

Appendix A: Fit for the Future Progress Report

Theme: Service Delivery – the role of the Fire and Rescue Service

Improvement Objective 1

Improvement Objective (IO)	Progress update	Description of work needing to be done
<p>IO1: Fire and Rescue Services (FRSs) will have evidence based, high quality and consistent Community Risk Management Plans (CRMPs), based on the Community Risk Planning Fire Standard. The Plans will encompass all aspects of service deployment and delivery, addressing local risks within diverse communities as well as ensuring they are resilient to national risks and threats.</p>	<p>In His Majesty's Inspectorate for Constabulary and Fire & Rescue Services (HMICFRS) inspection 2022, South Yorkshire Fire & Rescue (SYFR) were 'good' in the understanding risk of fire and other emergencies diagnostic area. The inspectorate found that we assessed an appropriate range of risks and threats after a thorough Community Risk Management Plan (CRMP) process.</p> <p>The CRMP 2021-2024 has been reviewed and updated. It was approved by the Fire and Rescue Authority (FRA) in January 2024.</p> <p>The CRMP review process was audited in December 2023 by RSM. The review assessed the formulation and approval of the CRMP and how the Service is delivering against the plan, how this is being managed, and how success is being monitored and reported. They also assessed how the Service is using data to drive decision making and changes going forwards. A 'substantial assurance' opinion was given.</p> <p>The CRMP is based on robust risk modelling. It also takes into account National and Local Risk Registers, as well as learning from various emergencies (local, regional and national / international) to inform our understanding and preparedness for all foreseeable operational risks.</p> <p>An external company has been appointed to conduct a fire cover review, for the development of the new CRMP.</p>	<p>SYFR received two related Areas for Improvement (AFI) in HMICFRS inspection report 2022:</p> <p>AFI: The Service needs to make sure that it uses its resources across prevention, protection and response functions in a more joined up way to meet the priorities in its CRMP.</p> <p>AFI: The Service should have effective measures in place to assure itself that its workforce is productive and that their time is used as efficiently and effectively as possible to meet the priorities in its CRMP.</p> <p>Continue to work on the next CRMP. This will be a full review with extensive stakeholder engagement.</p> <p>Undertake a CRMP benchmarking exercise.</p> <p>Continue work on the specialisms programme.</p>

	<p>We undertake stakeholder engagement and consultation on the CRMP. This includes engagement with underrepresented groups to ensure plans give equality of access to services for all in our diverse communities. An equality impact assessment for the new CRMP has been developed.</p> <p>There is a dedicated CRMP Board to support progress against the CRMP. The Fire cover committee holds responsibility for response times, risks and emergency response processes for efficient response times.</p> <p>A specialisms programme has been established.</p> <p>The Money and Resources section in CRMP 2021-24 demonstrates how we will use resources to deliver the services required.</p> <p>The foreseeable risk register has been reviewed.</p> <p>Emergency Response, Prevention and Protection strategies have been developed to support the delivery of the CRMP.</p> <p>A review of Site Specific Risk Inspection (SSRI) records commences in April 2024, which over the course of twelve months will see all medium risk records reviewed and brought up to date. The last remaining element to ensure risk records are relevant and up to date is a programme of quality assurance and upskilling operational crews on the expected standard of risk information records.</p> <p>We have conducted a gap analysis against the CRMP fire standard and we have met all the criteria within the standard. This will be reviewed by the Fire Standards Assurance Group during the development of the next CRMP.</p>	<p>We will complete the utilisation survey and compare to the previous year's survey. We will develop an action plan to increase utilisation and productivity by 3% per year.</p> <p>Conduct the review of SSRIs.</p> <p>Periodically review the CRMP fire standard to ensure we are still compliant.</p>
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Improvement Objective 2

Improvement Objective (IO)	Progress update	Description of work needing to be done
<p>IO2: Fire and Rescue Services support new and innovative ways to prevent fires and other emergencies. They will work with people in local communities to make them safer including tackling the health inequalities that put their wellbeing at risk.</p>	<p>Received 'Good' in the Preventing fires and other risks diagnostic in HMICFRS inspection 2022.</p> <p>Prevention strategy in place and linked to risks in the CRMP.</p> <p>The Joint Community Safety Department (JCSD) is effective and carries out an extensive range of prevention activities. We routinely evaluate the performance and benefits of the JCSD and report these internally and to the FRA.</p> <p>Targeted risk-based approach to HFSVs. Online HFSV tool available to all.</p> <p>A review of HFSV policy and questionnaire has taken place, including the reviewing the Equality Impact Assessment.</p> <p>An Organisational working number of HFSVs has now been agreed. The number of overdue HFSVs is being monitored and actioned by district Station Managers and Community Safety management.</p> <p>The Community Fire Risk Management Information System (CFRMIS) is being upgraded to support more efficient and effective HFSVs.</p> <p>Community engagement activities are targeted to at those most at risk in communities, for example Think Family, road safety campaigns, water safety campaigns.</p> <p>Prevention activity in those areas that fall outside the 15 minute footprint has been delivered.</p>	<p>SYFR received two related AFIs in HMICFRS inspection report 2022:</p> <p>AFI: The Service should make sure it puts in place measures so it can catch up on the home fire safety checks identified and awaiting a visit that have built up during the pandemic.</p> <p>AFI: The Service should make sure it quality assures its prevention activity, so staff carry out home fire safety checks to an appropriate standard.</p> <p>Further progress the QA work.</p> <p>Raise the profile of prevention within the CRMP. We have compared our investment in prevention and protection vs response and will review our differences to the average FRS and other FRS to ensure we have the right balance of investment vs risk.</p> <p>Continue work on the Prevention fire standard.</p>

	<p>Community Safety will be a key stakeholder in the development of the new CRMP.</p> <p>Quality Assurance (QA) is being re-introduced by Community Safety Watch Managers in March 2024.</p> <p>We are 65% compliant with the Prevention Fire Standard. A Temporary Station Manager is now in position, and this work has been allocated as a reference. There are no areas in which we are 'non-compliant'. Some peer review work has taken place with West Yorkshire Fire & Rescue, along with support from the NFCC Implementation Liaison Manager.</p>	
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Improvement Objective 3

Improvement Objective (IO)	Progress update	Description of work needing to be done
<p>IO3: A culture of responsibility and ownership will be driven by the FRS to influence all organisations and bodies responsible for fire safety. Fire protection activity carried out by FRSs will reflect their role as a part of the changing regulatory system.</p>	<p>Risk Based Audit Programme (RBAP) in place but is currently under review.</p> <p>Ongoing work with medium rise risks following the building risk review programme.</p> <p>Grenfell project has been closed down. The actions that remain open are being monitored through the Service Improvement Board.</p> <p>The Business Fire Safety (BFS) team has recruited into all established posts.</p> <p>New inspecting officer's competency framework in place.</p> <p>Governance arrangements for BFS have been strengthened, including a suite of performance measures and regular meetings dedicated to BFS take place. BFS performance is also monitored by the Service Delivery Board.</p> <p>A Quality Assurance (QA) framework has been drafted. The QA framework is being sent for consultation, and the process will be launched in April 2024.</p> <p>Supported the government's idea for grant funding to remediate external wall systems. Worked with Responsible Persons to support process and informed crews that building can remain occupied.</p> <p>Yorkshire and Humber region supporting Business Safety Regulator (BSR) regime. Will appoint the necessary team to undertake BSR work (SYFR two inspectors in addition to establishment).</p>	<p>SYFR received 'requires improvement' in the protection diagnostic in HMICFRS inspection report 2022. There are three related AFIs:</p> <p>AFI: The Service should assure itself that its risk-based audit programme prioritises the highest risks and includes proportionate activity to reduce risk.</p> <p>AFI: The Service should make sure it has an effective quality assurance process, so staff carry out audits to an appropriate standard.</p> <p>AFI: The Service should make sure it works with local businesses and large organisations to share information and expectations on compliance with fire safety regulations.</p> <p>Review the RBAP to ensure the highest risks are being prioritised.</p> <p>Waiting for guidance from the NFCC as to what the BSR will look like.</p> <p>Decide if to become a Primary Authority.</p> <p>Understanding how crews can further support BFS work.</p>

	<p>Effective strategy for reducing unwanted fire signals. This is currently being updated and reviewed.</p> <p>Effective business engagement strategy in place.</p> <p>Exploring the opportunity to become a Primary Authority.</p> <p>Business Safety Advisors, who carry out audits of lower risk premises, and also carry out Business Engagement activities.</p> <p>Business Engagement is now embedded within BFS. The Business Support and Training Officer record business engagement activity on a tracker.</p> <p>Crews undertake Business Safety Visits.</p> <p>BFS have completed the implementation tool for the Protection fire standard. This has been reviewed by the NFCC Implementation Liaison Manager.</p>	<p>Raise the profile of protection within the CRMP. We have compared our investment in prevention and protection vs response and will review our differences to the average FRS and other FRS to ensure we have the right balance of investment vs risk.</p>
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Improvement Objective 4

Improvement Objective (IO)	Progress update	Description of work needing to be done
<p>IO4: The benefits of all FRS activity are measured and evaluated so that decision making about resource allocation can be improved.</p>	<p>Various plans outline how we will use our resources effectively and efficiently, e.g. CRMP, MTFP.</p> <p>The Service Improvement Fund is aimed specifically at driving service improvement activity and has supported the progress against a number of Areas for Improvement contained within the HMICFRS inspection reports.</p> <p>We have a robust programme and project management governance framework in place. As part of this all projects have a closedown report and a post implementation review that allows us to learn and make improvements. Benefits realisation is in place for programmes and projects.</p> <p>An evaluation framework has been developed.</p> <p>We routinely monitor, review and evaluate the benefits and results of collaboration activity.</p> <p>The Princes Trust scheme has been paused following a review.</p> <p>An efficiency and productivity plan has been produced. This will be reviewed and reported on in April 2024.</p> <p>There is an efficiency long list which is regularly reviewed and directors/manager responsible are asked for updates on whether ideas can be progressed and savings delivered.</p> <p>We have taken part in the 2023/24 cross FRS financial benchmarking exercise and the results of this have been fed back to</p>	<p>Draw on central evaluation techniques to improve local evaluations.</p> <p>Internal audit are due to review SYFR governance arrangements in April 2024.</p> <p>Strengthen our performance and productivity as per the priority in the Service Plan 2024-25.</p> <p>Continue to review our financial performance and identify efficiencies.</p> <p>Provide monthly financial performance reports.</p>

	<p>Executive team and will be reviewed with SLT to inform future financial planning.</p> <p>The Director of Finance and Procurement has volunteered for a lead role on the NFCC finance committee and for coordinating the national work on efficiency and benchmarking.</p> <p>We continue to review our financial performance. Members receive a quarterly budget monitoring report which sets out our budget position and include efficiency savings. The MTFP sets out our future financial forecasts and includes investments and efficiencies reports.</p> <p>We regularly review and strengthen our internal governance arrangements.</p> <p>A new Internal Governance and Assurance fire standard has been consulted on and will be released shortly. SYFR have played an integral role in developing this fire standard.</p> <p>HMICFRS inspection 2022 found that SYFR are good at evaluating our prevention work and have good evaluation tools in place.</p>	
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Theme: Leadership, people and culture

Improvement Objective 5

Improvement Objective (IO)	Progress update	Description of work needing to be done
<p>IO5: FRSs refocus their investment in the selection, training and development of employees to maintain, support and improve their skills and knowledge throughout their careers.</p>	<p>Middle Managers (MM) Maintenance of Competence (MOC) is now embedded and has been in use since August 2023 for operational staff in the middle manager cohort. Recent updates have included Fire Investigation and HAZMAT specialisms, Other specialist training will be added when resources allow.</p> <p>ICT resources are currently prioritising the work of moving e-learning content from Learnpro onto internal systems. This work will benefit MM MOC, FF MOC and National Operational Guidance (NOG) as well as paving the way for corporate staff and senior leader MOC projects. The Mako system continues to be developed to support this work.</p> <p>All levels of operational staff have a clearly identified development programme that incorporates a range of learning and development activities appropriate to their role. The Service is currently reviewing 'passport' programmes for each rank.</p> <p>Some of the Service's functions already have clear progression pathways in place e.g. BFS, Finance, People function. Further work is being undertaken within the Development/Pathway project to develop pathways for all corporate functions.</p> <p>The Service has an e-learning system that provides a wide range of modules for managers to provide support and development.</p> <p>A range of in-house training sessions are available to managers covering areas such as people management, conducting investigations, project management.</p>	<p>SYFR received two related AFIs in HMICFRS inspection report 2022:</p> <p>AFI: The Service should ensure it understands everything it needs to do to adopt NOG and it should ensure its plan is resourced to do so.</p> <p>AFI: The Service should arrange a programme of cross-border exercises, sharing the learning from these exercises.</p> <p>Continue work on the Culture Programme, of which one of the main objectives is leadership development.</p> <p>Implement a service-specific programme for aspiring leaders.</p> <p>Deliver a coaching and mentoring programme for all staff.</p> <p>Embed the 360 degree process for supervisory managers, aligning outcomes with the Personal Review process.</p> <p>Continue to support the development of sector leadership programmes nationally.</p>

	<p>The Service's Culture Programme and associated projects will improve the training and support offered to staff in management and leadership roles.</p> <p>Recruitment processes strengthened. A full review is undertaken after every whole-time recruitment process.</p> <p>A corporate induction programme is delivered to all new employees.</p> <p>Personal Review process well established and we have good completion rates. All staff have an electronic Personal Review record and this is reviewed and updated at least every 6 months with their line manager. Training and development needs can be identified through this and are then reviewed and organised via the People function. A training needs analysis for every role supports this process.</p> <p>360 feedback sessions have taken place for senior and middle managers. The remaining managers 360's will take place over Spring 2024.</p> <p>Improved realistic, cross-border and multi-agency training and exercises.</p> <p>Improved incident command training.</p> <p>Implemented the NOG project.</p> <p>A culture survey has taken place and work continues to implement the recommendations.</p> <p>Capital programme in place to support employees with high quality equipment.</p>	<p>Continue to work on fulfilling the criteria contained within the fire standards.</p>
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	<p>We currently offer CMI level 3 and 5 to managers/aspiring managers and level 7 courses to senior managers/aspiring senior managers.</p> <p>The Executive Leadership Programme is available for Group Managers and above and corporate staff equivalents.</p> <p>The SLT recently discussed options for fast-tracking high potential candidates and work is underway to develop options for this via the leadership projects.</p> <p>The Service has a Workforce Development Committee, which is attended by a range of function managers and rep bodies.</p> <p>Operational Preparedness and Operational Competence professional standards gap analysis has been completed. We are over 85% compliant with the standards and actions are in place to meet the outstanding criteria. These standards will be reviewed once the operational learning fire standard work has been completed.</p>	
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Improvement Objective 6

Improvement Objective (IO)	Progress update	Description of work needing to be done
<p>IO6: Prospective employees are attracted to FRSs as an employer of choice where inclusive recruitment practices and the available diverse roles and responsibilities help the Service manage risk in the local community.</p>	<p>Received 'Good' in the Ensuring fairness and promoting diversity diagnostic in HMICFRS inspection 2022.</p> <p>The People Strategy 2024-27 was approved in January 2024.</p> <p>Positive action work continues. A positive action strategy has been developed, along with supporting guidance and a toolkit to provide staff with the skills and tools/resources to help us achieve our organisational objective of increasing diversity in our workforce.</p> <p>We are in the process of updating our Community Activity Database (CAD) which will provide one location for all our community engagement and positive action work to be logged.</p> <p>Targeted recruitment campaigns. Recruitment Guidance has been developed which supports all staff to be ambassadors in relation to positive action/recruitment.</p> <p>The Service is investing in a new Positive Action & Engagement Officer role, which is a fixed term contract in the first instance so we can evaluate the impact. Their main focus will be to support the service to improve diversity in all areas.</p> <p>Core code of ethics project and Our Story has incorporated the code of ethics. Core code of ethics e-learning module launched and the pledge has been rolled out to all staff.</p> <p>The Service prepares an annual workforce profile report that is shared with all staff and is available on the Service website. This also identifies planned actions to improve diversity.</p>	<p>SYFR received two related AFIs in HMICFRS inspection report 2022:</p> <p>AFI: The Service should identify and overcome barriers to equal opportunity, so that its workforce better represents its community.</p> <p>AFI: The Service should make sure that it has effective grievance procedures. It should identify and implement ways to improve staff confidence in the grievance process.</p> <p>Update the Community Activity Database.</p> <p>Recruit into the Positive Action & Engagement Officer role.</p> <p>Involve all parts of the Service in positive action work and measure its impact.</p> <p>Keep informed of the NFCC direct entry and NFCC talent management work. The Service is awaiting the evaluation of the national direct-entry schemes before deciding whether to implement a similar scheme.</p>

	<p>EDI training has been re-launched, with a one-day course provided by an external trainer.</p> <p>NFCC Maturity models and inclusion training gap analysis completed.</p> <p>We have achieved all the criteria contained within the core code of ethics fire standard. This will be reviewed by the Fire standards assurance group in May 2024.</p>	<p>Review the core code of ethics fire standard to ensure compliance.</p>
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Improvement Objective 7

Improvement Objective (IO)	Progress update	Description of work needing to be done
<p>IO7: An inclusive culture is at the heart of every FRS. They are welcoming and supportive places to work, retaining the widest variety of people from all backgrounds throughout their careers.</p>	<p>HMICFRS inspection report 2022 recognises that there is a positive working culture throughout the Service. We have well-defined values that are understood by staff.</p> <p>We have reviewed the recommendations in the HMICFRS values and culture report and the London Fire Brigade culture review. We have also reviewed the culture reports undertaken by other FRS's. These reviews identify any potential gaps within our own service and actions to address this.</p> <p>A staff culture survey undertaken in autumn 2023 and action planning is now in progress, involving all staff.</p> <p>Recruited a Culture Programme Lead who commenced in March 2024 and will further drive our culture development plans.</p> <p>Core code of ethics project has embedded the code within our existing values and behaviours framework (Our Story).</p> <p>The second round of mandatory face to face ED&I training for all staff is well underway.</p> <p>The Service has a staff group for all protected characteristics and each group has a strategic influencer (SI), who is a member of SLT or a senior manager. The role of the SI includes encouraging feedback on diversity and culture. There is an open invitation to all staff groups for Exec Team members to attend and ask questions/provide feedback.</p> <p>A new communications culture campaign for 2024 is in progress and focuses on inclusion and staff groups.</p>	<p>SYFR received two related AFIs in HMICFRS inspection report 2022:</p> <p>AFI: The Service should identify and overcome barriers to equal opportunity, so that its workforce better represents its community.</p> <p>AFI: The Service should make sure that it has effective grievance procedures. It should identify and implement ways to improve staff confidence in the grievance process.</p> <p>Continue to implement the recommendations from the HMICFRS values and culture report.</p> <p>Deliver on actions arising from the staff culture survey.</p> <p>Launch and implement a revised equality, diversity and inclusion strategy.</p> <p>Empower staff networks to appropriately influence organisational policy and employee experience.</p> <p>Review and improve support for neurodiverse staff and staff with disabilities.</p>

	<p>The Service has an active EDI Committee, chaired by the Senior People Partner (OD) and attended by a manager from each function within the Service, representative bodies, Chairs of staff groups and a member of the FRA.</p> <p>Current uniform standards include adaptations for pregnancy, menopause, religion and more.</p> <p>The Service has a People Board which has been expanded to People & Culture Board.</p> <p>The Service produces an annual EDI performance report, which sets out the work undertaken to improve diversity and inclusion.</p> <p>Equality Impact Assessment (EqIA) training, both in-person and e-learning is available to all staff who complete EqIA's.</p> <p>Regular update reports/ presentations to FRA members / training for FRA members on our progress with regard to EDI.</p> <p>We have an Individual Grievance policy and Dignity at Work policy and staff can receive advice and support from People Partners or representative bodies on how to use these. Staff who use the grievance policy are invited to complete a feedback survey during the process and on completion of the process so that we can ensure that they feel their grievance is dealt with fairly and that they are given appropriate support throughout.</p> <p>The FRA have a Whistleblowing policy. The policy has been reviewed recently and made more accessible, in terms of layout, to our staff. We aim for this to be approved by the FRA in April 2024. There will be a communications campaign to ensure staff know it has been refreshed and to remind them how to access it.</p>	<p>Monitor and evaluate the quality and effectiveness of equality impact assessments.</p> <p>Continue work on the Culture programme.</p> <p>Implement the mandatory ED&I objective for everyone in their personal review.</p> <p>Complete the review the Whistleblowing policy.</p>
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	<p>The Service has also introduced an independent Speak up Service to enable an additional pathway for people to raise concerns, anonymously if they prefer.</p> <p>The Service has now updated its policy on DBS checks to ensure all staff are checked to the appropriate level.</p> <p>We have a wide range of health and wellbeing support services for staff to access.</p> <p>Inclusion, Diversity and Culture is a priority in the Service Plan 2024-25. Function and station plans contain ED&I objectives.</p>	
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Improvement Objective 8

Improvement Objective (IO)	Progress update	Description of work needing to be done
<p>IO8: Political leaders and managers work together to deliver strong inclusive leadership across all FRs. Common approaches and leadership frameworks will be developed that set out Service values, expectations and behaviours which all can support and promote. This will be the basis on which Fire and Rescue Services are led and all employees operate.</p>	<p>SYFR was found to be 'good' at managing performance and developing leaders in HMICFRS inspection 2022.</p> <p>Working towards this with the Maintenance of Competence programme currently live. Providing a standardised approach and system for managing training.</p> <p>The Culture Programme will manage three projects for developing leaders, including establishing a SYFR leadership programme and establishing leadership pathways.</p> <p>Personal review process. Effective use of training requests section.</p> <p>360 feedback process for leaders.</p> <p>The FRA's Performance & Scrutiny Board receives a quarterly update on EDI activity and performance. The FRA receive a quarterly update on culture development plans.</p> <p>Promotion pathway - annual promotion boards, qualification check, and support from Line Managers and Group Managers.</p> <p>Strategic Influencers for staff networks.</p> <p>Work continues on the Leading the Service Fire Standard. A workshop has taken place with the Fire Standards Board to understand the requirements of the standard. We continue to gather evidence against the criteria and implement further actions.</p>	<p>SYFR received one related AFI in HMICFRS inspection report 2022:</p> <p>AFI: The Service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders.</p> <p>Wider use of NFCC leadership framework in recruitment and promotion process.</p> <p>Deliver Culture and Leadership programme.</p> <p>Review and update the People Strategy.</p> <p>Implement the Leading the Service fire standard.</p>

Theme: National infrastructure and support

Improvement Objective 9

Improvement Objective (IO)	Progress update	Description of work needing to be done
<p>IO9: FRSs have access to comprehensive national implementation support and a repository of standards, guidance and tools that they embed in their own local service delivery.</p>	<p>We can show where we comply against the national frameworks that do exist. That should provide some level of evidence that we comply nationally where direction is given. e.g. Fire & Rescue national framework; policing and crime act collaboration; professional fire standards; fit for the future; NOG; JESIP; annual governance statement; annual statement of assurance; value for money; HMICFRS inspection; NFCC guidance and toolkits.</p> <p>Some evidence of co-procurement at a regional level, e.g. Personal Protective Equipment.</p> <p>Implemented the NOG project.</p> <p>Active participants in NFCC working groups and meetings.</p> <p>Work with the Fire Standards Board to development and review the fire standards.</p> <p>We are utilising NFCC guidance and toolkits to develop the next CRMP.</p> <p>We utilise capacity from the Fire Standards Board and NFCC to support the implementation of the fire standards. This has helped us to better understand the requirements of the fire standards, as well as allow for a consistent approach across the fire and rescue sector. We have also worked with peers to review the standards.</p> <p>Emergency Preparedness and Resilience Professional Standard is 95% complete. This has been reviewed by the fire standards assurance group, as well as the NFCC Implementation Liaison Officer.</p>	<p>Keep up-to-date with national partner developments so that support can be accessed as soon as it becomes available.</p> <p>Continue to support the consistent national approach to identifying risks and developing the CRMP.</p> <p>Continue to collaborate with partners to develop site-specific risk plans which are based on a shared and common understanding of local risks.</p>

Improvement Objective 10

Improvement Objective (IO)	Progress update	Description of work needing to be done
<p>IO10: Opportunities to collaborate are considered in all aspects of service delivery, where it will bring about better outcomes for communities. Partnership working will be based on solid evidence and data to determine the most efficient and effective use of resources to ensure the safety of the public and our employees.</p>	<p>The Joint Community Safety Department (JCSD) is effective and carries out an extensive range of prevention activities. We routinely evaluate the performance and benefits of the JCSD and report these internally and to the FRA.</p> <p>Rose Regeneration collaboration report 2021.</p> <p>Effective procedures for dealing with multi-agency incident and we are a valued partner in the Local Resilience Forum.</p> <p>Headquarters building is now shared with NHS South Yorkshire Integrated Care Board as well as Age UK Sheffield.</p> <p>Regional co-procurement group.</p> <p>Grenfell project now closed and remaining actions monitored via the Service Improvement Board.</p> <p>We are implementing the recommendations from the Manchester Arena Enquiry.</p> <p>Joint Operational Learning (JOL) and National Operational Learning (NOL).</p> <p>We have a programme of exercises in place including multi-agency and cross-border exercises.</p> <p>Yorkshire and Humber Operational Resilience Group (YHORG) allows for some regional consistency.</p> <p>We are now sharing our risk information with neighbouring services.</p>	<p>SYFR received one related AFI in HMICFRS inspection report 2022:</p> <p>AFI: The Service should arrange a programme of cross-border exercises, sharing the learning from these exercises.</p>

	<p>This process has been tested and agreed within the region. It provides a standardised approach to sharing both permanent and temporary risk information with any neighbouring service and the ability for our Control to share neighbouring risk information with our crews and officers as appropriate. We have also liaised with Derbyshire Fire and Rescue as well as Nottinghamshire Fire and Rescue whom share a joint regional Control centre regarding sharing information in this way.</p> <p>Partnerships Community Safety Guidance and Procedures Policy in place. Partnerships Officer roles support this, along with the internal governance structure. Partnerships are reviewed to ensure they are achieving expected benefits and to make any improvements.</p> <p>We use a range of data and information from partner agencies to target those most at risk from fire, such as assisted bin collection data from councils, which can identify vulnerable people.</p> <p>Collaboration projects all include benefits realisation.</p> <p>Implementation of NOG.</p> <p>Staff understand how to identify vulnerability and take action to safeguard vulnerable people as a result. Including working with partner agencies.</p> <p>Emergency Preparedness and Resilience fire standard is 95% complete. This has been reviewed by the fire standards assurance group, as well as the NFCC Implementation Liaison Officer.</p> <p>The Safeguarding fire standard is 50% complete and has been reviewed by the fire standards assurance group.</p>	
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Improvement Objective 11

Improvement Objective (IO)	Progress update	Description of work needing to be done
<p>IO11: All FRSs will develop the management of data and digital capabilities to ensure evidence-based decision making. This will enable the measurement of benefits delivered through service activity, evaluation of the Service and also support employee development.</p>	<p>Digital Transformation 4 programme is on track, with all projects expected to deliver by end of March 2024. We are currently making plans for Digital Transformation 5.</p> <p>TETRA risk information system in place.</p> <p>Performance Management Framework in place.</p> <p>Incident Recording System and Orca for data analysis and performance reporting.</p> <p>Orca and community handbooks are used to inform station plans and activity.</p> <p>Function/ District/ Station plans in place with clear performance measures.</p> <p>HMICFRS benchmarking data.</p> <p>South Yorkshire Police collaborations e.g. Tranman</p> <p>Good use of data sources and analysis to identify risks in CRMP. We have commissioned an external company ORH to support the development of the next CRMP.</p> <p>Sit on the NFCC cyber security sub-groups. Support Home Office best practice in cyber security.</p> <p>This implementation tool for the Data Management fire standard has been completed.</p>	<p>SYFR received one related AFI in HMICFRS inspection report 2022:</p> <p>AFI: The Service should ensure its firefighters have good access to relevant and up-to-date risk information.</p> <p>Continue to roll out the Digital Transformation Programme.</p> <p>Improving Performance and Productivity is a priority in the SYFR Service plan 2024-25.</p> <p>Consider improvements or investments in our performance information systems.</p> <p>Review our local performance indicators to ensure they are fit for purpose.</p> <p>Better use data to inform local plans, performance measures and frontline work-benchmarking our productivity against others where possible.</p> <p>Continue to support national partners to deliver activity that will improve data and digital capabilities.</p> <p>Develop a Business Intelligence Strategy.</p>

		<p>Review the NFCC Data Management Framework, which has been designed to help FRSs to implement the Data Management fire standard, comply with good data management practice and, where appropriate, legal obligations.</p>
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Improvement Objective 12

Improvement Objective (IO)	Progress update	Description of work needing to be done
<p>IO12: The National Employers (England), the LGA and the NFCC will work in partnership to drive and embed organisational learning to promote continuous improvement at all levels. The partners will jointly own an implementation group to support delivery of the Fit for the Future improvements at local level.</p>	<p>We are engaging in this Fit for the Future Project, which promotes sharing and learning.</p> <p>NOL/JOL.</p> <p>We have a programme of exercises in place including multi-agency and cross-border exercises.</p> <p>NOG makes NOL and sharing mandatory for fatalities and injuries.</p> <p>Work has been undertaken to change the governance arrangements and process for how learning will be obtained, evaluated and disseminated throughout the organisation. The Operational Research and Development (ORD) Committee has been renamed and restructured into the Operational Research and Learning Evaluation Committee (ORLEC). This is now the evaluation committee for Operational Learning as recommended in the NFCC Operational Learning Good Practice Guide.</p> <p>SYFR Operational Learning Framework 2023-25 final draft is now complete and will be signed off at Workforce Development Committee or ORLEC. The Framework will be the underpinning document to support the completion of the NFCC Good Practice Guide.</p> <p>HMICFRS learning and benchmarking reports. We regularly attend events held by HMICFRS to share good practice and learn from others. We are attending a HMICFRS positive practice masterclass in April 2024.</p>	<p>SYFR received two related AFIs in HMICFRS inspection report 2022:</p> <p>AFI: The Service should ensure it has an effective process in place to obtain operational learning so as to improve its operational response.</p> <p>AFI: The Service should arrange a programme of cross-border exercises, sharing the learning from these exercises.</p> <p>Continue to support national partners to deliver activity to improve operational learning.</p> <p>Review the Operational Learning professional standard to ensure compliance.</p>

	Following a review, the Operational Learning fire standard has been re-opened. Work is continuing on this and the fire standards assurance group will review this in May 2024.	
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