduction in overtime</p> <p>Reviewed and refreshed Agile Working policy and individual staff assessments and positive feedback on agile working facilities</p> <p>Assurance that appropriate arrangements are in place to meet service delivery requirements</p>

6. Accountability and Governance

The People Strategy directs and informs the People Function Plan, supporting the delivery of SYFR strategic plans and directing the work of the people function.

The People Strategy is approved by the Fire and Rescue Authority and progress against the objectives are scrutinised by the People and Culture board. An evaluation of progress and outcomes is prepared each year and presented to the Fire and Rescue Authority via the People and Culture board and Corporate Management board.

The Director of People and Culture oversees the implementation of the strategy and is accountable for the delivery, via the work of the People Function management team.

7. How we will measure success

People Function managers and teams will proactively assess and monitor performance by utilising local knowledge and the various services’ intelligence databases.

This strategy will be measured via the **key measures of success captured in section 5**, and via existing performance measures built into the service, including:

- Existing Key Performance Indicators (KPIs) and Local Performance Indicators (LPIs), presented internally and externally via existing reporting
- Service improvement and HMICFRS Areas for Improvements will primarily be managed by the SHOAL system, the Service Improvement Board and via the relevant governance.
- People Function reporting as outlined within the CRMP

Appendix A: Equality Impact Assessment (EqIA) for the People Strategy

South Yorkshire Fire & Rescue – Equality Analysis Template

Policy / Project / Function	People Strategy 2024 - 2027	Date of Analysis			November 2023
Analysis Rating: please tick 1 box ✓ <small>(The analysis rating is identified after the analysis has been completed - See Completion Notes).</small>	RED	AMBER	GREEN ✓	Proportionate means achieving a legitimate aim/can be objectively justified.	
Please list methods used to analyse impact on people (e.g. consultations forums, meetings, data collection)	<p>The impact of the work to deliver the People Strategy will be on a wide range of stakeholders, including all areas of the People Function. There will be an additional range of stakeholders that will provide advice, guidance and support in many areas. The identification of the stakeholders will form part of function and team plans.</p> <p>This is an overarching analysis as individual actions within the strategy will also have EqIAs completed.</p>				
Please list any other policies that are related to or referred to as part of this analysis	Most of the services people policies will be impacted in some way by the new People Strategy and as review dates come up the polices will be reviewed with this in mind.				
Please list the groups of people potentially affected by this proposal. (e.g. applicants, employees, customers, service users, members of the public)	The delivery of the People Strategy is for the benefit of all employees and potential employees and will result in a better service to the members of public accessing and receiving our services.				
What are the aims and intended effects of this proposal (project, policy, function, service)?					
<p>Our People Strategy plays a critical role in developing our culture and ensuring a modern, sustainable and healthy working environment for our staff. Our aspirations and behaviours (below) are at the heart of this and how our staff do things is as important as what we do:</p> <p>We want to be a leading fire and rescue service. To achieve this, we have a set of aspirations which form the basis of everything we do:</p> <p>Be a great place to work – creating the right culture, values and behaviours to make this a brilliant place to work that is inclusive for all.</p> <p>Put people first – spending money carefully, using our resources wisely and collaborating with others to provide the best deal to the communities we serve.</p> <p>Strive to be the best in everything we do – work with others, make the most of technology and develop our leaders to help us to become the very best at what we can be.</p>					

To achieve these aspirations we will:

Employ the best people – attract and retain the best people and support our current staff to deliver our aspirations.

Be brave – have the courage to do things differently. Doing the right thing not just the easiest thing and learn from our mistakes.

Put our communities first - put the interests of the public, the community, and service users first.

Champion equality, diversity, and inclusion - we will continually recognise and promote the value of EDI, both within SYFR and the wider communities in which we serve. We will stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations, and celebrate difference.

We need all our staff, regardless of rank and role, to display the behaviours:

Honesty – be open and honest in everything

Integrity – do what we say we will do and follow through on promises

Respect – respect people and trust them to do a good job

Leadership – be positive role models, always demonstrating flexibility and resilience and challenging behaviour that falls short of the highest standards.

Our People Strategy sets out six inter-related strategic aims which will support the delivery of our service strategic priorities and further embed our aspirations and behaviours:

- Culture
- Leadership
- Inclusion and Diversity
- Wellbeing
- Development
- Flexibility

Is any Equality Data available relating to the use or implementation of this proposal (policy, project, or function, service)? Please Tick ✓ (See Completion notes)

Annual workforce profile report; data from recruitment and progression processes;

List any Consultations e.g., with employees, service users, Unions or members of the public that has taken place in the development or implementation of this proposal (project, policy, function)?

The Service has a duty to determine strategy for all people-related matters. This strategy has been developed in consideration of the aims and strategic objectives of the Service for 2024 – 2026. As actions for each of the strategic objectives are identified, these will be the subject of consultation with all key stakeholders.

Financial Analysis If applicable, state any relevant cost implications (e.g. expenses, returns or savings) as a direct result of the implementation of this policy, project, or function.

Costs (£)	Projected Returns £
Will be identified as actions are developed	Will be identified as actions are developed
Implementation £	Projected Savings £
Will be identified as actions are developed	Will be identified as actions are developed

What impact will the implementation of this proposal have on people who share characteristics protected by The Equality Act 2010 ?				
✓ (See Completion notes)				
Protected Characteristic:	Neutral Impact:	Positive Impact:	Negative Impact:	Evidence of impact and if applicable, justification if determining proportionate means of achieving legitimate aims exists
Sex (Men and Women)		X		The aim of the People Strategy is to have a positive impact on all employees through the actions identified from the strategic objectives, particularly those specific to inclusion and diversity
Race (All Racial Groups)		X		As above
Disability (Mental, Physical, and Carers of Disabled people)		X		As above
Religion or Belief		X		As above
Sexual Orientation (Lesbian, Gay, Bisexual, and Straight)		X		As above
Pregnancy and Maternity		X		As above
Marital Status (Married and Civil Partnerships)		X		As above
Gender Reassignment (Includes non-binary)		X		As above
Age (People of all ages)		X		As above

What impact will the implementation of this proposal have on people who are impacted by and / or local factors that sit outside the Equality Act 2010 (non-legislative). Examples include social economic factors (i.e. poverty and or isolation), caring responsibility, unemployment, homelessness, urbanisation, rurality, health inequalities any other disadvantage. ✓ (See Completion notes)				
Identified impact non-legislative factor.	Neutral Impact:	Positive Impact:	Negative Impact:	Evidence of impact and if applicable, justification if determining proportionate means of achieving legitimate aims exists
Community Impact		X		As identified in the National Fire Chiefs' Council's (NFCC's) EqIA for the introduction of the Core Code of Ethics, we need to ensure that mechanisms are in place that support it to understand the needs of our communities, our reach within the community, and that our communities have fair and equitable means of challenging the organisation should it need to, on ethical grounds.

This Equality Impact Analysis was completed by: (Name and Department):

Sue Kelsey, Director of People & Culture

SOUTH YORKSHIRE FIRE & RESCUE AUTHORITY

Meeting	FIRE & RESCUE AUTHORITY
Meeting Date	15 JANUARY 2024
Report of	CHIEF FIRE OFFICER & CHIEF EXECUTIVE
Report Sponsor(s)	ASSISTANT CHIEF FIRE OFFICER/ DIRECTOR OF SERVICE IMPROVEMENT
Subject	SERVICE PLAN 2023-24 UPDATE

EXECUTIVE SUMMARY

This report provides an update for each of the priorities and actions in the SYFR Service Plan 2023-24.

RECOMMENDATION(S)

Members are recommended to:-

- a) Note the progress against the priorities and actions in the Service Plan 2023-24 and provide further scrutiny and support to enable continuous service improvement.

CONTENTS

Main Report

Appendix A – Progress against the Service Plan 2023-24 priorities and actions.

BACKGROUND

1. The Service Plan 2023-24 was approved by the Fire and Rescue Authority (FRA) in February 2023. There are six priorities identified in the plan, which the Service wishes to focus on in the next three years, with some immediate actions for each during 2023/24.
2. There are lots of objectives that we want to achieve as an organisation, but trying to accomplish all of them to our high standards all at once is very difficult. That is why we felt it was important to prioritise our work, so that everyone is clear on what we are trying to achieve.
3. Publishing an action plan makes the Service more accountable to both the staff and the public.
4. The six priorities are; efficiency; sustainability; leadership; performance information; inclusion, diversity and culture; and service delivery improvements.
5. We believe there has been positive progress against the actions that we said we would do in 2023-24. Appendix A provides a progress report for each of the priorities and actions.

NEXT STEPS

6. Note the progress against the Service Plan 2023-24 priorities and actions in Appendix A.
7. A session to review the Service Plan 2023-24 was held at the end of 2023. The Service Plan will be refreshed and presented to Members prior to the start of the financial year 2024-25.

CONTRIBUTION TO OUR ASPIRATIONS

- Be a great place to work-** we will create the right culture, values and behaviours to make this a brilliant place to work that is inclusive for all
- Put people first-** we will spend money carefully, use our resources wisely and collaborate with others to provide the best deal to the communities we serve
- Strive to be the best in everything we do-** we will work with others, make the most of technology and develop leaders to become the very best at what we can be

CONTRIBUTION TO SERVICE IMPROVEMENT

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

This report monitors progress against the priorities outlined in the SYFR Service Plan 2023-24. The priorities support progress against and provide evidence for HMICFRS inspection, Fire Standards and Fit for the Future. Some priorities also support the delivery of the Community Risk Management Plan (CRMP), for example Service Delivery Improvements.

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 has been considered and utilised across the priorities as appropriate.

CORPORATE RISK ASSESSMENT AND BUSINESS CONTINUITY IMPLICATIONS

- 8. The creation of the Service Plan was in part undertaken via a Senior Leadership Team planning workshop, which included feedback from staff and consideration of service risks.

EQUALITY IMPACT ASSESSMENT COMPLETED

- Yes

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

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

- No
- N/A

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

If required, an equality impact assessment has 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:

All subsequent business change or policy change will hold the responsibility for this locally.

SCHEME OF DELEGATION

9. 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

10. 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.

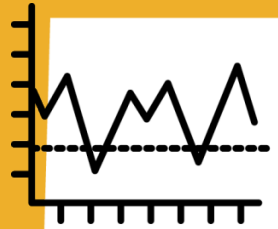
List of background documents		
Service Plan 2023-24		
Report Author:	Name:	Carolyn Winter, Service Improvement Manager
	e-mail:	cwinter@syfire.gov.uk
	Tel no:	0114 2532224



South Yorkshire
FIRE & RESCUE

SERVICE PLAN 2023-24

Progress on priorities and actions



Efficiency



Actions	Progress
<p>In 2023-24 we said we will:</p> <ul style="list-style-type: none">• Identify inefficiencies and prioritise• Review our capital spending programme• Assess all non-pay budgets to identify revenue savings where possible	<p>We have published a Productivity and Efficiency Plan 2023, which members received in June 2023. The National Fire Chiefs Council (NFCC) and the Local Government Association (LGA) proposed 2% efficiencies across non-pay spending in English fire and rescue services and a productivity increase of 3%. The plan explains how South Yorkshire Fire and Rescue will deliver these efficiencies and increase productivity against national targets, ensure a balanced budget and deliver value for money. Progress against this plan is being monitored.</p> <p>Efficiencies offered by budget holders have been captured in the 2024-25 Medium Term Financial Plan (MTFP). This was presented to Members at the 20 November 2023 FRA meeting. If delivered, these efficiencies would represent a 16% reduction when compared to the non-pay budget. The efficiencies for the final two years of the MTFP have been included at 2% of non-pay, the budgets have been reduced but the specific efficiencies are yet to be identified. It is likely that future funding will be tied to increasing efficiency and productivity targets.</p> <p>The capital programme has been refreshed as part of the MTFP process. The full detail can be found in the MTFP report.</p>

Sustainability



Actions

Progress

In 2023-24 we said we will:

- Identify areas of greatest waste and develop plans to reduce these
- Analyse our energy use and put plans in place to reduce it where appropriate
- Begin to implement the service's green plan

We have begun rolling out recycling facilities across our buildings and have so far installed new labelled recycling bins at Tankersley Fire Station and the new community building at Barnsley. We are now holding regular contract management meetings with our general waste and recycling contractor, Biffa. We have begun improving our record keeping of waste so we can begin to monitor it better.

We delivered the £500,000 Salix Low Carbon Skills Fund project. This piece of work involved producing a heat decarbonisation plan to help us understand opportunities for making our buildings greener. The plan showed that upgrading all of our buildings to net zero carbon would cost circa £15m.

We are encouraging behaviour change by launching an energy saving competition to encourage all our colleagues to take simple actions to save energy such as switching off electrical items when not in use.

We have registered two of our existing solar PV systems on the Smart Export Guarantee Scheme – this means that any extra electricity these panels generate will now be fed into the electricity grid, generating a small amount of income for the service.

We have ensured we are compliant with Display Energy Certificate, Energy Performance Certificate and TM44 (inspection of air conditioning systems) rules.

Energy use went down by 9% in 2022-23. It is thought this is due to the installation of LED lightbulbs and better maintenance of our boilers and heating systems, although a mild winter will have also helped. Our LED lightbulb upgrade project was highlighted as a best practice case study in the National Fire Chiefs Council Sustainability and Climate Change Toolkit.

We are scoping our Electric Vehicle charging infrastructure with local partners.

Members received a comprehensive progress report on the service's green plan in October 2023. This report highlighted that we are making good or partial progress against all the priorities in the green plan.

Leadership



Actions	Progress
<p>In 2023-24 we said we will:</p> <ul style="list-style-type: none"> Review our existing development pathways for junior officers and supervisory managers Develop a revised leadership development offer to this important group of staff Further support the development of sector leadership programmes at a national level 	<p>A project to complete a review of all training and development packages/ folders and production/ delivery of a leadership offer has been established. Crew and Watch Manager development packages have been prioritised.</p> <p>The work on leadership is not progressing as quickly as we would like due to the influx of culture work. For example, we wanted to run Constructive Conversations training for Crew & Watch Managers in 2023, but this will now take place in spring 2024. We hope to put some additional resource into the leadership work in early 2024.</p> <p>We continue to offer leadership development to junior officers and supervisory managers. Examples include Chartered Management Institute courses and in-house training for discipline, grievance and investigation.</p> <p>We have introduced a 360 feedback process in line with the People Strategy and other national drivers. This is being cascaded to all leadership levels. 360 feedback will result in development plans/ objectives for individuals which will be monitored through the personal review process.</p> <p>We have a clear and established development pathway for Business Fire Safety staff.</p> <p>We are learning from our partners to support our future leadership offer. For example, we have spoken to both South Yorkshire Police and Yorkshire Ambulance Service to understand their leadership development pathways and are exploring collaboration opportunities.</p> <p>We are supporting the work of sector leadership programmes where resources allow. For example, we are involved in the NFCC challenging conversations working group. We also work closely with the Fire Standards Board and NFCC to assist in the development and implementation of fire standards for the sector. A number of these fire standards relate to operational competence and leadership and development.</p>

Performance Information



Actions	Progress
<p>In 2023-24 we said we will:</p> <ul style="list-style-type: none">• Better use real time data and intelligence to inform decisions of leaders and drive improvements across the service <p>↳ Improve staff understanding of Orca and the ways it can support their work</p> <ul style="list-style-type: none">• Establish forums to better scrutinise the service's performance at a strategic level• Better use data to inform local plans, performance measures and frontline work	<p>We have streamlined and organised Orca in a more user friendly way, to enable reports to be searched and sorted more effectively. Orca is well used by operational staff to review data and subsequently drive local activity.</p> <p>Orca is still our only share point for reports that have been created in Power BI. We are looking to see if we can improve this further, by increasing our licensing and publishing package that we have, to make the reports/dashboards more interactive and personalised. This ultimately will come down to cost or a different solution will be needed.</p> <p>A review into the performance information and reporting arrangements at the strategic level is currently being undertaken. A discussion paper is due to be presented to senior leaders in January 2024. Local Performance Indicators continue to be developed to drive service improvement.</p> <p>Performance clinics have been re-established. These clinics are held by senior leaders to review, monitor and report on SYFR district and department performance. Their primary role is to support Group and Department Managers to review and improve their area of the service.</p> <p>We continue to develop CFRMIS with a dedicated Business Intelligence Analyst now working on this project.</p> <p>We have started work on the CRMP 2025-28. As part of this we must have a clear understanding of Community risk and foreseeable risks within South Yorkshire. This means analysing data and information from a broad range of internal and external sources and datasets. We have appointed an external provider to undertake a fire cover review that will identify the appropriate level of resources to meet the risk across the service area.</p>

Inclusion, Diversity and Culture



Actions

In 2023-24 we said we will:

- Implement commitments we made to the Fire Authority following London's independent culture review
- Identity and implement better support for neurodiverse staff and those with disabilities
- Further empower staff networks to help us drive workplace improvements
- Set realistic goals for positive action initiatives across all recruitment areas
- Establish a corporate induction programme to further support inclusion
- Continue our improvement journey around staff wellbeing support, including embedding investment in Occupational Health and compliance with our requirements around employee health screening

Progress

We have completed a gap analysis for the commitments we made following the London culture review and progress on this has been reported to Members. We are currently analysing the Review into Workplace Culture at Dorset and Wiltshire Fire and Rescue Service. Members receive regular update reports on the 35 recommendations from the HMICFRS values and culture report and we are reporting these to HMICFRS. We have a Culture Programme of works set up and we are looking to recruit a Culture Programme Lead in the new year.

We have undertaken a staff culture survey and have now received the results. We have communicated the outcome of the survey to staff and initial discussions around action planning have taken place.

The Performance and Scrutiny Board receive regular updates on Equality, Diversity and Inclusion. The FRA also received the Equality, Diversity and Inclusion (ED&I) annual report and the annual Workforce Profile report in September.

Our established staff networks continue to mature and new ones are in development. There have been a number of networking sessions held by these groups so far this year. For example, we held a Black history event in September, Men's and Women's wellbeing days, and LGBTQ+ lunch and learn sessions. We also have the staff engagement group and the staff forum where staff can come together to share experiences and input into organisational activities.

The Disability, Carers & Neurodiversity staff network continues to meet, where staff can talk, share experiences and offer support and advice in a confidential setting. Neurodiversity will be a specific area of work in the new People Strategy 2023-26, which is currently in draft. We have supported campaigns such as Dyslexia Awareness Week.

Inclusion, Diversity and Culture cont.



Progress

Inclusion, Diversity and Culture

We have developed a positive action strategy and a positive action toolkit. These will support teams and individuals to deliver their positive action work. We know lots of positive action work takes place but is not necessarily being recorded as this. We are looking at ways we can capture this work more accurately. Positive action targets are included in District and station plans.

ED&I training continues to take place for all staff, including a one-day face-to-face session with an external trainer. This training helps staff understand the importance of positive action work and that everyone has a role in delivering positive action activities.

A corporate induction programme has been developed. The first one has taken place and is now due to be evaluated. The plan is to hold four of these inductions session per year.

Members receive quarterly progress reports for Occupational Health (OH) via the People and Culture Board and Service Improvement Board update reports. Highlights for the first six months of 2023-24 include:

- The Occupational Health Team has now filled all established roles.
- Policies are being reviewed and refreshed.
- An internal audit has taken place.
- Attendance at critical incidents is now recorded in OH so that we are aware of individuals with high exposure rates and are then able to ensure they are offered further support/ signposting should they require it.
- The Fitness Advisor is now undertaking the Sports Therapy side of his role with a dedicated therapy room available at our Training and Development Centre.

Service Delivery Improvements



Actions	Progress
<p>In 2023-24 we said we will:</p> <ul style="list-style-type: none">• Implement our action plan around incident ground contaminants• Improve the resilience of our emergency response vehicle fleet• Quality assure our prevention and protection work at a local level to ensure it is meeting the needs of our communities <p>Further align our protection work to local risk</p> <ul style="list-style-type: none">• Use the Specialisms Programme to drive further improvements• Improve on-call availability• Improve operational learning and debriefing• Progress National Operational Guidance implementation• Improve interoperability via cross border exercises• Ensure operational risk information is relevant and up to date	<p>The 'Fire Contaminants, Control, Containment and Cleaning Policy' has been published and released to all firefighters. This provides comprehensive information on managing the risk from fire contaminants.</p> <p>Investment has seen the implementation of new equipment and pool stock personal protective equipment (PPE) to improve firefighter safety. New equipment includes cleaning and decontamination equipment stored on all fire appliances to improve personal hygiene, disrobing and bagging up procedures. All stations and the Training and Development Centre have received new external PPE bins to ensure all contaminated PPE remains external to the station therefore preventing cross contamination. Additional pool stock PPE has been purchased and is available in all 4 districts.</p> <p>Current work includes the production a series of instructional videos and an education video to accompany the written policy to promote greater awareness, understanding and compliance. A LearnPro 'Maintenance of Competence' (MOC) package is almost complete and ready to launch. The Health and Safety (H&S) Team are conducting service wide H&S inspections of which 'Fire Contaminants' forms a key part of the schedule. Members receive regular contaminants updates via the quarterly People and Culture Board update reports.</p> <p>We are adding eight new appliances to our fleet and four of these are now on-the-run. As a result, we have additional spare appliances to bolster our resilience. The Fleet Strategy has been reviewed and refreshed and will be published shortly following consultation.</p>

Service Delivery Improvements cont.



Progress

Service Delivery Improvements

Quality assuring our prevention and protection work were Areas for Improvement identified in our 2021/22 HMICFRS inspection report. Progress in these areas are reported to members quarterly in the Service Improvement Board update report. For prevention some quality assurance (QA) work is taking place and an interim QA strategy is being implemented. Some training needs to take place before a full QA and feedback process can be established. Some peer QA work has taken place with West Yorkshire. We are looking at how we can further gather end-user feedback. NFCC have advised that 10% of visits should be quality assured. QA on educational delivery continues with education packages being reviewed based on feedback from end users. We want to improve the recording of our QA work and are re-introducing the Community Safety database. A Station Manager will join the Prevention Department whose work will include supporting QA improvements.

For protection, QA highlights include that Policy and Procedure documents are progressing with the Personal Effectiveness and Procedure for Auditing published. Benchmarking documents are being drafted which outline how each task should be completed and expectations, therefore they can be used to quality assure work of all staff.

The Business Fire Safety (BFS) Team have established a new governance structure including the development of KPIs and LPIs to support service delivery improvements. BFS have met with the Business Intelligence team to discuss the Risk Based Audit Programme (RBAP). We are looking at Experian and Mosaic data and whether this can be paid for and utilised within BFS to help drill down into data sets to identify risk and prioritise it within the RBAP. We are also undertaking some benchmarking work with other Services to understand how they identify high risk buildings and subsequently allocate fire safety work.

We are reviewing our special attributes so that we can make sure we have the right vehicles and skills in the right places, according to our risk model. A temporary Group Manager has been appointed to co-ordinate and deliver the content outlined within the Specials & Specialisms Programme business case.

Service Delivery Improvements cont.



Progress

Service Delivery Improvements

Twelve new on-call recruits started in September, who have now completed their safety critical training and are riding appliances. Pending medicals we will have another 12 new recruits starting in March 2024. An on-call performance data report has been created and sent to all officers. Availability has increased across the service. We are expecting another increase in availability in 2024 across all stations of around 10%. Following the 12 new starters in March 2024 the service will be close to capacity in terms of establishment. The next focus will be to ensure that we have correctly skilled staff such as Breathing Apparatus team leaders, Incident Commanders and Drivers. The service is currently focusing on identifying future leaders and drivers to provide early development opportunities. There are over 30 On-Call candidates currently progressing with their driver training.

The service are completing an analysis of where we are at in terms of learning against the National Operational Learning Good practice guide. We have drafted a framework document, titled Operational Learning Framework. This details where we are and where we need to be for operational learning. A scoping meeting has been conducted with immediate stakeholders to ascertain the need for an Organisational learning committee, which has strategic governance on all learning. We are also reviewing the Operational Learning fire standard to assure ourselves that we are meeting the required standard.

Following the People and Culture Board meeting on 13 September 2023, the National Operational Guidance (NOG) Implementation Closedown Report was submitted for approval. This report was formally approved by the Board. The closedown report was also accepted at the Service Improvement Board on 27 September 2023. Additionally, to ensure SYFR is progressing with the implementation of NOG, the National Fire Chief's Council (NFCC) Implementation Support Team has undertaken a piece of assurance work. The team found that a comprehensive implementation plan had been produced, with sufficient resources from relevant departments allocated to the progression of the project. They also concluded it was clear that there was a solid understanding of the aims, objectives and scope of the project as well as plans in place to mitigate many of the barriers experienced by other services previously.

Service Delivery Improvements cont.



Progress

Service Delivery Improvements

SYFR has a programme of exercise types. Exercises, including cross-border, are recorded via the Incident Recording System, Resilience Direct (RD planner) and at a local level. However, we know we do more exercises than are formally recorded, so work is progressing on better reporting of all Service wide exercises. We are undertaking a piece of work to assure ourselves against the recommendation's from the Grenfell Tower Inquiry. We have planned four training events to test Fire Survival Guidance (on mass calls), the link between Control and the fire ground , as well as evacuation protocols. These will be undertaken at the end of 2023. January will see the findings of the exercises being played out in a Service level exercise which will link into the recommendations from the Inquiry.

We have undertaken an evaluation of foreseeable risk this year, and produced an action plan.

Work has started to implement a Site Specific Risk Inspection (SSRI) Review and Revisit Policy, whereby Emergency Response will review all medium risk properties via telephone and identify those which require a revisit due to the information held being out of date. Quality Assurance of risk information will be undertaken more frequently from April 2024 Access to both SSRI and Temporary risk information is embedded and works, with access gained by crews through the Mobile Data Terminals on fire appliances, and other staff have the ability to view this information through desktop systems.

The process of identifying, copying and emailing both SSRI and TETRA (our hazard alert system) risk information has been agreed and tested between regional/neighbouring fire and rescue services and works. The last piece of work on this is to ensure that the risk information can be received by SY operational crews via an email linked to the appliance call-sign.

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SOUTH YORKSHIRE FIRE & RESCUE AUTHORITY

Meeting	FIRE & RESCUE AUTHORITY
Meeting Date	15 JANUARY 2024
Report of	CHIEF FIRE OFFICER/CHIEF EXECUTIVE
Report Sponsor(s)	DIRECTOR OF PEOPLE & CULTURE
Subject	CULTURE PROGRAMME UPDATE

EXECUTIVE SUMMARY

Since November 2022, when the first independent report into culture within the fire and rescue sector was published (London Fire Brigade), there have been numerous subsequent reports and recommendations that all services are strongly advised to consider, undertake a gap analysis and take appropriate action where required.

The Service has always taken culture extremely seriously and recognised the importance of this in relation to our performance and success as a public service. 'Our Story' containing our aspirations, values and behaviours, has been in place since 2018 and we strive to ensure all our staff and the public we serve are treated in accordance with this, the national Core Code of Ethics and with the dignity and respect they deserve.

Work was already underway in service that will meet many of the recommendations and progress and can be found in Appendices 1 to 3. Appendix 4 covers the most recent independent culture review (Dorset & Wiltshire Fire and Rescue Service (FRS)) and provides a gap analysis against the recommendations within this review.

RECOMMENDATION(S)

Members are recommended to:-

- a) Accept the progress to date against all the external recommendations relating to culture development and support ongoing actions.

CONTENTS

Main Report

Appendix 1: HMICFRS recommendations – Service update on progress against these

Appendix 2: LFB culture review recommendations – service update on progress against these

Appendix 3: Areas for improvement from SYFR HMICFRS inspection 2022 – service update on progress against these

Appendix 4: Dorset & Wiltshire FRS culture review recommendations – service gap analysis against these

BACKGROUND

1. Since the launch of 'Our Story' in 2018, which sets out our aspirations, values and behaviours, the Service has been working hard to improve our culture so that we are a 'great place to work', that we 'put people first' and that we 'strive to be the best in everything we do'.
2. The Service's People Strategy 2019-2023 had a significant focus on culture development and the new People Strategy 2024-2026 sets out new strategic objectives for further cultural development. The annual People Strategy evaluation, shared with the Fire and Rescue Authority (FRA), identifies our progress against all the strategic objectives.
3. In addition to this, and as a result of the spotlight on culture in the fire and rescue sector nationally, under the Service's project management framework, the Service set up a Culture Programme in 2023 to co-ordinate all the work being delivered to bring about cultural improvements.
4. In June 2023, the FRA were provided with a report that contained a detailed gap analysis against all recommendations emanating from the external reports published at that time and our plans to address these gaps, where it was appropriate for us to do so.
5. This report is to provide an update on our progress on this and also to share new recommendations arising out of the latest independent culture review of Dorset & Wiltshire FRS, not already captured previously.

HMICFRS "Values and culture in fire & rescue services" report recommendations (published March 2023):

6. The table in Appendix 1 provides a detailed analysis of each of the thirty-five recommendations contained within the report and provides an update on where the Service is in relation to each one via a Red, Amber, Green (RAG) rating. The recommendations that are greyed out are those that are not owned by the Chief Fire Officer and are for others to instigate, but the Service will have actions once the details are known.
7. In summary, the recommendations and our current progress/gap analysis is identified in the dashboard below:-

SYFR Progress against the recommendations:

Green (complete)	32.5	93%
Amber (in progress)	2.5	7%
Red (not started or limited progress)	0	-

Independent culture review of London Fire Brigade report recommendations (published November 2022):

8. The table in Appendix 2 provides a detailed analysis of each of the twenty three recommendations contained within the report and provides an update on where the Service is in relation to each one via a Red, Amber, Green (RAG) rating.

9. In summary, the recommendations and our current progress/gap analysis is identified in the dashboard below:-

SYFR Progress against the recommendations:

Green (complete)	20.5	89%
Amber (in progress)	2.5	11%
Red (not started or limited progress)	0	-

HMICFRS Inspection report on SYFR – Areas for improvement (AFI's) relating to culture (published January 2023):

10. The table in Appendix 3 provides a summary of each of the four AFI's contained within the report relating to culture and provides an update on where the Service is in relation to each one via a Red, Amber, Green (RAG) rating.
11. In summary, the recommendations and our current progress/gap analysis is identified in the dashboard below:-

SYFR Progress against the recommendations:

Green (complete)	3	75%
Amber (in progress)	1	25%
Red (not started or limited progress)	0	-

Independent review into the workplace culture of Dorset & Wiltshire FRS report recommendations (published October 2023):

12. The table in Appendix 4 provides an analysis of each of the twenty seven recommendations contained within the report and provides an update on where the Service is in relation to each one via a Red, Amber, Green (RAG) rating.
13. In summary, the recommendations and our current progress/gap analysis is identified in the dashboard below:-

SYFR Progress against the recommendations:

Green (complete)	22	81%
Amber (in progress)	5	19%
Red (not started or limited progress)	0	-

CONTRIBUTION TO OUR ASPIRATIONS

- Be a great place to work-** we will create the right culture, values and behaviours to make this a brilliant place to work that is inclusive for all
- Put people first-** we will spend money carefully, use our resources wisely and collaborate with others to provide the best deal to the communities we serve
- Strive to be the best in everything we do-** we will work with others, make the most of technology and develop leaders to become the very best at what we can be

CONTRIBUTION TO SERVICE IMPROVEMENT h

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

As detailed in appendices 1 to 4

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:

A number of the recommendations require collaboration with national, regional and local organisations. In addition to this, we are actively exploring voluntary collaboration with local public services.

CORPORATE RISK ASSESSMENT AND BUSINESS CONTINUITY IMPLICATIONS

- 14. A corporate risk relating to culture has already been identified and mitigating actions have been identified.

EQUALITY IMPACT ASSESSMENT COMPLETED

- Yes

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

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

- No
- N/A

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

EqIAs will be completed as required for actions identified

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 and safety risks

SCHEME OF DELEGATION

15. 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

16. 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.

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SYFR HMICFRS Report 2022 Recommendations	SYFR Analysis as at 30/11/23	Deadline	RAG Rating
Recommendation 1:			
CFO should make sure their services provide a confidential way for staff to raise concerns and that staff are aware of whistleblowing processes.	<p>Staff can raise concerns confidentially both informally and formally. If they wish to raise them informally, they can speak to managers, People Partners, Occupational Health nurses, representative bodies, staff group members and colleagues. They can also use the Service's Employee Assistance Programme (EAP) which is available 24/7 and provides a range of advice and assistance and counselling.</p> <p>The Service has engaged an independent speak up service (SeeHearSpeakUp) to provide staff with a further option to confidentially raise concerns.</p> <p>If they wish to raise them formally, we have an Individual Grievance policy and Dignity at Work policy and they can receive advice and support from People Partners or representative bodies on how to use these.</p> <p>The Fire and Rescue Authority (FRA) have a Whistleblowing policy and this is currently under review. BMBC and the Service are currently doing a joint review of the policy and are improving accessibility in terms of the content and location. We aim to complete this work by end of January 2024. Once it is approved by the FRA, there will be a communications campaign to ensure staff know it is available to them. This has been communicated in the Staff Bulletin so that staff know there is an existing policy and how to access it.</p>	1/10/23	
Recommendation 2:			
The National Employers, LGA and NFCC should review any current independent arrangements whereby staff can raise concerns outside their FRS. They should then ensure that all FRS staff have access to an independent reporting line that can be used as a confidential way to raise concerns outside of their own FRS.	<p>The Service will communicate this option to staff once the outcome of this work is known.</p> <p>The Service is aware of a new charity called Blue Light Whistle Blowers launched in June 2023. This appears to be an option for staff or members of the public to raise concerns about blue light services, which will be forwarded on to services to address. The Service has not received any issues to date via this service.</p>	1/10/23	
Recommendation 3:			
CFO should review the support available for those who have raised concerns and take any action needed to make sure these provisions are suitable.	<p>Staff who raise concerns are given support from managers, People Partners, OH nurses (where required), representative bodies and can access the EAP.</p> <p>If someone raises a concern under the Dignity at Work policy, they also have access to Contact Advisors (staff who have been trained to provide this support).</p> <p>Where a formal investigation is instigated, the complainant(s) and the alleged perpetrator(s) are given a nominated 'welfare officer', who is a manager from a different area of the service. The welfare officers are advised by the People Partners on their role.</p>	1/6/23	

	<p>We have issued written guidance for welfare officers and staff receiving their support, so they are clear on roles, manage expectations, etc.</p> <p>Managers investigating concerns will ask those raising concerns if they have the required support and take action if they do not.</p> <p>We issue a survey to staff who raise grievances to enable them to give feedback on their experience during the investigation into their grievance and once the outcome has been shared. This includes questions on the support available and provided.</p> <p>Nationally, the Firefighters (FF) Charity has also set up a Suicide Prevention Crisis Line that each FRS will contribute to financially from Yr 2 of implementation (Yr 1 is funded by the FF charity). Details of this service has been communicated to all SYFR staff and information is on the intranet.</p>		
Recommendation 4:			
<p>CFO should assure themselves that updates on how concerns are being handled are shared with those who have raised them. The updates should be given in an accessible way that encourages trust and confidence in the service response.</p> <p>Consideration should be given to creating a professional standards function to handle conduct concerns in service (or from an external service) to have oversight of cases, to make sure they are conducted in a fair and transparent way and to act as a point of contact for all staff involved.</p>	<p>Where a formal investigation is instigated, the complainant(s) and alleged perpetrator(s) are provided with a minimum of a 2-weekly update by the investigating manager. The manager is prompted by the People Partner to ensure this is happening. The updates are ideally verbal, but may be written if the circumstances require this.</p> <p>The Service regularly considers if a separate team that work solely on investigations should be created. The conclusion is that we may not have sufficient work to justify continuous employment and that managers would lose out on valuable people management experience if they are not involved in casework. It is recognised however, that the casework is done alongside other work and that it can be challenging at times to balance demands and in some circumstances we will engage external support.</p> <p>People Partners work with all investigating managers and through this we manage fairness and transparency and ensure we have a consistent approach as a service. The People Partners review the headlines of all casework on a monthly basis to ensure consistency and fairness.</p> <p>On occasions, the Service will engage independent investigators if casework has achieved significant peaks or it is felt independence will assist the process, although this is an area of dispute by the FBU.</p> <p>The Director of People and Culture provides an overview of casework on a monthly basis to the Executive Team to provide assurance that issues are being managed effectively and that all staff are supported.</p>	1/6/23	
Recommendation 5:			
<p>CFO should make sure they provide accessible information for all staff and members of the public on how they can raise concerns and access confidential support (including through external</p>	<p>All staff have access to the intranet, where they can access all people policies. Blogs by senior leaders or articles in the staff bulletin are also provided on a regular basis to remind staff of the policies and how to access them. The intranet also has health and wellbeing pages so that staff can access information on support and advice available to them. This includes details of the EAP which offers staff (and their immediate family)</p>	1/6/23	

<p>agencies). CFO should also make sure accessible information is provided on how concerns and allegations will be investigated in a way that ensures confidentiality and is independent of the alleged perpetrator.</p>	<p>access to a wide range of advice and support. The new independent 'speak up' service also informs staff how to manage their concerns and how to access support. The corporate communications team work closely with the people function to ensure information is regularly communicated to staff on how to access support and the service has a health and wellbeing app that can be download to both service and personal phones that gives advice and signposts to support available. Investigations are undertaken by a manager with no prior knowledge of the concern raised and are normally from a different area of the service. They will certainly be independent of the alleged perpetrator(s). For members of the public, the service's website makes clear how they can raise concerns and directs them to a complaints procedure. Complaints are managed by the governance team and are allocated to an appropriate manager to investigate and respond, within clear timescales. There are 4 stages of the complaints procedure, the highest level is stage 4. Stage 4 provides a route if the complainant is not satisfied with the final response they have received from the Chief Fire Officer, they may take their complaint to the Local Government Ombudsman. Complaints (numbers/outcomes/speed of response) are monitored by the FRA on a quarterly basis.</p>		
<p>Recommendation 6:</p>			
<p>The Home Office, working with the Ministry of Justice, should make sure that the Government incorporates fire and rescue authority employees within the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 so that they are eligible for the appropriate DBS checks.</p>	<p>A report was presented to SLT in September 2023 to consider the implications of these changes and agree the policy for the Service (see 9 below).</p>	<p>1/1/24</p>	
<p>Recommendation 7:</p>			
<p>The Home Office, working with the FRS sector, should make sure that the Police Act 1997 (Criminal Records) Regulations 2002, or a similar appropriate legislatively enabled solution, makes detailed provisions for FRSs.</p>	<p>The Service will take appropriate action once the changes are known.</p>	<p>1/5/24</p>	
<p>Recommendation 8:</p>			
<p>The Fire Standards Board, in liaison with the NFCC, should review the existing relevant standard(s) and underpinning guidance. It should:</p>	<p>The Service contributed to the consultation on this and is now implementing the published guidance to enact required changes (see 9 below).</p>	<p>1/12/23</p>	

<ul style="list-style-type: none"> • clearly state the requirements for background checks undertaken by services; • clarify the minimum requirements (including levels of DBS checks) for all roles, particularly roles where staff have access to vulnerable members of the public; • define the standards required to embed a culture across fire and rescue services that empowers all members of staff and local communities to report concerns; and • be subject to review following any legislative change. 			
<p>Recommendation 9:</p>			
<p>CFO should:</p> <ul style="list-style-type: none"> • immediately review their current background checks arrangements, and make sure that suitable and sufficient background checks are in place to safeguard their staff and communities they serve; and • make sure that appropriate DBS check requests have been submitted for all existing, new staff, and volunteers, according to their roles as identified by the Fire Standards Board. 	<p>The Service previously carried out a basic disclosure check on all staff and volunteers as part of the pre-employment checks. Some roles (not firefighters) that meet the current DBS criteria for enhanced checks have enhanced checks as part of pre-employment checks and every 3 years thereafter. The people function monitor that these re-checks are completed as required.</p> <p>With the recent changes in legislation (Rehabilitation of Offenders Act – Exceptions Order) the Service has implemented changes as referenced in recommendation 6 above. All new employees have either a standard or enhanced DBS check, depending on their role. Some of those with enhanced checks will also have checks against the adult and/or child barred lists, again dependent on role.</p> <p>We will be commencing a process to undertake a standard or enhanced DBS check on all existing employees in 2024 and these will be renewed every 3 years using the DBS update service.</p> <p>The Service is in the process of procuring a provider to undertake the checks as we do not regularly recruit sufficient numbers to become an umbrella body.</p> <p>All other pre-employment checks are carried out (substance misuse, references, fitness (where required), etc.)</p>	1/1/24	
<p>Recommendation 10:</p>			
<p>Chief constables should make sure they are appropriately using their Common Law Police Disclosure powers in circumstances involving employees of fire and rescue services</p>	<p>(this is the duty to pass on information to an employer or regulatory body to allow them to act swiftly to put in measures to mitigate danger to the public)</p>	1/9/23	

Recommendation 11:			
The Fire Standards Board, in liaison with the NFCC, should review the existing relevant standard(s) and supporting guidance to clearly state how services should handle staff disclosures, complaints and grievances.	The Service will further review policies and procedures once information is shared.	1/12/23	
Recommendation 12:			
CFO should provide assurances to HMICFRS that they have implemented the standard on staff disclosure, complaint and grievance handling.	The Service will further review policies and procedures once information is shared.	1/3/24	
Recommendation 13:			
The Fire Standards Board, in liaison with the NFCC, should review the existing relevant standard(s) and supporting guidance to clearly state how services should handle misconduct and safeguarding-related allegations and outcomes. These should include requirements to: <ul style="list-style-type: none"> • conduct and complete investigations, whether or not the staff member under investigation leaves; • consider whether the incident requires immediate dismissal; • provide training for staff who are carrying out investigations; and • ensure the diversity/neutrality of the investigation panel/person. 	The Service will further review policies and procedures once information is shared.	1/12/23	
Recommendation 14			
CFO should provide assurances to HMICFRS that they have implemented the standard on misconduct allegations and outcomes handling.	The Service will further review policies and procedures once information is shared.	1/3/24	

<p>Recommendation 15:</p> <p>The Home Office should work with the NFCC and fire and rescue service employers to make sure there is a process to handle misconduct allegations against CFOs. The Home Office should immediately notify HMICFRS of any allegations and outcomes that it is aware of.</p>	<p>The Service will further review policies and procedures once information is shared.</p>	<p>1/10/23</p>	
<p>Recommendation 16:</p> <p>The NFCC should develop and manage a national barred list that holds details of staff who have been dismissed for gross misconduct (including staff who have already left services). It should ensure that this list is referred to in all appointment processes to prevent those who are barred from rejoining another service. After the College of Fire and Rescue has been established (see recommendation 25), it should take responsibility for managing the list.</p>	<p>The Service will further review policies and procedures once information is shared.</p>	<p>1/10/23</p>	
<p>Recommendation 17:</p> <p>CFO should notify HMICFRS of any allegations that have the potential to constitute staff gross misconduct that:</p> <ul style="list-style-type: none"> • involve allegations of a criminal nature that have the potential to affect public confidence in FRSs; • are of a serious nature; or • relate to assistant chief fire officers or those at equivalent or higher grades. 	<p>The Director of People and Culture or People Relations Manager notifies HMICFRS of any allegations meeting this criteria as they occur.</p>	<p>31/3/23</p>	

Recommendation 18:			
CFO should provide assurances to HMICFRS that all parties are supported in relation to ongoing investigations.	Staff who raise concerns are given support from managers, People Partners, OH nurses (where required), representative bodies and can access the EAP. If someone raises a concern under the Dignity at Work policy, they also have access to Contact Advisors (staff who have been trained to provide this support). Where a formal investigation is instigated, the complainant(s) and the alleged perpetrator(s) are given a nominated 'welfare officer', who is a manager from a different area of the Service. The welfare officers are currently verbally advised by the People Partners on their role. We have issued written guidance for welfare officers and staff receiving their support, so they are clear on roles, manage expectations, etc. Managers investigating concerns will ask those raising concerns if they have the required support and take action if they do not.	1/8/23	
Recommendation 19:			
The Home Office should examine whether any appeal processes for fire and rescue misconduct cases are appropriate.	The Service made proposals to the FRA to improve current appeal processes. A member of the Executive Team now advises the FRA Appeals Committee on all dismissal appeals. The Service will further review policies and procedures once information from the Home Office review is known.	1/7/23	
Recommendation 20:			
CFO should have plans in place to ensure they meet the Fire Standards Board's leading the service standard and it's leading and developing people standard.	The Service has set up a Culture Programme, with supporting projects for leadership and management training, development folders & pathways. This programme will ensure that the Service is meeting the requirements of the leading and developing people standard and this will be overseen and scrutinised by the People and Culture board and the Service Improvement board. The leading the service standard has recently been identified as a standard to be overseen by the CFO and the SLT. The service has met on a number of occasions with the NFCC People Programme Implementation Manager for these standards and we work closely with them to implement required changes. The Service also uses the implementation tools provided by the NFCC.	1/6/23	
Recommendation 21:			
CFO should make sure there is a full, 360-degree feedback process in place for all senior leaders and managers (assistant chief fire officer equivalent and above) in service.	As part of the Culture Programme, the service has implement a 360-degree feedback process for all senior leaders (Area Managers and above). The feedback deadline for contributors was Sept 2023 and feedback to individuals was provided in mid-Sept. Senior Leaders have been encouraged to discuss the content of their feedback in 1-2-1's and in team-building events. The feedback and learning will be used as part the PR process.	1/6/23	

Recommendation 22:			
CFO should make sure there is a full, 360-degree feedback process in place for all other leaders and managers in service. The process should include gathering feedback from a wide range of sources including colleagues and direct reports.	The Service has commenced the delivery of 360-degree feedback to all managers in service. Due to the requirements to ensure all managers are appropriately trained and supported to provide feedback and the need for clear communications to all staff to explain what it is, why it is being used, etc, the Service has an implementation plan in place which will be completed in spring 2024. Managers currently undertaking the CMI apprenticeship also undertake a 360-degree feedback process and this will continue alongside the above arrangements.	1/9/23	
Recommendation 23:			
CFO should seek regular feedback from staff about values, culture, fairness and diversity, with due regard to the leading and developing people standard. They should show how they act on this feedback.	<p>Staff have a range of opportunities to provide feedback and these are regularly communicated. The Service has a regular pulse survey, where staff can provide feedback anonymously or otherwise. After each survey, a small group of senior managers review the scores and feedback and agree what actions can be taken. Scores and actions are shared back to all staff via the staff bulletin. The survey process was recently reviewed and staff now have the opportunity to add their name, if they choose to do so, so that any issues they raise can be addressed.</p> <p>The Service also recently ran a staff culture survey which closes in October 2023. The results were communicated to all staff and there will be a clearly communicated action plan. The Service plans to run staff surveys at least every 3 years (wellbeing, engagement and culture - in rotation).</p> <p>The Service has a staff group for all protected characteristics and each group has a strategic influencer (SI), who is a member of SLT or a senior manager. The role of the SI includes encouraging feedback on diversity and culture. There is an open invitation to all staff groups for Exec Team members to attend and ask questions/provide feedback. The service also has a combined Staff Engagement Group, which meets quarterly with members of the Exec and SLT, where feedback is sought and actions are agreed for issues raised.</p> <p>The SLT has a rotational programme to visit all watches and teams to discuss key organisational/national issues and encourage feedback from staff in or after these meetings. Collective issues raised may be responded to in blogs or articles in the Staff Bulletin.</p> <p>The Service has an active EDI committee, chaired by the Director of People & Culture and attended by a manager from each function within the service, representative bodies, chairs of staff groups and a member of the FRA. The committee scrutinises the work of the service and provides feedback on performance.</p> <p>The Service has a People and Culture Board which has responsibility for scrutinising the Service's culture programme, including staff engagement.</p>	1/6/23	

	<p>The FRA's Performance & Scrutiny board receives a quarterly update on EDI activity and performance. The FRA receive a quarterly update on culture improvement plans. The CFO, SLT and managers constantly encourage staff to provide feedback in blogs, communications, meetings, etc.</p> <p>The Service produces an annual EDI performance report, which sets out the work undertaken to improve diversity and inclusion.</p> <p>All consultation and negotiation meetings with representative bodies have culture as a standing item and they are encouraged to provide feedback.</p> <p>The Service has embedded the national Core Code of Ethics within the service's 'Our Story' framework.</p>		
Recommendation 24:			
CFO should put plans in place to monitor, including through the gathering and analysis of staff feedback, watch and team cultures and provide prompt remedial action for any issues they identify.	See recommendation 23 above	1/10/23	
Recommendation 25:			
The Government should establish a College of Fire and Rescue, as proposed by the White Paper Reforming our Fire and Rescue Service. There should be no further delay to its implementation.	The Service will take any required actions once the details are known.	1/1/25	
Recommendation 26:			
As a precursor to the development of the College of Fire and Rescue, CFOs and the NFCC should work with the Home Office to consider how they can improve the training and support they offer to staff in management and leadership development. This should include authority members in respect of their assurance leadership roles and should ensure that opportunities are offered fairly across all staff groups.	<p>The Service's Culture Programme and associated projects will improve the training and support offered to staff in management and leadership roles.</p> <p>We currently offer CMI level 3 and 5 to managers/aspiring managers and level 7 courses to senior managers/aspiring senior managers.</p> <p>All staff have an electronic Personal Review (PR) record and this is reviewed and updated every 6 months with their line manager. A training needs analysis for each role is in place (and regularly reviewed) so managers/employees can easily identify training needs specific to role. There is also an option to identify wider training and development needs. All identified needs are recorded in the PR and are then reviewed and organised via the OD team, so opportunities are offered fairly.</p> <p>All levels of operational staff have a clearly identified development programme that incorporates a range of learning and development activities appropriate to their role. The Service is currently reviewing 'passport' programmes for each rank.</p>	1/10/23	

	<p>The Service has an eLearning system that provides a wide range of modules for managers to provide support and development.</p> <p>A range of in-house training sessions are available to managers covering areas such as people management, conducting investigations, project management.</p> <p>The Service has a Workforce Development committee, which is attended by a range of function managers and rep bodies. This reports into the People and Culture board and the board reports to the FRA on the performance of this and other people-related committees.</p> <p>All new FRA Members receive induction training for their role and we regularly provide briefings and updates to Members on strategic issues.</p>		
Recommendation 27:			
CFO should make sure their equality impact assessments are fit for purpose and, as a minimum, meet the requirements of the NFCC equality impact assessment toolkit.	<p>The Service reviewed its EqIA policy and process in 2022 to bring this in line with the NFCC guidance and toolkit.</p> <p>The Service has arrangements in place for EqIA's to be monitored and reviewed and is implementing a recording system for this.</p>	1/6/23	
Recommendation 28:			
CFO should review how they gather and use equality and diversity data to improve their understanding of their staff demographics, including applying and meeting the requirements of the NFCC equality, diversity and inclusion data toolkit.	<p>The Service has a high disclosure rate from staff so that we can accurately understand and report on demographics. The Service prepares an annual workforce profile report that is shared with all staff and the FRA and is available on the service website. This also identifies planned actions to improve diversity.</p> <p>The Service has a number of Local Performance Indicators (LPI's) around equality and diversity and these are reported on at the EDI committee, People and Culture board and FRA Performance and Scrutiny board.</p> <p>Some of the LPI's relate to recruitment and selection processes and at each stage of these, the service reviews for any potential barriers and takes appropriate action.</p>	1/6/23	
Recommendation 29:			
The Home Office should publish greater detail on the protected characteristic data it collects about FRS staff, including joiners and leavers, by rank and role.	The Service will use this data to benchmark and support plans for improvements.	1/12/23	
Recommendation 30:			
The Home Office should align the data it collects on protected characteristics with the Office for National Statistics harmonised standard and publish this data.	The Service will use this data to benchmark and support plans for improvements.	30/12/24	

Recommendation 31:			
The Home Office should collect and publish experimental statistics on public complaints and conduct matters in relation to FRS staff, similar to that which it currently publishes on police forces in England and Wales.	The Service will use this data to benchmark and support plans for improvements. The Service will consider publishing similar data relating to service staff, ensuring data protection.	1/12/24	
Recommendation 32:			
CFO should, as a priority, specify in succession plans how they intend to improve diversity across all levels of the service. This should include offering increased direct-entry opportunities.	The Service has a comprehensive workforce planning policy and process, which includes succession planning. Within this process is a requirement for managers to identify how they intend to improve diversity within their team/function. The Service is awaiting the evaluation of the national direct-entry schemes for operational roles before deciding whether to implement a similar scheme. The SLT recently discussed options for fast-tracking high potential candidates and work is underway to develop options for this via the leadership projects.	1/6/23	
Recommendation 33:			
CFO should develop plans to promote progression paths for existing staff in non-operational roles and put plans in place to reduce any inequalities of opportunity.	Some of the Service's functions already have clear progression pathways in place e.g. BFS, Finance, People function. Further work is being undertaken within the Development Folder/Pathway project to develop pathways for all corporate functions.	1/8/23	
Recommendation 34:			
CFO should review their implementation of the Core Code of Ethics and make sure it is being applied across their services.	The Service's Core Code of Ethics project has closed down having provided assurance to the People and Culture board and Service Improvement board that it has achieved its objectives. Work will continue as part of Business as Usual (BAU) to ensure it continues to be embedded in everything we do. A post-implementation review was held 6 months after project closure (August 2023), which was very positive and it was determined BAU work was well underway or completed. A further review will be held at 12 months post-implementation.	31/3/23	
Recommendation 35:			
The Government should consider the findings and recommendations in this report when refreshing the Fire and Rescue National Framework for England.	The Service will implement the requirements of the Framework once known.	20/7/23	

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LFB Report Recommendation	SYFR Analysis as at 30/11/23	Timescale	RAG Rating
<p>Recommendation 1:</p> <p>All managers should adopt a zero-tolerance policy for bullying, racist and misogynistic behaviour in the workplace and appropriate disciplinary action must be taken.</p>	<p>One-day mandatory face to face EDI training was being delivered to all staff using an external specialist provider but was disrupted by the pandemic. This has now resumed and the majority of staff have been trained. This training will be delivered every 3 years.</p> <p>Leadership communications and training for managers emphasises the importance of both modelling positive behaviours and challenging inappropriate ones.</p> <p>Training and communications include direction and guidance so that managers and all staff can identify inappropriate behaviours and values and act decisively to tackle them.</p> <p>Managers complete a mandatory e-learning course on Managing Diversity and Inclusion. All new staff complete an e-learning module on EDI essentials. A wide range of other non-mandatory EDI modules are available on our elearning platform.</p> <p>The Service's "Our story" vision, values and behaviours created in 2018, are truly embedded and understood and align well with the national Core Code of Ethics.</p> <p>The CFO and SLT have communicated that we have adopted a zero-tolerance policy to inappropriate behaviours. All such behaviours are investigated.</p> <p>The Service has an independent 'speak up' service, so that staff have a confidential and anonymous (if required or preferred) alternative route to raising concerns.</p>		
<p>Recommendation 2:</p> <p>Consider anonymised reporting of incidents relating to bullying, misogyny and racism. In a closed team-based culture individuals /groups can become stigmatised for reporting poor behaviour or bad experiences.</p>	<p>The Service has an independent 'speak up' service, so that staff have a confidential and anonymous (if required or preferred) alternative route to raising concerns.</p> <p>Staff can share their concerns and gain support from People Partners, managers, rep bodies, staff groups and Contact Advisors for Dignity at Work issues.</p> <p>The FRA's Whistleblowing policy allows anonymous reporting to Officers within BMBC as well as the Service. The policy is currently being reviewed to make it much more accessible and will be widely communicated to all staff.</p>	Dec 2023	

<p>Recommendation 3:</p> <p>Consider historic review of complaints about bullying, racism and misogyny over the last five years.</p>	<p>The Director of People and Culture and the People Relations Manager have reviewed historic cases for the last 5-6 years. Where required we will learn from cases that could have been managed more appropriately and check that we have appropriate plans in place to avoid similar situations arising again.</p> <p>A case management training session for senior leaders has been scheduled in December 2023, to be jointly delivered by BMBC legal advisor and SYFR People function leaders, to ensure senior leaders are up to date on case management case law and best practice. Learning from the above will form part of this.</p> <p>In early 2024, training will also be delivered to new and current middle managers on case management best practice.</p>	<p>Dec 2023</p> <p>Feb 2024</p>	<p>Green</p> <p>Yellow</p>
<p>Recommendation 4:</p> <p>Make it easier for staff to report clear examples of racism, misogyny and bullying.</p>	<p>EDI face to face training and eLearning over the past 3-4 years have encouraged staff to speak up when they witness or experience inappropriate behaviour.</p> <p>The Corporate Communication team have delivered a year-long culture change comms campaign, with focus on allyship and being an active bystander.</p> <p>Exec team comms/blogs regularly reinforce the zero-tolerance approach to inappropriate behaviour and encourage staff to speak up.</p> <p>People Partners are locally-based and available to all staff to advise and support.</p> <p>The new independent speak up service has given staff an additional route to raise concerns, anonymously if they prefer.</p>		<p>Green</p>
<p>Recommendation 5:</p> <p>In conversation with the workforce and stakeholders, develop service values that are 'public service' first, underpinning how we behave within the organisation and towards</p>	<p>The Service has well established and well publicised values and behaviours (Our Story) that is embedded in all that we do. We audited our values and behaviours against the national Core Code of Ethics and concluded that our current values framework encompassed all the requirements of the code. We therefore felt it would be counter-productive to introduce another framework when our current framework was well established and understood.</p> <p>The Personal Review process has recently been adapted to include the services values, to demonstrate staff understanding and compliance with them.</p>		<p>Green</p>

<p>our public and partners. These values should inform the core code of ethics, recruitment, promotion, discipline, talent management, industrial relations, staff engagement, leadership development and strategic planning.</p>	<p>All recruitment and promotion processes have a focus on values and behaviours and this features significantly in induction programmes for all new staff.</p>		
<p>Recommendation 6: Build a culture dashboard of stations and teams that uses a mix of metrics to assess whether these are red, amber or green on a scale of risk where the working environment is concerned. Use these dashboards to proactively address problem teams and identify and learn from good practice.</p>	<p>We are considering what data we can use to create this sort of dashboard, that doesn't breach data protection regulations or discourage staff from raising concerns. We are researching what other FRSs and public service organisations do.</p> <p>The SYFR People and Culture board reviews casework statistics and trends and will recommend actions where necessary.</p> <p>Our bi-monthly pulse survey is an opportunity for staff to identify any issues in terms of culture, but only if they choose to identify where they work, as it is an anonymous survey.</p> <p>The Service ran a staff culture survey in Sept/Oct 2023, which although anonymous, will enable us to identify categories of staff i.e. operational, corporate, control. The Service will have a clear action plan to address any cultural issues identified in the survey and will do further surveys on a three-yearly basis to hopefully measure improvements.</p>	<p>Spring 2024</p>	
<p>Recommendation 7: Develop a robust mechanism for measuring culture, which operates on an ongoing basis using a number of tools and metrics, including big data, social media, exit interviews, complaints levels, turnover etc.</p>	<p>The Service offers an exit questionnaire and interview with a member of SLT for all leavers. This information is analysed by the People function and actioned appropriately.</p> <p>The questionnaire has been extended to staff who request a sideways move to a different watch or team so that we can understand the reasons for this and address any culture concerns.</p> <p>Turnover stats are reviewed at Workforce Planning Group and recruitment and retention of key staff is a risk identified on the corporate risk register, with a number of mitigating actions in progress to reduce this risk.</p>		



Recommendation 8:			
Consider introducing body worn video (BWV) for free safety home visits.	<p>The Service has introduced BWV for BFS staff, following a successful pilot programme. Through the pilot and ongoing comms, it is made clear to staff that the BWV is to provide them with protection and to make the collation of evidence for prosecutions more efficient. They are aware that it is not to assess or measure their individual performance.</p> <p>The service will keep under review if BWV should/could be introduced in other areas of service delivery.</p>		
Recommendation 9:			
Ensure there are secure facilities for all women in stations.	This has been a priority for the service for a number of years. All new stations and station refurbishments ensure appropriate provision is made and EqIA is a fundamental part of the work of the Estates team. All of our estate has been assessed in terms of EDI facilities and areas for improvement are clearly known and form part of the plans.		
Recommendation 10:			
District Commanders should build a better understanding of and closer relationships with their local communities, which should include learning from them and seeking the input of diverse staff and the communities themselves.	<p>The Service's model of district-based Group Managers places these individuals at the heart of the communities we serve. The ever increasing use of data to develop more sophisticated understanding of vulnerability in the community is an ongoing process. Staff are being developed in respect of how the use and act upon this data.</p> <p>Station plans include a requirement to demonstrate how they are engaging with their communities and meeting the objectives set in the services EDI strategy. Each function area is required to provide an update to the EDI committee on how they are performing against their actions.</p> <p>The Service has a Community Engagement policy that enables all staff to undertake paid activities to support the local community in which they work and/or live.</p> <p>The Service has a Diversity in the Community Handbook which is updated regularly to ensure it contains up to date information on our communities in South Yorkshire. This handbook enables also staff to gain a better understanding of their community's needs, the associated risks and potential barriers to engagement at a station level. Contained within this document is useful information relating to ethnic groups, religions, community risks and cultural diversities within South Yorkshire.</p>		
Recommendation 11:			
Recruit and progress firefighters who reflect and can demonstrate their commitment to SYFR's diverse communities.	Significant work has been undertaken to develop a positive action programme which has seen some improvements in the diversity of applicants and recruits. Our efforts were highlighted as good practice by the AFSA in 2019. Despite ongoing efforts with the positive action programme, we are seeing a slow improvement trend.		

	Firefighter applications are currently restricted to South Yorkshire residents but is open to former members of the armed forces and their immediate families.		
Recommendation 12:			
Improve post-incident care by providing a named person to members of the public directly impacted by an event that required service attendance	<p>This was a recommendation specific to LFB. SYFR provides support to our communities via our Prevention strategy that includes follow up support to vulnerable people.</p> <p>More general feedback can be provided via our customer service communication options.</p>		
Recommendation 13:			
Consider ways to integrate teams and watches.	<p>People Partners spend the majority of their time when they are in the office based on a station and engage with station-based personnel and managers on a regular basis. They attend district management meetings to understand local issues and provide advice and support.</p> <p>Each station/team has a nominated finance contact to ensure appropriate budget management and development takes place.</p> <p>Control is within the Headquarters complex and senior leaders regularly engage with control staff and management.</p> <p>SLT conduct a minimum of two formal visits per year to each watch and team, although this is supplemented with regular informal visits. The Exec team meet with Watch Managers, Station Managers and Group Managers on a rotational basis, often via Zoom to capture majority attendance.</p> <p>The Service holds middle manager engagement days every 6 weeks, which is a full day for all middle and senior managers to come together to discuss key topics. In addition to this, there is also an operational middle and senior manager's half-day session every 6 weeks.</p>		
Recommendation 14			
Improve the fairness and transparency of senior selection panels by appointing independent chairs and panel members and asking all candidates and panel members to declare any interests.	<p>Following a comprehensive assessment centre approach, Principal Officers are appointed by an FRA Appointments Panel, which provides independence and diversity. Candidates are asked to declare any issues that may bring the service into disrepute at the end of the interview.</p> <p>An assessment centre approach is used for recruitment to all senior and middle manager posts. We are making a conscious effort to ensure that interview panels are as diverse as possible and are considering the option of community panel members.</p>		

Recommendation 15:			
<p>Increase the focus on mental health prevention by providing training for leaders and managers to identify and respond to stress at work; to understand their role in creating healthy cultures and understand the connection between inclusion and wellbeing</p>	<p>The Service's Health & Wellbeing Manager regularly organises training and information sessions for managers and staff to understand mental health issues and signpost support.</p> <p>The Service has a number of eLearning modules, some mandatory and some voluntary, to provide managers and staff with information and support.</p> <p>We have a Critical Incident Wellbeing Support policy that is delivered by a group of staff volunteers who are trained to delivery debrief sessions for staff who have attended or been involved in incidents that may impact on their health and wellbeing.</p> <p>The Service has had a number of Blue Light Champions for a few years, trained originally by Mind. We are looking to develop this role to a wider Wellbeing Champion.</p> <p>Further training and development is planned as part of the Leadership Programme. More work is required to understand and develop high-performing teams and to have data available to support this.</p>		
Recommendation 16:			
<p>Gather better information on employee red flags that signal the need for early intervention to prevent deteriorating mental health.</p>	<p>The Service has detailed information on the intranet and on a health and wellbeing app (available on work and personal mobiles) that provides advice and support to staff and signposts them to further information and support.</p> <p>Campaigns are run throughout the year on key health and wellbeing topics to remind staff of the support available.</p> <p>In conjunction with the Firefighters Charity, all FRSs are funding a new national Suicide Prevention Helpline that is available 24/7/365.</p>		
Recommendation 17:			
<p>Constantly review if staff are impacted by stress, anxiety and depression in comparison to their national colleagues and design wellbeing interventions that address these issues directly.</p>	<p>Using benchmarking information for all FRSs, we do not appear to have specific issues at the current time, however we continue to monitor the quarterly reports.</p>		

Recommendation 18:			
<p>Make it a priority to try to understand the reasons for suicide by ensuring that a clear and robust system of reporting is established. Capture the learnings in a Guidance document that includes a communication plan and action plan to support staff in the event of a colleague's death by suicide.</p>	<p>Fortunately, we have not had any serving staff take their own life, however this does not mean it will never happen.</p> <p>Face to face and eLearning training is available to all staff on suicide awareness and a session was delivered to the SLT in October 2023.</p> <p>Although not specifically from suicide, we have outlined in detail the support we provide to staff through our Death in Service policy.</p>		
Recommendation 19:			
<p>Review the triggers that are needed to generate interventions to support mental health and wellbeing. A more detailed critical incident log of all firefighters will show what they have been exposed to and indicate where wellbeing support is necessary.</p>	<p>Watch Managers can identify if an incident has had an impact on staff via the MDT for operational staff and via managers for control and corporate staff. Incidents recorded via the MDT are automatically recorded on an individual's OH record (check) and this is monitored for frequency of events.</p> <p>Staff who have attended a CIWS session receive a follow-up communication a few weeks later, to provide further support and an opportunity to seek further help if required.</p> <p>Managers regularly check-in with staff on their health and wellbeing (this can also be done formally via the Personal Review) and are aware of how support can be provided.</p>		
Recommendation 20:			
<p>Regularly review how to improve the professionalism and effectiveness of the People function to deliver leading-edge HR solutions that managers and staff trust.</p>	<p>A review was conducted following the appointment of the Head of HR in 2018 and again in 2022. As a consequence, the structure was changed and a people partner model introduced. There are four people partners, each linked to a particular district and teams. They spend the vast majority of their time working within their allocated areas. We also have a number of OD people partners working on people programmes and OD solutions.</p> <p>Each team within the People function has a Team Charter that sets out its commitment to its customers. People function staff have development pathways that align with the CIPD professional structure.</p> <p>The Service has an in-house developed HR system (Dolphin) which allows us to tailor reporting and data, to meet business needs. This system will have a fundamental review in 2023/24.</p>		

Recommendation 21:			
<p>Create an HR Data Analytics Strategy and develop HR data analytics skills. Use data to design and implement People strategies, policies and practices as well as lead the organisation in the desired cultural change.</p>	<p>Data is already used to inform decisions, however we need to develop a strategy for people metrics.</p> <p>The Service has a detailed and regularly reviewed workforce policy and plan which supports staffing decisions.</p> <p>Key people LPI's are monitored and routinely reported to the various people committees, People and Culture Board and ultimately to the FRA.</p>	2024-25	

HMICFRS Area for improvement (culture-related only)	SYFR Analysis as at 30/11/23	Timescale	RAG Rating
<p>The Service should make sure staff have access to services to support both their mental and physical health via an effective occupational health (OH) service.</p>	<p>A policy matrix has been developed for Occupational Health (OH) and Wellbeing policies and a plan is in place to review these going forward with some policies already being completed and going through consultation at Joint Consultative Forum.</p> <p>A recent OH internal audit highlighted some required changes to systems including the logging and tracking of referrals and the use of Octopus for clinical notes. These have been discussed with ICT and changes are to be implemented in the coming months.</p> <p>Discussions on improvements to Officers Critical Incident Wellbeing Support and how this can be factored in to Systel are ongoing and in the meantime reminders are being sent in relation to the manual system in place. Attendance at critical incidents is now recorded in OH so that we are aware of individuals with high exposure rates and are then able to ensure they are offered further support/ signposting should they require it.</p> <p>OH statistics are now being presented at both the Health, Safety and Wellbeing Committee and the People and Culture Board, with improvements ongoing in this area.</p> <p>The Fitness Advisor is now undertaking the Sports Therapy side of his role with a dedicated therapy room now available at Training and Development Centre (TDC). This will look to reduce external physiotherapy costs and reduce the waiting time for treatment which in turn should facilitate an earlier return to work for those absent or on modified duties.</p> <p>After significant issues recruiting, the Senior Occupational Health Nurse (SOHN) position has now been filled and the individual started on 15/05/23. This role is integral to the progression of the OH department and will provide clinical day-to-day management and support to the OH team.</p> <p>There had been significant capacity issues due to absences and resignations, however established roles within the team are now permanently filled.</p>	<p>31 March 2024</p>	
<p>The Service should make sure that it has effective absence/ attendance procedures in place.</p>	<p>Standardised absence metrics are now presented at management meetings by the link People Partner that provide a breakdown of shifts lost to sickness and number of absences per station per month. The statistics also include a comparison of how each district compares with the other three.</p> <p>The number of Return to Works (RTWs) with outstanding actions and where the responsibility lies with is reported at the management meetings by the People Partners. The presentation of these figures has resulted in a significant decrease in the number of RTWs that are awaiting processing and stuck in the process. As a result of this, cases are now progressing to completion much more quickly which has seen an increase in absence</p>		

	<p>management meetings taking place and notices of improvement in relation to absence issued. Case conferences are continuing with the aim of facilitating an earlier return to work where possible.</p> <p>There has been a significant improvement in the turnaround of OH reports which allows the process to be followed in a timely manner.</p>		
<p>The Service should identify and overcome barriers to equal opportunity, so that its workforce better represents its community.</p>	<p>Recent activity to overcome barriers:</p> <ul style="list-style-type: none"> • Animation created by corporate communications about allyship. • Further updates to the Positive Action Toolkit and draft Positive Action guidance in development. • New provider for the one-day Equality, Diversity and Inclusion (EDI) training course selected. Looking to roll out training late September 2023. • New provider for E-learning content now agreed with a timetable for the content -Inclusion Essentials for everyone and Inclusive Leadership for Managers. • Review of how to log EDI related activity ongoing. • Draft Annual EDI Report and Workforce Diversity Profiles submitted. Annual EDI Report includes LPI on completion rate for all EDI training. • Draft EDI Strategy in progress. <p>Planned work:</p> <ul style="list-style-type: none"> • Carry out consultation on draft Workforce Diversity Profile and Annual Report. • Develop work around attendance at careers events and carry out analysis on resources needed for careers and other positive action activities. Will link to the update of the Positive Action Handbook, requirements around sustainability and a future paper on Positive Action. • Further updates to internet – awaiting input from staff groups • Campaign materials designed and presented at People and Culture Board. Further work to be carried out to produce supporting videos / case studies. • Further analysis required on completion rates for EDI LearnPro to review completion rate for the new content only. 	Ongoing	
<p>The Service should make sure that it has effective grievance procedures. It should identify and implement ways to improve staff confidence in the grievance process.</p>	<p>People Relations People Partners work closely with managers when dealing with grievances to provide support, guidance and a level of governance.</p> <p>A two-part survey has been introduced that will be sent to everyone who has raised a grievance. The first part is completed after the initial meeting has taken place and asks the employee about their experience when raising the grievance and focuses on the level of support the individual feels they received. The second part is sent after the process has concluded and asks for their view on the process as a whole. The survey may be completed anonymously although it is hoped that individuals will provide their details so follow-up contact can be made if the experience was not a positive one.</p> <p>Casework debrief forms continue to be sent to managers who have dealt with grievance cases and returned to People Relations Manager to progress any areas for development in the process.</p>		

Dorset & Wiltshire Culture Report Recommendations	SYFR Analysis as at 30/11/23	Timescale	RAG Rating
Recommendation 1:			
Develop the range of positive action initiatives to encourage greater levels of recruitment and promotion of all under-represented groups, particularly women.	The Service has been developing and delivering positive action initiatives since 2016 when wholetime firefighter recruitment recommenced. The initiatives have grown year on year as more staff are engaged in delivering these. The Service now has a positive action strategy and action plan and a toolkit for managers and staff. We are also recruiting to a new fixed-term Positive Action Engagement Officer and if we can evidence the impact and value of this role, we will seek via workforce planning processes to make this an ongoing post. Our positive action has had varying degrees of success in all areas of the service and this is detailed in our annual EDI reports.		
Recommendation 2:			
Establish goals to significantly increase female representation at both the wholetime and on-call firefighter level while ensuring the selection procedures are fair and transparent.	The Service has not agreed, to date, to establish goals for representation for identified roles. This will be something we have considered and will consider again in 2024 via the EDI committee and the People and Culture board. However, female representation has been a key focus of our positive action work in firefighter recruitment (and other areas of the service e.g. Business Fire Safety team) and we have seen an increase in the % of female staff in both wholetime and on-call roles, without any impact on the fairness of the process or reduction in entry requirement standards.	2024	
Recommendation 3:			
Identify barriers to women and other under-represented groups from being attracted to joining and being successful in the selection process to become a firefighter. Any identified barriers should be removed from the process whilst ensuring no dilution of the robustness of the selection criteria.	The Service has been engaging with representatives from local under-represented groups for a number of years to understand the barriers to applying for and being successful in the selection process to become a firefighter. We also gather feedback from potential applicants and those commencing the application process who withdraw or are unsuccessful to understand barriers. This has informed our positive action initiatives and enabled us to target our limited resources to maximum benefit. We offer 'have a go' days, fitness training sessions, support for different elements of the selection process and maintain regular contact with interested applicants to encourage and support. The positive action work is to 'level the playing field' so that we can maintain standards and robustness of the selection process.		
Recommendation 4:			
Maintain corporate Women in the Fire Service membership and avail of the many opportunities for female progression.	The Service maintains corporate membership of the Women in the Fire Service organisation (WFS) and funds at least 6 places per year for staff to attend the annual WFS women's development weekend held at Fire Service college. We engage with and support the WFS on many occasions and many of our staff also have individual membership.		

Recommendation 5:			
Continue an ongoing and regular engagement programme to provide visibility of and accessibility to SLT. Articulate the responsibility of each leader for visibility, including when they have responsibility for staff at numerous locations.	The SLT have a formal programme of watch and team visits at least twice each year, alongside numerous informal visits and meetings throughout the year. Formal and informal meetings are also held with different ranks with different members of SLT. A middle manager engagement day is held every six weeks which SLT attend. Each member of SLT is an EDI 'strategic influencer' and provides support to one of the service staff groups. A key element of the recruitment/promotion process is understanding the responsibility of managers and leaders to be visible and inclusive and this is reinforced in management and leadership development programmes.		
Recommendation 6:			
Review the suite of procedures pertaining to conduct, performance and capability to ensure that they meet the needs of a modern workforce. This should include accurate and central recording to enable the service to identify trends and take appropriate action.	Relevant policies are reviewed at least every two years or when legislative and/or good practice updates are required. All people policies go to the Joint Consultation Forum with all Trade Unions for full consultation. All information relating to the application of these policies is retained confidentially on the Service's HR system and from this we are able to produce confidential reports and statistics. These are shared at the People and Culture board (anonymised) so that any trends/issues can be identified and appropriate action taken. This information is also discussed at the Executive Team meetings.		
Recommendation 7:			
Create a new 'Dignity at Work' framework to deal specifically with unacceptable behaviour relating to bullying and harassment or EDI issues.	The Service has had a Dignity at Work policy and framework for many years and this is reviewed every 2 years and consulted upon at the Joint Consultation Forum with all Trade Unions.		
Recommendation 8:			
Implement an EDI policy statement that includes the NFCC position published in July 2023 on embedding EDI in the workplace.	The Service has had an EDI policy statement for many years and this is regularly reviewed and updated. The latest version includes actions also contained within the NFCC culture action plan. We also publish an annual EDI report with details of all the positive action work we have undertaken within service and within our communities. We also publish an annual workforce profile report.		
Recommendation 9:			
Develop an appropriate way to provide greater levels of transparency regarding the outcome of processes, to provide closure and support for all victims.	The Service is exploring options for sharing information regarding casework that does not breach data protection. There are very few organisations that share information like this so we recognise the challenges and will take appropriate legal advice.	Spring 2024	

Recommendation 10:			
Strengthen reporting to the FRA on the number and type of discipline/grievances and the type of sanctions delivered on a quarterly basis, with sufficient detail to reassure that any inappropriate behaviours are being dealt with robustly and trends recognised.	The FRA receive a quarterly report from the Service's People and Culture board which includes reference to the review of casework and any potential trends and issues. As identified in recommendation 9 above, if it is agreed that we can publish more information, this will also be included in the quarterly report to the FRA.		
Recommendation 11:			
Provide relevant training for all managers who are required to carry out investigations to give them the confidence and support to deal with disciplinary and grievance matters.	The Service procures and provides training to managers who may potentially carry out investigations into discipline and grievance issues. This training is supplemented by support from People Partners who form part of the investigation team and provide specialist advice to managers.		
Recommendation 12:			
Provide regular updates to those involved in HR-related investigations to ensure transparency and to help build trust and confidence.	Managers and People Partners undertaking investigations ensure that those involved in the process are kept regularly informed on progress. Welfare Officers are also allocated to all parties involved to provide wellbeing support and to signpost to specialist support where required.		
Recommendation 13:			
Consider establishing a central group who role is to assess and monitor all disciplinary, grievance and bullying / harassment cases. The group would assess risk, ensure the correct procedure is being applied and ensure consistency of procedure and monitor progress.	The Service's People Relations Manager meets monthly with People Partners to assess and monitor all casework. They check that procedures are being followed correctly and that consistency and fairness is applied. The People Relations Manager provides a monthly update on cases to the Director of People and Culture, who also checks that procedures are followed correctly, that consistency and fairness is applied and assesses risk. Identified risks are escalated by the Director to Executive Team colleagues. All managers involved in casework are invited to provide feedback on the process to the People Relations Manager or Director of People and Culture so that improvements can be made.		
Recommendation 14			
Review the current HR provision to ensure there is sufficient capacity to support and develop line managers in managing people.	Under normal circumstances there is sufficient capacity within the people function to support managers in managing our staff. The spotlight on culture across the sector nationally has resulted in a significant increase in casework for a period of time. The Service is funding an additional People Partner for 12 months to assist with this and the Service will seek external support to undertake investigations if we have exhausted manager capacity.		

Recommendation 15:			
Review the exit interview process to enable the service to learn from employee experiences and improve policies and systems accordingly.	The Service implemented a robust exit process a few years ago. This includes an opportunity to have an interview with the CFO or another member of SLT and / or to complete a comprehensive questionnaire. Information from both is used to learn from employee experiences and make improvements as necessary. This builds on the feedback processes that are available to all staff so that issues can be raised during employment so that issues do not come as a surprise.		
Recommendation 16:			
Set out the expected standards of behaviour and how failure to comply will be dealt with robustly. This should be clearly aligned with the national Core Code of Ethics.	The Service's values and behaviour are well established since the introduction of 'Our Story' in 2018. This aligns very closely to the national Core Code of Ethics and both are based on the Nolan Principles of public life. The values and behaviours are a fundamental part of all our policies and ways of working and the consequences of failing to comply are made clear and regularly communicated, particularly with the current focus on culture.		
Recommendation 17:			
If required, issue communication regarding the appropriate use of WC facilities.	This has not been a particular issue within SYFR but staff have been reminded (particularly on stations) of the importance of respecting gender-specific facilities.		
Recommendation 18:			
Undertake a full survey of all buildings and facilities and prioritise improvements.	The Estates team have undertaken a survey of all SYFR premises and have a clear plan for improvements and updates. EDI forms a key part of these decisions and all plans have equality impact assessments.		
Recommendation 19:			
Ensure a consistent approach to welfare and WC facilities at operational incidents. This should include regular audits to ensure the request and use of such facilities.	The Service has significantly improved welfare and WC facilities at operational incidents with new facilities available within the service and in collaboration with the British Red Cross. All incident commanders have the ability to arrange/purchase additional welfare facilities where required.		
Recommendation 20:			
Actively support initiatives around bystander challenge.	Throughout 2023, the Corporate Communications team have delivered a campaign to support the Service's culture work which included key themes of allyship and being an active bystander, which will continue to be a key part of our ongoing culture improvement.		
Recommendation 21:			
Consider the impact of maternity and menopause procedures and processes and ensure that they are as inclusive and supportive as possible.	The Service significantly improved maternity pay provision in 2021 which means we are now comparable with many other public sector organisations. We have improved our uniform availability for pregnant operational staff. We have a very active Pregnancy and Parenting staff group that are assisting the service in bringing about further		

	improvements. Menopause has been a key feature of our wellbeing work in the past few years. Again, we have introduced new menopause uniform for operational staff and we regularly provide training and information/awareness raising across the Service for staff and managers.		
Recommendation 22:			
Dealing with pregnancy, maternity leave and menopause should be key features in EDI training programmes.	These areas all feature significantly in our EDI and wellbeing training and awareness raising.		
Recommendation 23:			
The Dignity at Work framework policy should include a clear position on social media and its acceptable use and should make it clear that unacceptable use will result in disciplinary action.	The Service has a separate Social Media policy but also references use of social media in other policies such as Discipline and Dignity at Work policies and it is made clear that unacceptable use will result in disciplinary action.		
Recommendation 24:			
Implement formal mandatory face to face training on EDI to all staff. Ensure this is recorded to show completion rates.	Formal mandatory face to face training on EDI is provided to all staff. We are currently in a programme of refresher training on this. All training is recorded on individual's training records as well as on HR systems so that we are always aware of completion rates and can ensure those that haven't do so as soon as possible. In addition to this, we provide mandatory and voluntary LearnPro modules to all staff and to managers.		
Recommendation 25:			
Incoming managers into temporary promotions should be fully briefed and have continual mentoring in their role. The service should constantly review the impact of numerous temporary promotions on stability.	Staff moving into new management roles are fully briefed and are supported in their new role by more senior managers, experienced peers, People Partners and others. We are currently reviewing our formal processes for the development of aspiring and new managers as part of our Leadership and Development Pathways projects. We are also reviewing and looking to extend our formal coaching and mentoring offer to staff and this will be a priority in 2024. Through our workforce planning processes and governance arrangements we constantly review the impact of having a number of temporary positions, which are often created by internal development opportunities.	2024	
Recommendation 26:			
Develop a coaching programme to support senior leaders and managers in generating culture change.	Whilst we don't currently have a formal coaching programme for this, the work that we are doing under the services Culture Programme is providing all managers and leaders with information / support / awareness on culture and how to manage this effectively. They also work closely with People Partners who are HR professionals able to support on all aspects of culture change.	2024	

Recommendation 27:			
Strengthen leadership development, with a particular focus on supervisory and middle managers. Ensure high-quality leadership training with EDI running through it.	Leadership development is one of the key priorities of the Service Plan this year and this will continue into next year, with work being delivered through our leadership projects. We are currently reviewing options for additional leadership EDI training.	2024	

SOUTH YORKSHIRE FIRE AND RESCUE AUTHORITY

AUDIT AND GOVERNANCE COMMITTEE

20 NOVEMBER 2023

PRESENT: Councillor T Smith (Chair)
Councillors: S Alston, S Ayris, D Hutchinson, A Dyson, C Pilkington
and J Taylor

A Dyson, C Pilkington and J Taylor
(Independent Members of the Audit & Governance Committee)

S Ghuman, H Impey, C Smallman and D Thorpe (Barnsley MBC)

DCFO T Carlin and L Haigh
(South Yorkshire Fire & Rescue)

A MacDonald (Internal Audit – RSM UK Risk Assurance Services)

IN ATTENDANCE

REMOTELY: P Hewitson (External Audit - Deloitte)

1 APOLOGIES

Apologies for absence were noted as above.

2 ANNOUNCEMENTS

None.

3 URGENT ITEMS

None.

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

RESOLVED - That agenda item 16 entitled 'Member only session with external/Internal Audit' 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

None.

7 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.

8 MINUTES OF THE AUDIT AND GOVERNANCE COMMITTEE MEETING HELD ON 11 SEPTEMBER 2023

RESOLVED - That the minutes of the Audit and Governance Committee held on 11 September 2023 be agreed and signed by the chair as a correct record.

9 AUDIT AND GOVERNANCE COMMITTEE WORK PROGRAMME

Members considered the 2022/23 Audit and Governance Committee Work Programme and were reminded that they could nominate topics for consideration at future meetings.

RESOLVED - That Members:-

- i) Considered and agreed the updated Work Programme.
- ii) Considered and agreed to nominate topics for future meetings.

10 INTERNAL AUDIT PROGRESS UPDATE REPORT

A MacDonald provided Members with an updated Internal Audit Progress report which included a summary of the results against the plan.

The Committee was informed of an update to Appendix A of the report following changes from Contract Management.

Overall, the update was positive, the team were on track to finish the Audit as planned and a draft report would be submitted in January for feedback from Members.

RESOLVED - That Members:

- i) Considered and received the report.
- ii) Approved the updates to the Internal Audit Plan.

11 QUARTER 2 TREASURY MANAGEMENT REPORT 2023/24

H Impey presented the Quarter 2 Treasury Management Report for 2023/24. The report covered the following key areas:

- The agreed Treasury Management Strategy for 2023/24.
- An economic summary for the year to date.
- An update on the Authority's borrowing and investment activities.
- The Authority's Prudential and Treasury Indicators.

The Committee commented on the usefulness of the benchmarking data and requested that it also be available in future reports.

RESOLVED - That Members:

- i) Noted the latest expectations for interest rates.
- ii) Noted the activities undertaken during the year to support the Authority's borrowing and investment strategies.
- iii) Noted the Authority's Prudential and Treasury Indicators.

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12 INFORMATION GOVERNANCE UPDATES

T Carlin provided the Committee with the Information Governance Update report which presented combined information on South Yorkshire Fire and Rescue's compliance with the Data Protection Act 2018, the UK General Data Protection Regulation and requests received under the Freedom of Information Act.

Councillor Alston queried if the increase in the number of requests related to a specific area or if it was on ongoing trend. T Carlin stated the increase had related to subject access requests from public interest in the Service however there were no specific trends to note. T Carlin continued that partial responses were also published to the website. Appendix A of the report highlighted a summary of all Freedom of Information Requests from the period 1 February 2023 to 31 July 2023.

A Dyson asked how the Freedom of Information Requests were submitted. T Carlin stated that the service website included a page specifically for requests which were then sent directly to Data Protection Officers for determination.

A conversation arose around officer workload and the hours needed to compile responses depending on the type of request received. T Carlin explained that the Service was supported by legislation to quote fees for the time taken to compile a response if the request was deemed to be excessive.

RESOLVED - That Members:-

- i) Noted the good data protection and compliance progress by the DPO working with the Senior Information Risk Officer and other officers across SYFR.
- ii) Noted the good work in training SYFR staff.
- iii) Noted the processing of incidents over the last 6-month period.
- iv) Noted the increase in Subject Access Requests and that all were responded to within 1 month.
- v) Noted the increase in the number of FOI requests and the percentage responded to within 20 working days.

13 COMPLIMENTS AND COMPLAINTS MONITORING REPORT

T Carlin presented Members with the Compliments and Complaints Monitoring Report during the 6-month period between 1 February 2023 to 31 July 2023.

The key points to note were as follows:

- The Service recorded 30 externally received compliments, a 58% decrease from the previous 6-month period (71).
- 14 compliments mention attendance and quality of work of staff.
- 11 related to visits and events attended by the Service.
- 3 were for rescues of people or animals or assisting with other services.
- 1 related to staff conduct and appearance and donations/charitable works.
- Over the same period, the Service initially received 21 complaints from members of the public, 1 of which was withdrawn.
- 2 transferred to the Police and Culture and 1 to Community Safety (leaving 17 to be processed a 21% increase on the previous period).
- 6 complaints were upheld.
- 1 partially upheld and 10 not upheld.
- SYFR received no complaints of the 17 processed.
- 8 related to operational incidents, 3 regarding personnel, 2 vehicle/driving and 1 each for administration (Business Safety, Community Safety and miscellaneous).
- 9 complaints related to the Sheffield area (Including HQ, Training and Development Centre).
- 2 each for Rotherham, Barnsley and Doncaster, 1 covered more than one area and 1 where no location could be assigned.

- 14 of the 17 complaints were provided with a response within the 20-working day target, 3 took 21, 25 and 37 days to complete.

RESOLVED - That Members:-

- i) Noted the number of compliments received.
- ii) Noted the increase in the number of complaints received and processed.

14 EXTERNAL AUDIT VERBAL UPDATE FOR THE YEAR ENDED 31 MARCH 2022

Members of the Committee were provided with a verbal update from External Audit. In terms of the 2021/22 workload officers explained that progress was underway in the majority of areas and work had commenced on the 2022/23 audit.

The plan was to bring the 21/22 financial statement and VFM work to the January Committee and then to conclude the 22/23 financial statement by the March meeting, discussions would take place with the relevant teams to ensure the timescales were appropriate.

RESOLVED - That Members of the Committee noted the update.

15 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.

16 MEMBER ONLY SESSION WITH EXTERNAL / INTERNAL AUDIT

At the conclusion of the meeting a Member only session was held with External and Internal Audit colleagues.

CHAIR

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