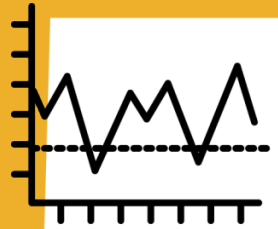




South Yorkshire
FIRE & RESCUE

SERVICE PLAN 2023-24

Progress on priorities and actions



December 2023

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• Improve staff understanding of Orca and the ways it can support their work• 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	<p>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.</p> <p>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.</p> <p>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.</p> <p>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:</p> <ul style="list-style-type: none">• 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• Further align our protection work to local risk• 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	<p>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.</p> <p>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.</p> <p>The Business Fire Safety (BFS) Team have established a new governance structure including the development of KPIs and LPs 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.</p> <p>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.</p>

Service Delivery Improvements cont.



	Progress
Service Delivery Improvements	<p>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.</p> <p>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.</p> <p>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.</p>

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.