

## **SOUTH YORKSHIRE FIRE & RESCUE AUTHORITY**

Meeting	<b>FIRE &amp; RESCUE AUTHORITY</b>
Meeting Date	<b>20 FEBRUARY 2023</b>
Report of	<b>CHIEF FIRE OFFICER AND CHIEF EXECUTIVE</b>
Report Sponsor(s)	<b>DEPUTY CHIEF FIRE OFFICER/ DIRECTOR OF SERVICE DELIVERY</b>
Subject	<b>SYFR HMICFRS INSPECTION REPORT</b>

### **EXECUTIVE SUMMARY**

This report introduces the second His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) inspection report for South Yorkshire Fire and Rescue (SYFR). The Service was rated 'Requires Improvement' in the effectiveness and efficiency pillars and 'Good' in the people pillar. Seven out of eleven sub categories were rated as 'Good', with four rated as 'Requires Improvement'. The report provides a summary of the main findings for effectiveness, efficiency and people. The inspectors have identified some areas for improvement; appropriate measures will be put in place to address all of these.

### **RECOMMENDATION**

Members are recommended to:-

- a) Discuss and note the outcome of the SYFR HMICFRS inspection.

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### **CONTENTS**

Main report

## **BACKGROUND**

1. His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) has assessed and reported on the efficiency and effectiveness of all Fire and Rescue Services (FRSs) in England for a second time.
2. The inspection is based around three core pillars; effectiveness, efficiency and people, with the overall aim of driving a culture of continuous improvement throughout the sector.
3. The categories of graded judgment are:
  - Outstanding;
  - Good;
  - Requires Improvement; and
  - Inadequate.

Good is the 'expected' graded judgment for all FRSs. It is based on policy, practice or performance that meet pre-defined grading criteria, which are informed by any relevant national operational guidance or standards.
4. SYFR were inspected in Spring / Summer 2022 and the report was published on 20 January 2023. All the individual Service reports, including SYFR, can be found on the [HMICFRS website](#).
5. The State of Fire and Rescue: The Annual Assessment of Fire and Rescue Services in England 2022 report was also published on 20 January 2023.

### **South Yorkshire Fire & Rescue HMICFRS Inspection Report**

6. Inspectors found that South Yorkshire Fire and Rescue:
  - is 'Requires Improvement' in effectively keeping people safe and secure from fire and other risks
  - is 'Requires Improvement' in operating efficiently
  - is 'Good' at looking after its people
7. The Service was rated as 'Good' in seven out of eleven sub categories.
8. If HMICFRS identify a more serious, critical or systemic shortcoming in a Service's practice, policy or performance, they will report it as a cause of concern. A cause of concern will always be accompanied by one or more recommendations. SYFR did not receive any 'Cause for Concern(s)'.
9. However, inspectors did identify 20 Areas For Improvement (AFIs).

## Key Messages

10. The details for SYFR are provided below:

Effectiveness	Requires Improvement
Understanding the risk of fires and other emergencies	Good
Preventing fires and other risks	Good
Protecting the public through fire regulation	Requires Improvement
Responding to fires and other emergencies	Requires Improvement
Responding to major and multi-agency incidents	Good

Efficiency	Requires Improvement
Making the best use of resources	Requires Improvement
Making the FRS affordable now and in the future	Good

People	Good
Promoting the right values and culture	Requires Improvement
Getting the right people with the right skills	Good
Ensuring fairness and promoting diversity	Good
Managing performance and developing leaders	Good

11. Some key comments that illustrate the positive findings in the inspection report are quoted below. These reflect the wide range of high levels of professionalism, commitment and expertise displayed by the Service's staff.

### ***Effectiveness:***

#### ***Understanding fires and other risks:***

- The Service are good at identifying and assessing the fire and rescue-related risks to our communities.
- The Service has an effective Community Risk Management Plan (CRMP).
- The Service has used learning from the Grenfell Tower Inquiry to reduce risk.

#### ***Preventing fires and other risks:***

- The Service has an integrated prevention strategy and we work well with partners.
- Staff understand how to identify vulnerable people and take action to safeguard them.
- The Service has effective processes to tackle fire-setting behaviour.
- The Service is good at evaluating its prevention work.

#### ***Protecting the public through fire regulation:***

- The Service's protection work has supported businesses as pandemic restrictions were lifted.
- Audits of all high-rise buildings have been completed.
- The Service is good at enforcement action when appropriate.
- The Service works well with other agencies in regulating fire safety.
- The Service has an effective strategy that has reduced unwanted fire signals.

***Responding to fires and other emergencies:***

- The Service aligns resources to the risks identified in its CRMP.
- The Service has improved its response standards.
- Staff have a good understanding of how to command incidents safely.
- Risk information is easily accessible to staff.
- The Service is good at keeping the public informed about ongoing incidents and help keep them safe during and after incidents.

***Responding to major and multi-agency incidents:***

- The Service is well prepared for major and multi-agency incidents and we have the capability to respond.
- The Service works well with other fire services.
- Firefighters have a good understanding of JESIP.
- The Service is a valued partner in the Local Resilience Forum.

***Efficiency:******Making the best use of resources:***

- The Service shows sound financial management.
- The Service's financial planning, financial systems and audit arrangements are all satisfactory.
- The Service collaborates well with the police in the joint delivery of community safety activity.
- The Service share resources effectively as it collaborates with others.
- The Service has robust business continuity arrangements.

***Future affordability:***

- The Service understands the future financial challenges.
- The Service has identified savings and investment opportunities to improve the service to the public and generate further savings.
- The Service has a sensible and sustainable plan for using its reserves.
- The Service has invested well in technology and capacity to support future change.

***People:******Promoting the right values and culture:***

- The Service has well-defined values that are understood by staff and behaviours reflect these values.
- Senior leaders consistently model and maintain the Service's values.
- There is a positive working culture throughout the Service.
- The Service has implemented measures to improve incident welfare provisions.
- Staff understand and have confidence in health and safety policies and procedures.

***Getting the right people with the right skills:***

- The Service has appropriate systems to record and monitor staff training.
- The Service promotes learning and improvement.
- Staff can explore development opportunities through the personal review process.

***Ensuring fairness and promoting diversity:***

- The Service engages with staff on matters that affect them.
- Improvements have been made to Equality, Diversity and Inclusion (EDI).
- The Service provides education and training on EDI, and it has developed several ways to involve staff.

***Managing performance and developing leaders:***

- The Service manages individuals' performance well.
- Open and consistent processes are in place for promotion.
- The Service has effective succession planning processes in place that allow it to manage high-potential staff into leadership roles.

**AREAS FOR IMPROVEMENT**

12. SYFR received 20 Areas For Improvement (AFI). These are detailed below:

***Effectiveness:***

***Understanding fires and other risks:***

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

***Preventing fires and other risks:***

14. AFI: The Service should make sure it puts in place measures so it can catch up on the home fire safety checks identified and awaiting a visit that have built up during the pandemic.

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***Protecting the public through fire regulation:***

16. AFI: The Service should assure itself that its risk-based audit programme prioritises the highest risks and includes proportionate activity to reduce risk.

17. AFI: The Service should assure itself that its risk-based audit programme prioritises the highest risks and includes proportionate activity to reduce risk.

18. AFI: The Service should make sure it works with local businesses and large organisations to share information and expectations on compliance with fire safety regulations.

***Responding to fires and other emergencies:***

- 19. AFI: The Service should improve the availability of its on-call crewed fire engines to respond to incidents in line with its community risk management plan.
- 20. AFI: The Service should ensure it understands everything it needs to do to adopt national operational guidance and it should ensure its plan is resourced to do so.
- 21. AFI: The Service should ensure it has an effective process in place to obtain operational learning so as to improve its operational response.

***Responding to major and multi-agency incidents:***

- 22. AFI: The Service should arrange a programme of cross-border exercises, sharing the learning from these exercises.

***Efficiency:***

***Making the best use of resources:***

- 23. AFI: The Service needs to make sure that it uses its resources across prevention, protection and response functions in a more joined up way to meet the priorities in its community risk management plan.
- 24. AFI: The Service should have effective measures in place to assure itself that its workforce is productive and that their time is used as efficiently and effectively as possible to meet the priorities in its community risk management plan.

***Future affordability:***

- 25. AFI: The Service needs to make sure that its fleet strategy is regularly reviewed and evaluated to maximise potential efficiencies.

***People:***

***Promoting the right values and culture:***

- 26. AFI: The Service should make sure staff have access to services to support both their mental and physical health via an effective occupational health service.
- 27. AFI: The Service should make sure that it has effective absence/attendance procedures in place.

***Getting the right people with the right skills:***

- 28. AFI: The Service should ensure its workforce plan addresses any gaps in capability, which affect the availability of fire engines.
- 29. AFI: The Service should address the high number of staff in temporary promotion positions.

### ***Ensuring fairness and promoting diversity:***

- 30. AFI: The Service should address the high number of staff in temporary promotion positions.
- 31. AFI: The Service should make sure that it has effective grievance procedures. It should identify and implement ways to improve staff confidence in the grievance process.

### ***Managing performance and developing leaders:***

- 32. AFI: The Service should make sure that it has effective grievance procedures. It should identify and implement ways to improve staff confidence in the grievance process.
- 33. SYFR were already aware of some of the areas for improvement identified by the inspection team, and have already taken steps to address these since the inspection team visited us last summer.
- 34. The SYFR inspection report will be analysed in detail, and any areas for improvement will be properly considered and measures put in place to address all of these. These will be reported to the Fire and Rescue Authority via the quarterly Service Improvement Board update report.

### **State Of Fire And Rescue: The Annual Assessment Of Fire And Rescue Services In England 2022**

- 35. The latest State of Fire and Rescue report has been published on the HMICFRS website. It provides an update on the six recommendations made by the HMI.
- 36. The State of Fire and Rescue report will be fully reviewed to understand any learning points from the sector. A report will be presented to the Fire and Rescue Authority.

### **Tranche 3 Reports**

- 37. As with tranche 1 and tranche 2 HMICFRS reports, we will review all the tranche 3 inspection reports to understand any learning points from individual fire and rescue services. A report will be presented to the Fire and Rescue Authority.

### **Future HMICFRS Inspections**

- 38. HMICFRS intend on inspecting all Fire and Rescue Services in England for a third time. It is anticipated that we will be inspected in Spring 2024.
- 39. They will expect to see significant progress on the Areas for improvement identified in the inspection report.

### **CONTRIBUTION TO OUR ASPIRATIONS**

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

## OPPORTUNITIES FOR COLLABORATION

- ☒ Yes  
☐ No

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

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

## CORPORATE RISK ASSESSMENT AND BUSINESS CONTINUITY IMPLICATIONS

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

## EQUALITY ANALYSIS COMPLETED

- ☐ Yes

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

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

- ☐ No  
☒ N/A

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

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

## HEALTH AND SAFETY RISK ASSESSMENT COMPLETED

- ☐ Yes  
☐ No  
☒ N/A

If you have ticked 'No' or 'N/A' please complete the comments box below providing details of why a Health and Safety Risk Assessment is not required/is outstanding:

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

## SCHEME OF DELEGATION

41. 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

42. 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		
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