

SOUTH YORKSHIRE FIRE & RESCUE AUTHORITY

Meeting	FIRE AND RESCUE AUTHORITY
Meeting Date	19 FEBRUARY 2024
Report of	CHIEF FIRE OFFICER & CHIEF EXECUTIVE
Report Sponsor(s)	DEPUTY CHIEF FIRE OFFICER & DIRECTOR OF SERVICE DELIVERY
Subject	SERVICE DELIVERY BOARD UPDATE

EXECUTIVE SUMMARY

This is the first of what will be Quarterly updates to the Fire Authority from the Service Delivery Board.

The Service Delivery Board provides a service forum for principal stakeholders involved in Service Delivery to support the development and improvement of efficiency and effectiveness in all areas of Service Delivery.

The Board will primarily focus on the quality assurance of working with community partners to enhance the effectiveness of South Yorkshire Fire and Rescue's (SYFR's) service delivery, working together to best comprehend and respond to a plethora of relevant community and risk information.

This activity is informed and driven by the work of the Fire Cover Committee, the Partnerships Committee, the Safeguarding Executive Committee and the Safeguarding Reference Group. As a result, response time metrics, foreseeable risk, On Call availability, partnership information and safeguarding information plays a key part in supporting the Service Delivery Board in its activities and decisions.

There is a natural link between the work of the Service Delivery Board and the Community Risk Management Plan (CRMP) Board. The CRMP Board oversees the governance and delivery of the Community Risk Management Planning process for the Service. This includes an objective to 'make recommendations and proposals to senior managers/ Senior Leadership Team / South Yorkshire Fire and Rescue Authority (SYFRA) in matters relating to the CRMP, i.e. fire cover, prevention, protection and response planning'. The Service Delivery Board is an integral part of the implementation process for CRMP outcomes and any required wider business planning activity.

RECOMMENDATION(S)

Members are recommended to:

- a) Note the contents of the report and provide further scrutiny and support to enable the continuing effective management of the Service Delivery function.

CONTENTS

Main Report

Appendix A – Service Delivery Board Terms of Reference

BACKGROUND

1. This is the first Quarterly update to the Fire Authority from the Service Delivery Board.
2. The Service Delivery Board provides a service forum for principal stakeholders involved in Service Delivery to support the development and improvement of operational emergency response effectiveness
3. The most recent Service Delivery Board was held on 15 November 2023. Areas covered on the agenda are identified below. Many of the actions and updates will have moved on from the positions reported below at the meeting, as they are dynamic areas of activity.

Closed items/actions

- Removal of Guidelines from appliances – all actions and communications completed.
- Wildfire Programme closed down report – all complete.

Actions still live on the Log

- Risk Management – station laundry issues – Still ongoing in terms of research and evaluation – action carried forward
- Performance Management/Capability – Performance has been moved forward; in mid-October, sessions were held at Training and Development Centre with the Learning and Development Manager and team with different departments. Data was discussed; identifying it is not readily available for managers. The Business Intelligence Manager advised improvements are available. Action: Deputy Chief Fire Officer (DCFO) to take this issue to an Executive meeting for direction – completed January 2024.
- Resilience Strategy – Refreshed Strategies. Action: All Service Delivery Board members to feedback to strategy owners. Feedback has now been sent in and the Strategic Governance and Collaboration Manager has added this to other received feedback. A live document is being maintained for implementation.
- Exercise Plan 2024 – This has been completed and is available online. High Rise Exercises have been prioritised.
- Cameras on Turntable Ladders - Head of Emergency Response (ER) believed there had been an update from Fleet, but they were not present at the meeting. Head of ER to confirm and progress and bring update to next meeting.
- Fires in Tall Buildings – Discussion led by the Group Manager Operational Risk, Head of Operational Support and Technical Services:

The Grenfell Enquiry recommended that National Operational Guidance (NOG) should be amended to allow Firefighters to work above the bridgehead not under air for the purpose of evacuation.

The latest NOG allows for teams to commit into a stairwell that is clear of smoke and for them to operate with a mask on but not under air. They would then decide at which point to turn on air to return to the bridgehead. This is seen as a pragmatic approach to aid evacuation.

3 Fire and Rescue Services have implemented this NOG and a few others are in the running to join.

This has been challenged by the Fire Brigades Union (FBU), due to it being outside of Breathing Apparatus (BA) procedure. A judicial review was held and found in favour of the NOG. The FBU then referred this to the Health and Safety Executive (HSE) advising that it contravened COSHH and Health and Safety guidelines. The HSE response has advised it does not contravene these things, and agreed that it is a pragmatic approach.

The direction from National Fire Chiefs' Council (NFCC) is that there is a push to implement the NOG fully and they expect there will be a second judicial review with HSE following their letter to the FBU. Action: Service Delivery and Operational Support teams to look at our risks and the issues surrounding any introduction of the new procedure, particularly ensuring that we follow our established consultation processes with all Rep Bodies.

- Business Fire Safety - Body Worn Cameras Project – Closedown Report for discussion and approval

The project has been successful and cameras have been in use for a number of months with minor IT issues downloading video files and sending them on emails.

The original objectives have been met via CRMP. The cameras were introduced initially due to lone working and to capture evidence. We are currently involved in an appeal, footage captured during a visit to the premises has been used to support evidence put forward by SYFR as part of this legal proceeding.

The product was delivered to specification and communication with staff and stakeholders has been smooth. Timescales ran over slightly as we did not anticipate the peak season of summer with people's annual leave and the company providing the training - captured as learning.

The project was funded via the protection uplift grant from the government and we have purchased an additional 9 cameras due to taking on additional staff.

All handover documents have been completed and we will be reviewing the benefits analysis document after 12 months.

The project team were complimented in our lessons learned, they have been helpful and kept us on track and we want to continue to gain as much knowledge from them as we can.

Agenda Areas

Culture

The Culture Survey results were communicated and an all staff session was held, which was well attended and also recorded to allow all those who wish to watch it to do so. Managers will go over the results in depth and this will then be cascaded throughout the organisation. Action: This is an ongoing priority area for all, and further guidance will be issued in the New Year at the January Middle Manager session.

Prevention

Temporary Group Manager Community Safety to be included on the invite list for this meeting. Head of ER and Prevention will identify who is best to report on required items.

Protection

7 new staff have been recruited into the team and include 6 Business Fire Safety (BFS) Advisors and 1 Business Safety Inspector, all of whom are in training and are currently undertaking their induction. They will progress on to start their training towards the Level 4 Fire Safety qualification, in line with the BFS Training and Development pathway. Once these new staff are signed out as being competent to undertake inspections, we expect to see an increase in the number of audits from the various risk groups. It is lovely to see the department at nearly full establishment, however it must be acknowledged that all new staff will now have an intensive period of development ahead of them, which involves not only attendance on courses and undertaking course work, but also mentoring by existing staff.

Positive feedback from councillors at recent Stakeholder Planning Board, which Head of Protection attended, this will be passed onto the team.

Head of Protection is meeting with the Procurement Manager to look at procurement of training and further meetings to be held to confirm what this looks like going forwards.

Project and Programme Management

Temporary Group Manager Specialisms Project will bring a verbal update on the Specialisms Programme to the next Service Delivery Board.

Date of next Service Delivery Board, Wednesday 21 February 2024.

4. A full version of the Terms of Reference for the Service Delivery Board are attached at Appendix A.

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 areas for improvement outlined in the HMICFRS inspections reports. The Service Delivery Board supports delivery against the HMICFRS inspection framework.
The Service Delivery Board monitors progress against the Fire Standards and Fit for the Future.
The improvement actions support the delivery of the SYFR Service Plan priorities and the CRMP.

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

5. 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 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 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 will be completed for any agreed recommendations.

SCHEME OF DELEGATION

6. 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: General
D1 Legislation: Fire and Rescue Services Act 2004
D4 Partnership arrangements

IMPLICATIONS

7. 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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