

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	

Recommendation 3:			
Consider historic review of complaints about bullying, racism and misogyny over the last five years.	<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>	Dec 2023 Feb 2024	
Recommendation 4:			
Make it easier for staff to report clear examples of racism, misogyny and bullying.	<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>		
Recommendation 5:			
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>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>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	