

## South Yorkshire Fire and Rescue Authority - Governance Improvement Action Plan 2023-24

No	Governance Issue and Action(s)	Link to Risk	Lead Officer(s)	Deadline / Review Date
1	<p><b><u>HMICFRS Service Improvement Plan (SIB)</u></b>            The SYFR inspection report identified 20 Areas of Improvement which have been properly considered and measures will be 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.  <u>April to June 2023 Update</u>            In June 2023 the FRA received a Service Improvement update detailing progress against the objectives in the Service Improvement Plan.</p> <ul style="list-style-type: none"> <li>• HMICFRS inspection report 2019 - 17 areas for improvement, 13 completed and 4 behind schedule.</li> <li>• HMICFRS inspection report 2023 – 20 areas for improvement.</li> <li>• Grenfell Tower Inquiry Phase 1 Report – 7 actions all completed and reported to the FRA in February 2023.</li> <li>• State of Fire Report – 3 actions, 2 complete, 1 outstanding.</li> <li>• Fire Standards – 16 in total, 3 complete, 10 on schedule, 1 behind schedule.</li> <li>• Manchester Arena Inquiry Vol 2 – Gap analysis completed against recommendations (not all for SYFR) with an update to be provided to the FRA in the next report.</li> <li>• Fit for the Future – Currently reviewing 35 recommendations (not all for SYFR) and an update will be provided to the FRA.</li> <li>• HMICFRS ‘Values and cultures in the FRS’ – See Culture Review below</li> </ul> <p>The Service Improvement Board continues to monitor progress against all recommendations.  <u>July to September 2023 Update</u>            A Service Improvement Board report was presented at the 11/09/23 FRA meeting, providing an update from the 28/06/23 Board meeting which included:</p> <ul style="list-style-type: none"> <li>• 3 temporary role funding bids, 2 approved, 1 not approved.</li> <li>• Scrutiny of Service Improvement Risk Register medium risks (no high risks on register).</li> </ul> <p>A second HMICFRS Culture and Values progress report was completed in September 2023.  <u>October to December 2023</u>            The FRA receiving a culture update in October 2023 and a Service Improvement update report was received by the FRA on 20/11/23 summarising</p>	<p><b><u>Service Improvement Board Risk Register</u></b></p>	DCFO	March 2024

## South Yorkshire Fire and Rescue Authority - Governance Improvement Action Plan 2023-24

No	Governance Issue and Action(s)	Link to Risk	Lead Officer(s)	Deadline / Review Date
	<p>the work of the Service Improvement Board as reported at the 17/09/23 board meeting. A progress report for HMICFRS 2021/22 inspection report, Areas of Improvement was also provided. The main areas from the board were:</p> <ul style="list-style-type: none"> <li>• 2 Culture Programme funding bids approved for DBS checks and People Partner Role</li> <li>• National Operational Guidance closedown report</li> <li>• Manchester Arena Inquiry recommendations update</li> <li>• Specialisms Review Programme highlight report</li> <li>• Scrutiny of the Service Improvement Risk Register medium risks (no high risks on register)</li> </ul> <p>SYFR hosted the HMICFRS Service Liaison Lead in October 2023, followed by a briefing in October and HMICFRS Chief and Chairs briefing in November 2023. A HMICFRS Inspection document review, staff survey and self-assessment commenced on 09/12/23.</p> <p><u>January to March 2024</u></p> <p>On 19/02/24 the FRA received a Service Improvement Board update report and progress on the HMICFRS Areas of Improvement. The main areas from the board were:</p> <ul style="list-style-type: none"> <li>• Review the closed service improvement actions report</li> <li>• Update following the initial Professional Fire standards Assurance Group meeting</li> <li>• Review of all Service Improvement funding bids approved</li> <li>• 5 funding bids received for a temporary Payroll and Pensions role, Positive Action resource packs, Disclosure and barring Service changes for enhanced checks, Community Risk Management Plan research and 360 training.</li> <li>• Manchester Arena Inquiry recommendations update</li> <li>• Specialisms Review Programme highlight report</li> <li>• Request to rename and restructure the Operational Research and Development Committee to the Operational Research and Learning Evaluation Committee</li> <li>• Service Improvement Risk Register</li> </ul> <p>12 inspection reports from round 3 HMICFRS inspections have been published and SYFR have reviewed these reports for benchmarking purposes.</p>			

## South Yorkshire Fire and Rescue Authority - Governance Improvement Action Plan 2023-24

No	Governance Issue and Action(s)	Link to Risk	Lead Officer(s)	Deadline / Review Date
2	<p><b><u>White Paper</u></b>            The Home Office released the Fire Reform White Paper in May 2022. The paper was open for consultation until 26 July 2022 and included feedback from the FRA and SYFR. The resulting decisions and impact of the paper will affect SYFRA and will require change to governance procedures of the Authority. Next steps are expected in July 2023.</p> <p><u>April to June 2023 Update</u>            Government feedback from the Fire Reform White paper is expected in July 2023.</p> <p><u>July to September 2023 Update</u>            Government feedback from the Fire Reform White paper is delayed.</p> <p><u>October to December 2023 Update</u>            Government published the consultation response in December 2023 covering 3 areas: people, professionalism and governance.</p> <p><u>January to March 2024</u>            The consultation paper “Reforming Our Fire and Rescue Service” was published in May 2022 to seek views on the government’s ideas for reform, building on lessons from independent inspection, national reports and the Grenfell Tower Inquiry. Following consultation, the government published a response in December 2023, which covers three areas- people, professionalism and governance. The Home Office said evidence gathered during the consultation stage, and a number of key reports and events, provided further insight into the issues set out in the White Paper, which have informed its strategy for reform. South Yorkshire Fire and Rescue (SYFR) provided its own response to the consultation, following workshops with middle managers and Fire Authority members.</p> <p>Headline changes include:</p> <ul style="list-style-type: none"> <li>• A College of Fire and Rescue will be introduced to raise standards and strengthen leadership, potentially with statutory legislation to help it lead the profession.</li> <li>• The government will develop provision for operational independence for fire chiefs, to help separate strategic and operational decision making.</li> </ul>		S Ghuman Monitoring Officer (BMBC)  CFO Kirby	March 2024

## South Yorkshire Fire and Rescue Authority - Governance Improvement Action Plan 2023-24

No	Governance Issue and Action(s)	Link to Risk	Lead Officer(s)	Deadline / Review Date
	<ul style="list-style-type: none"> <li>The National Joint Council will be tasked to review the pay negotiation mechanism in early 2024, with the Home Office exploring other options if this results in no meaningful change.</li> <li>Action will be taken to improve integrity and culture through improved training, more open recruitment practices and working toward a statutory code of ethics for fire and rescue employees.</li> <li>The government will not however take forward the mandatory transfer of Fire and Rescue Authority (FRA) functions to Police and Crime Commissioners (PCCs), Mayors or single elected individuals at this stage. This had been proposed in the consultation draft. Instead, the Home Office will encourage PCCs and Mayors who want to take on fire governance functions, where the areas are coterminous, to step forward.</li> </ul>			
3	<p><b><u>Embedding Sustainability</u></b>            The Green Plan was approved by the Sustainability Committee in November 2022 and was then formally approved by the Corporate Management Board and the FRA in January 2023. The plan includes ambitious objectives in which progress will be reported via the Stakeholder Planning Board.  <u>April to June 2023 Update</u>            A sustainability staff network 'Green Team' has been created which aims to understand the impact and challenges across the Service, to identify opportunities, ideas and best practice and promote sustainability, with progress monitored by the Sustainability Committee.            In April 2023 a Heat Decarbonisation Plan was submitted to the sustainability funding body as part of SYFR sustainability funding.            The Green Team organised an Earth quiz for staff to attend. Elm Lane Fire Cadets completed tree planting at Rivelin Fire Station, receiving Blue Peter Badges for their conservation work.            In June 2023 education of energy saving tips to reduce the amount of energy used at work was circulated to staff via the Bulletin and work has started to provide all departments and stations with their own bespoke energy consumption performance.</p>	<p><b><u>Corporate Risk Register 37 Embedding sustainability</u></b>            The failure to prepare and embed the sustainability changes required at SYFR</p>	DCFO	March 2024

## South Yorkshire Fire and Rescue Authority - Governance Improvement Action Plan 2023-24

No	Governance Issue and Action(s)	Link to Risk	Lead Officer(s)	Deadline / Review Date
	<p><u>July to September 2023 Update</u>            Work was completed at the Training and Development Centre to reduce use of single use products and increase our recycling rate, which contributes towards sustainability goals within the Service Plan and Green Plan.</p> <ul style="list-style-type: none"> <li>• Replaced plastic coffee sachets and milk pots in the self-messing kitchen with refillable dispensers. Bulk purchasing will reduce non-recyclable waste.</li> <li>• Removed disposable cups and stirrers as a trial and replaced with ceramic mug.</li> <li>• Replaced old bins with new labelled recycling bins across the building</li> </ul> <p><u>October to December 2023 Update</u>            A Green Plan 6 month update report was presented to the FRA on 09/10/23 including a Greenhouse gas report 2022-23.            The report provided highlights and next steps for each of the 11 Green Plan priorities. 3 reported good progress and 8 reported partial progress. Highlights were:</p> <ul style="list-style-type: none"> <li>• Salix Low Carbon Skills funded project completed to aid SYFR to understand opportunities for making our buildings greener.</li> <li>• 9% decrease in energy use in 2022-23 thanks to better maintenance of heating systems, installing energy efficient lightbulbs and ongoing installation of the building management system.</li> <li>• Start to monitor key sustainability metrics e.g. greenhouse gas emissions and water use to help identify leaks and financial savings.</li> <li>• Explore opportunities to install electric vehicle chargers, although electrical capacity is an issue at many of our sites.</li> <li>• Sustainability Committee and Green Team staff network ongoing and started to offer training on climate change and how we can reduce our impact on it.</li> </ul> <p>In November 2023 the Service reported an average 13% fall over the 6 month period in printing, reducing costs and contributing towards overall sustainability goals.            The Sustainability Officer role became vacant towards the end of the year and options are being explored.</p>			

## South Yorkshire Fire and Rescue Authority - Governance Improvement Action Plan 2023-24

No	Governance Issue and Action(s)	Link to Risk	Lead Officer(s)	Deadline / Review Date
	<p><u>January to March 2024</u> The Sustainability Officer post remains vacant and the role is due to be reviewed ahead of any recruitment or changes. The Green Plan continues to be progressed against, managed via the Sustainability Committee governance. There are some delays to this progress as expected due to the vacancy.</p>			
4	<p><b><u>Culture</u></b> South Yorkshire Fire and Rescue has a well-established set of staff behaviours and its values. However, the Service acknowledges that it should seek to continuously improve in this area and has proposed several actions in response to the independent LFB review. The FRA approved the Service's response to the LFB review in January 2023 and progress is reported to the FRA on a routine basis.</p> <p><u>April to June 2023 Update</u> A review of the disciplinary grievance process is underway, with work progressing to procure an independent third-party organisation for staff to raise concerns and the handling of anonymous complaints. Regular Executive Team communications via the Bulletin are being provided to staff of their responsibilities, instilling the Service values, beliefs and behaviours. Culture workshops have taken place with Middle Managers in April and May 2023 and a Culture staff survey is expected Summer 2023. In June 2023 the FRA received a Culture update providing information of the HMICFRS 'Values and culture in fire and rescue services' report which contained 9 themes and 35 recommendations. A gap analysis has been completed and 19 of the 35 recommendations assigned to the Chief Fire Officer. All recommendations including from the LFB culture review and HMICFRS inspection in 2022 have been fed into the Service People Plan driven by the SYFR People Strategy.</p> <p><u>July to September 2023 Update</u> A People and Culture Board Q1 update was presented to the FRA on 11/09/23 summarising work being undertaken and reported to the Board from the following committees.</p> <ul style="list-style-type: none"> <li>• Health, Safety &amp; Wellbeing Committee</li> <li>• Equality, Diversity &amp; Inclusion Committee</li> <li>• Workforce Planning Committee</li> </ul>	<p><b><u>Corporate Risk Register FRA018</u></b> <b><u>Culture Risk</u></b> Misalignment between the FRA and Service's values and leader actions, employee behaviours, and / or organisational systems.</p>	<p>CFO Kirby</p> <p>S Ghuman Monitoring Officer (BMBC)</p> <p>S Kelsey Director of People and Culture</p>	<p>March 2024</p>

## South Yorkshire Fire and Rescue Authority - Governance Improvement Action Plan 2023-24

No	Governance Issue and Action(s)	Link to Risk	Lead Officer(s)	Deadline / Review Date
	<ul style="list-style-type: none"> <li>• Workforce Development Committee</li> </ul> <p>A new Culture Programme is to be created which will absorb the existing Leadership Programme and projects that sit below this. Cultural work communications continue to be delivered across the Service.</p> <p><u>October to December 2023 Update</u></p> <p>A People and Culture Board Q2 update was presented to the FRA on 20/11/2023 summarising work being undertaken and reported to the Board from the Health, Safety &amp; Wellbeing Committee. As the 3 other committees met after this date, no updates were available.</p> <p>A programme and projects update was also provided for the following:</p> <ul style="list-style-type: none"> <li>• On Call Programme</li> <li>• Firefighter Maintenance of Competence (MOC)</li> <li>• National Operational Guidance (NOG)</li> <li>• Core Code of Ethics</li> <li>• Culture Programme</li> <li>• Leadership and Management Training</li> <li>• Leave and Availability Policy Review Project.</li> </ul> <p><u>January to March 2024 Update</u></p> <p>The FRA received a Culture Programme update report on 15/01/24 which detailed Service progress against HMICFRS recommendations, the London Fire Brigade culture review recommendation, Areas of Improvement from SYFR HMICFRS inspection 2022 and a Service gap analysis against the Dorset &amp; Wiltshire FRS culture review. At the time of writing the report, SYFR had completed 93% of the 35 recommendations and 7% were in progress. Since the report, a Culture Programme Manager has been recruited and is due to start in March 2024.</p>			
5	<p><b><u>Estates and Facilities – Benefits Management</u></b></p> <p>Estates projects and programmes are not incorporated within the wider project support framework as they have dedicated project roles within the team but for some of the large estates projects it would benefit from wider awareness through the existing project governance structure.</p> <p><u>April to June 2023 Update</u></p> <p>No further update.</p>		DCFO	March 2024



## South Yorkshire Fire and Rescue Authority - Governance Improvement Action Plan 2023-24

No	Governance Issue and Action(s)	Link to Risk	Lead Officer(s)	Deadline / Review Date
	<p><u>July to September 2023 Update</u> No further update.</p> <p><u>October to December 2023 Update</u> No further update.</p> <p><u>January to March 2024 Update</u> The Estates and Facilities team are phasing in the use of the Project Framework key decision-making documents, including using the Project Framework Brief and Business Case.</p>			
6	<p><b><u>Strikes (Minimum Service Levels) Bill 2023 (For Fire and Rescue Services)</u></b> The paper was open for consultation from 9 February until 11 May. SYFR completed and submitted feedback during this period. Subsequently, as a result of completing the feedback, SYFR has also engaged in several sessions with the Home Office. The current status of the bill is in the final stages and could be expected in early 2024. Any published bill will place legislation on Fire and Rescue Services to maintain a minimum service during any period of industrial strike action, this could be anywhere between 25-50% and utilising existing SYFR operational personnel.</p> <p><u>April to June 2023 Update</u> In April 2023 the Chief Fire Officer provided the FRA Performance and Scrutiny Board with an overview of the public consultation on Minimum Service Level for Fire and Rescue Services. Members of the Senior Leadership Team and Resilience, Planning and Contingencies Team attended 2 of 3 Home Office consultation workshops. An update was provided to the Corporate Advisory Board and the Service provided its consultation response.</p> <p>In June 2023 the FRA received an update report and copy of the Service consultation response. The Bill has passed through 3 readings in the House of Commons and 3 readings in the House of Lords. It is now in the final stages under consideration of amendments. The timeline for the Bill to go through the final stages to reach Royal Assent is unknown.</p> <p><u>July to September 2023 Update</u> The Service is awaiting the Government consultation response. The Senior Leadership Team continue to monitor the implications of new legislation which</p>	<p><b><u>Corporate Risk Register 36</u></b> <b>Industrial Relations - leading to strike or significant withdrawal of labour</b> The initiation of industrial action by representative bodies as a consequence of pay negotiation deals, including Green Book members of staff.</p> <p><b><u>Corporate Risk Register FRA019</u></b> <b>Industrial Relations - leading to strike or significant withdrawal of labour</b> Gold Book Officers pay award negotiations remain unresolved which could lead to industrial action,</p>	DCFO	March 2024



## South Yorkshire Fire and Rescue Authority - Governance Improvement Action Plan 2023-24

No	Governance Issue and Action(s)	Link to Risk	Lead Officer(s)	Deadline / Review Date
	<p>will require fire and rescue services to provide minimum service levels during any future periods of industrial action.</p> <p><u>October to December 2023 Update</u> The Service is awaiting the Government consultation response.</p> <p><u>January to March 2024 Update</u> The Minimum service levels for fire and rescue services Government response was published on 08/02/24.</p>	<p>including strike and withdrawing labour</p>		