

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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