

SOUTH YORKSHIRE FIRE AND RESCUE'S COMPLIANCE WITH THE FIRE AND RESCUE NATIONAL FRAMEWORK FOR ENGLAND – 2018

CRITERIA	EVIDENCE OF COMPLIANCE / GAPS (Updated July / August 2020)
1. INTRODUCTION	
Powers	
1.4 Every fire and rescue authority must have regard to the Framework in carrying out their functions. Every authority must publish an annual statement of assurance of compliance with the Framework (see Chapter 4).	<p>Examples of how we meet this requirement are as follows:</p> <ul style="list-style-type: none"> • A review of our compliance against the Framework is carried out on an annual basis. This is now reported as part of the Statement of Assurance and Annual Report. • The Statement of Assurance and the Annual Report have been combined with effect from 2018/19.
2. DELIVERY OF FUNCTIONS	
Identify and Assess	
2.1 Every fire and rescue authority must assess all foreseeable fire and rescue related risks that could affect their communities, whether they are local, cross-border, multi-authority and/or national in nature from fires to terrorist attacks. Regard must be had to Community Risk Registers produced by Local Resilience Forums and any other local risk analyses as appropriate.	<p>Examples of how we meet this requirement are as follows:</p> <ul style="list-style-type: none"> • Our current IRMP, available on our website, is the vehicle by which the Service assesses foreseeable fire and rescue related risks. • The Plan takes into consideration the national risk register, local risk register and national/local threat register including terrorist incidents. SYFR are active members of the Local Resilience Forum and regularly review risks with partners. • RPaC consider the National and Community Risk Assessments as per compliance sheet. Contingency plans have been reviewed and are continually updated as required <p>Moving forward:</p> <ul style="list-style-type: none"> • It is planned that we will refresh the current Business Fire Safety Risk Model.

	<ul style="list-style-type: none"> • SYFR is developing strategies to ensure that learning from operational activity is carried out consistently and lessons acted on effectively. Knowledge learned from our operational activity will be shared with all Fire and Rescue Services and the wider sector where appropriate, to help reduce risk. • We are reviewing contingency arrangements for local/national industrial action. We aim to increase resilience in this area.
<p>2.2 Fire and rescue authorities must put in place arrangements to prevent and mitigate these risks, either through adjusting existing provision, effective collaboration and partnership working, or building new capability. Fire and rescue authorities should work through the Strategic Resilience Board where appropriate when determining what arrangements to put in place.</p>	<p>Examples of how we meet this requirement are as follows:</p> <ul style="list-style-type: none"> • SYFR is an active member of the Local Resilience Forum (LRF), and the CFO is the Chair of the Forum. • Utilising the structures within the LRF in a Business Management Group and subsequent sub-groups, risks are prevented and mitigated. • SYFR is an active member of the South Yorkshire Local Resilience Forum (SYLRF), chairing the LRF, Training and Exercise Group, Inter-Operability Group and currently chairing the Business Continuity Group. • Policing and Crime Act places a duty on emergency services to collaborate, SYFR has an established Collaboration programme with South Yorkshire Police (SYP). Yorkshire Ambulance Service are invited and updated on a regular basis. • SYFR and SYP signed a Joint Collaboration Agreement on 24 July 2018. The strategic agreement formalises the roles, responsibilities, aims and objectives of the partnership to build on the existing and effective collaborations achieved so far. <p>Moving forward:</p> <ul style="list-style-type: none"> • We will work towards implementing a software platform, which will facilitate the ability to collate, assess and analyse learning from internal and external sources. The information will be presented to a 'Change Team', which will decide on actions. The learning will be fed to National Operational Learning (NOL) and the wider sector where appropriate. • We are jointly looking at a piece of software for improving multi-agency response to MTAs, with the intention of evolving to become a regional capability.

<p>Prevent and Protect</p>	
<p>2.3 Fire and rescue authorities must make provision for promoting fire safety, including fire prevention, and have a locally determined risk-based inspection programme in place for enforcing compliance with the provisions of the Regulatory Reform (Fire Safety) Order 2005 in premises to which it applies.</p>	<p>Examples of how we meet this requirement are as follows:</p> <ul style="list-style-type: none"> • The Authority has systems for prioritising regulatory effort. These include a risk-based re-inspection programme and localised plans to identify high-risk premises. Risk assessment, utilising methodology and data provided by the Home Office, together with local data, intelligence and knowledge, underpins the Authority's approach to regulatory activity. The Authority continues to identify relevant and good quality data to enable it to improve its risk based inspection programme on an ongoing basis. • SYFR has a Business Fire Safety Enforcement Policy. • Business Fire Safety has a proactive Business Engagement Strategy. <p>Moving forward:</p> <ul style="list-style-type: none"> • The Risk Based Audit Program (RBAP) is reviewed regularly to ensure risk is addressed effectively. • The sample will be checked with filters being applied in order to remove buildings with certain characteristics. • By applying these changes to how the current RBAP works, we will ensure that we can continue to work proactively, addressing risk in line with trends and the needs of the community, but also ensuring that we target our resources as efficiently as possible, addressing the highest risk premises identified within SYFR.
<p>Respond</p>	
<p>2.9 Fire and rescue authorities must make provision to respond to incidents such as fires, road traffic collisions and other emergencies within their area and in other areas in line with their mutual aid agreements.</p>	<p>Examples of how we meet this requirement are as follows:</p> <ul style="list-style-type: none"> • The IRMP – 2017 – 2020 reflects South Yorkshire Fire Authority's provision to respond to incidents such as fires, RTCs and emergencies.

- Strategically placed special attributes including Heavy Rescue Pumps, Turntable Ladders, Water Carrier, BA Tender and Command Unit allows SYFR to respond to incidents such as fires, road traffic collisions and other emergencies.
- Mutual aid is part of Operational Risk Management and the current Fire and Rescue Services Act section 13 & 16 mutual aid documents are reviewed annually through the Yorkshire and Humberside Operational Resilience Group (YHORG). We have signed a Memorandum of Understanding with the Yorkshire and Humberside region, which provides structure to our Section 13 and Section 16 Over the Border arrangements.

The plans below are local with the exception of the National Resilience plans.

- Local Resilience Forum Contingency Plans.
- Control of Major Accident Hazards (COMAH) plans.
- National Resilience arrangements for High Volume Pumps (HVP), Mass Decontamination, Detection, Identification and Monitoring (DIM), Subject Matter Advisors (SMAs).
- Risks are constantly identified and assessed and the results fed into the Site Operational Risk Inspections (ORI) database, to ensure that we are able to respond safely.
- Our training activities are generic in the case of core firefighting skills (e.g. attending fires and Road Traffic Collisions (RTCs)), but station specific in some cases, for example, Supertram and Tram-Train training. This ensures that training is relevant to the risks specific to individual station grounds.
- Local Resilience Forum plans consider other areas when planning for large-scale incidents for instance the east coast flood inundation plan.
- Control of Major Accident Hazards plans are completed on a regional and national basis and SYFR was audited in February 2017 by the national COMAH peer review team.
- SYFR has introduced a Marauding Terrorists Attack (MTA) team.

Moving forward:

	<ul style="list-style-type: none"> • A Control Mobilising Policy has been introduced, which provides an overarching coordination of Control's mobilisation procedures, policies and processes. • We will work with our partners to increase our capability regarding bariatric incidents, to meet the changing demands of our local communities. A general provision will be available on all appliances, in addition to our two specialist bariatric teams. • We will look to improve the effectiveness of risk information to front line officers and improve the efficiency of how we gather and share that information. • SYFR are securing a culture of identifying learning through various debriefing platforms and processes. Learning outcomes are helping to manage risk, influence change and provide development. • We are reviewing our Tri-Service Level Agreement for breaking in and medical emergencies. This along with the Service Level Agreements with other agencies are being looked at to ensure regional consistency via YHORG.
<p>2.10 Fire and rescue authorities must, so far as is practicable, enter into reinforcement schemes, or mutual aid agreements, with other fire and rescue authorities for securing mutual assistance.</p>	<p>Examples of how we meet this requirement are as follows:</p> <ul style="list-style-type: none"> • Mutual aid is part of Operational Risk Management and the current Fire and Rescue Services Act section 13 & 16 mutual aid documents are reviewed annually through the Yorkshire and Humberside Operational and Resilience Group (YHORG). The plans below are local with the exception of the National Resilience plans. <ul style="list-style-type: none"> ○ Local Resilience Forum Contingency Plans. ○ Control of Major Accident Hazards (COMAH) plans. We have reviewed our Service costings for all COMAH sites to properly reflect the costs of delivering this service. ○ National Resilience arrangements for High Volume Pumps (HVP), Mass Decontamination, Detection, Identification and Monitoring (DIM), Subject Matter Advisors (SMAs). • SYFR has a Marauding Terrorists Attack (MTA) team. This has dispensed with the need for West Yorkshire Fire and Rescue to provide this resource. • SYFR has a Memorandum of Understanding (MoU) with the Yorkshire and Humberside region, which provides structure to our Section 13 and Section 16

	<p>Over the Border arrangements. This includes the sharing of specialist skills and vehicle attributes.</p> <ul style="list-style-type: none"> • We have reviewed the Radiation (Emergency Preparedness and Public Information) Regulations 2001 (REPPiR)[2] regulation changes to ensure that we are conforming. <p>Moving forward:</p> <ul style="list-style-type: none"> • We will look to further enhance our MoUs with regional partners, to provide greater resilience at cross border incidents.
<p>2.11 Fire and rescue authorities must have effective business continuity arrangements in place in accordance with their duties under the Civil Contingencies Act 2004. Within these arrangements, fire and rescue authorities must make every endeavour to meet the full range of service delivery risks and national resilience duties and commitments that they face. Business continuity plans should not be developed on the basis of armed forces assistance being available.</p>	<p>Examples of how we meet this requirement are as follows:</p> <ul style="list-style-type: none"> • SYFR have a Business Continuity Framework and policy, which align to the international standard ISO22301. • The SYFR Strategic and Tactical plans are reviewed at least annually. They are tested and exercised periodically to ensure that they are fit for purpose. • The Operational plans for Fire Stations and Departments are reviewed at least annually by the plan holders and are tested at least twice per year. • Major incident business continuity plans are specific to Industrial Action, Pandemic Flu, Major Flooding, Space Weather, Winter Weather, Emergency Response Mitigation and Threat Level Change. These are all up to date and reviewed regularly. • This year we have activated our Pandemic Plan and as a result, the plan is now being reviewed and updated once appropriate lessons have been captured from Covid-19. • We maintain a Protective Security Database, which ensures the safety of our People, Places and Processes. This is overseen by the Protective Security Group, which is chaired by a member of our executive team. • Embedding of Business Continuity is an ongoing process. We deliver Business Continuity Training to all new recruits and corporate staff. Every member of staff completes a mandatory online learning module, which is refreshed every 2 years.

	<ul style="list-style-type: none"> • Additionally SYFR direct an annual exercise, which is open to all public services across the UK who have access to Resilience Direct. This takes place during Business Continuity Awareness Week each year. • SYFR uses the Resilience Direct secure web platform for planning, response and recovery. This is particularly useful for securely sharing information. • Resilience Direct is used to share Site Specific Risk information neighbouring brigades to ensure all operational staff have the correct information when attending specific risks over the border. • We audit the Business Continuity Plans of two departments and two fire stations each year. • Two members of Resilience Planning and Contingencies (RPaC) are currently mentoring Business Continuity Managers from Leicestershire, Nottinghamshire, Warwickshire, Tyne & Wear, London and Cornwall Fire and Rescue Services. We are also mentoring a BC Manager from the National Resilience Assurance Team (NRAT). • We review Business Impact Analysis throughout the service on an annual basis and ensure all risks at departmental level are consistent with each other to provide greater resilience within our service. <p>Business continuity plans <u>are not</u> developed on the basis of armed forces assistance being available.</p>
<p>Collaboration</p>	
<p>2.15 Fire and rescue authorities must collaborate with other fire and rescue authorities to deliver interoperability (between fire and rescue authorities) and interoperability (with other responders such as other emergency services, wider Category 1 and 2 responders and Local Resilience Forums) in line with the Joint Emergency Services Interoperability Principles (JESIP). Fire and rescue authorities must</p>	<p>Examples of how we meet this requirement are as follows:</p> <ul style="list-style-type: none"> • SYFR works extensively with its regional partners – Humberside, West Yorkshire and North Yorkshire Fire and Rescue Services. This is done through the Yorkshire and Humberside Operational and Resilience Group (YHORG) and a Collaboration Delivery Group. The introduction of a collaboration group outside of YHORG has increased the discussion and progress of regional collaborative work at an Area Manager and Collaboration

collaborate with the National Resilience Lead Authority to ensure interoperability is maintained for National Resilience assets.

Manager level. This includes collaboration opportunities for Command Support Units, strategic command and regional procurement, as well as working together on National Operational Guidance and Communication and Control issues. A regional Personal Protective Equipment (PPE) working group has provided a regional approach to the research and the procurement of PPE across the four services.

- Procurement of Cutting Gear between West Yorkshire and South Yorkshire Fire and rescue has saved both organisations thousands and supported over the border interoperability.
- SYFR has a mobilising system in collaboration with West Yorkshire Fire and Rescue (WYFR).
 - This is a fully-integrated mobilising system operating at both control centres
 - SYFR and WYFR each retain responsibility for mobilising
 - Both control rooms can take calls on behalf of the other and re-route calls on a priority basis or remotely-mobilise resources. This was practised recently as part of a SYFR business continuity exercise, for which SYFR calls were diverted to WYFR control.
- Locally and regionally, the Fire and Rescue Service Inter-agency Liaison Officer cadre have worked to produce arrangements for dealing with new national threats (Restricted). This pertains to Marauding Terrorist Attack (MTA) / Marauding Terrorist Firearms Attack (MTFA) – SYFR now has a MTFA specialist response to these incident types. Resilience, Planning and Contingencies (RPaC) and the National Inter-Agency Liaison Officer (NILO) cadre continue to develop this response and work closely with our partner agencies, to ensure an effective collaborative, multi-agency response.
- SYFR is an active member of the South Yorkshire Local Resilience Forum (SYLRF), chairing the LRF, Business Continuity, Training and Exercise and Interoperability Groups. We are members of the Human Aspects group and Risk & Planning Groups.
- Joint delivery of MTA initial training with South Yorkshire Police (SYP) armed response instructors continues and includes joint Tactical Officer training and Mosaic training.

- Ongoing exercising of MTA training with SYP, WYFR and Yorkshire Ambulance Service (YAS) continues. This is managed by a regional multi-agency MTFA group, of which we are a part.
- A Joint Services Collaboration Programme Manager, employed by SYFR, started in post January 2019 and works across the collaboration programme. Work so far has focused on regional and over the border fire collaboration, the programme with SYP and establishing a collaboration strategy and approach.
- Key achievements with regional FRSs include the progression of a business case for shared CSUs, the development of regional command and control packs, and the development of a Gold Command Memorandum of Understanding.
- SYFR and SYP have been collaborating on efficiency and effectiveness since January 2017, and have established a Joint Community Safety department, a Joint Vehicle Fleet Management department and have employed a Head of Joint Estates and Facilities Management, and a Joint Head of Facilities Management.
 - A separate governance structure of Police and Fire Boards is in existence. The individual project boards report to the Police and Fire Delivery Board, chaired by the deputies, which then reports into the Police and Fire Collaboration Board, chaired by the Police and Crime Commissioner (PCC) with the respective Chiefs and Fire Authority Chair as members whilst reporting into the Fire and Rescue Authority as required.
 - An overarching Section 1 legal agreement has been created and signed off for the overarching work, principles and approach of how the two organisations work together.
 - The Joint Community Safety department project is now closed, with the joint Fire and Police department operating as business as usual. They report into a separate assurance board on a quarterly basis, with reporting structures up to the Delivery and Collaboration board as detailed in a separate decision-making document. A Joint Community Safety department legal functional agreement has been created and signed off, providing detail for the management of the joint department.

	<p>Key progress in the last year includes:</p> <ul style="list-style-type: none"> • Regional command and control packs for North Yorkshire, West Yorkshire, Humberside and South Yorkshire Fire and Rescue services. • Business case for regional CSUs across North Yorkshire, West Yorkshire, Humberside and South Yorkshire Fire and Rescue services. • Joint Fleet and Vehicle Management relocation of SYFR Stores at Rotherham to support the relocation of SYP Body shop staff to the SYFR Eastwood site. • Implementation of a joint system Joint Fleet and Vehicle Management • A post implementation review for the Joint Community Safety department (SYP and SYFR). • Collaboration cross management built into the respective HR policies for affected collaboration staff. • Approval and implementation of a SYFR Collaboration Strategy and collaboration approach (SYFR only). <p>Upcoming collaboration activity includes:</p> <ul style="list-style-type: none"> • Relocation of SYP Bodyshop staff to the SYFR Eastwood site as part of the Joint Vehicle Fleet Management collaboration project. • Continue to progress the collaboration for the Joint Vehicle Fleet Department and the Estates and Facilities Management collaborations (SYP and SYFR). • Set up the approved approaches for regional FRS CSU sharing. • Progress regional FRS command and support training. • Progress regional FRSs procurement of PPE.
<p>3. NATIONAL RESILIENCE</p>	
<p>3.3 Fire and rescue authorities must work with the lead authority to support the national resilience assurance processes in order to ensure capabilities are maintained at a high state of operational readiness. This includes co-operation of fire and</p>	<p>Examples of how we meet this requirement are as follows:</p> <ul style="list-style-type: none"> • Within SYFR, we have a Detection, Identification and Monitoring (DIM) vehicle, High Volume Pump (HVP) and Mass Decontamination Unit (MDU). All these

<p>rescue authorities, as necessary, on devolved training and, where applicable, on the long-term capability management arrangements.</p>	<p>attributes undergo external assurance audits. The most recent being the HVP in June 2018. Audits have predominantly identified conformity.</p> <ul style="list-style-type: none"> • SYFR contributes to long-term capability management arrangements including National Coordination and Advisory Framework (NCAF). • Nominated the officer to become the waste fire tactical advisor, the training has taken place and embedded within the service. <p>Moving forward we will:</p> <ul style="list-style-type: none"> • Nominate an officer to train as a waste fire tactical advisor. • Deliver welfare and liaison officer training to support attributes when mobilised to regional and national incidents.
<p>3.4 Fire and rescue services, through the NFCC's representation on the Strategic Resilience Board, must also work with Government to identify and address any national resilience capability gaps identified through ongoing analysis of the National Risk Assessment.</p>	<p>Compliance in this area has been achieved. SYFR regularly access the National Resilience Toolkit to ensure we are up to date with any National Risk Assessment developments.</p> <p>The Head of Service Delivery support is a member of the NFCC National Operational Effectiveness Group, the National Resilience team are present in this forum and the chair of NOEWG is a member of the Strategic Resilience Board.</p>
<p>Gap Analysis</p>	
<p>3.5 Fire and rescue authorities' risk assessments must include an analysis of any gaps between their existing capability and that needed to ensure national resilience (as defined above).</p>	<p>A possible gap has been identified for this National Framework requirement. Examples of how we meet this requirement are as follows:</p> <ul style="list-style-type: none"> • Contingency plans are available on Resilience Direct website

	<ul style="list-style-type: none"> • SYFR now has the capability to provide Chemical, Biological, Radiological, Nuclear (Explosives) (CBRN(e)) Tactical Advisors. This is provided by four officers who have been trained by NRAT. • In February 2017, SYFR's national resilience team completed a self-assessment for Initial Operational Response. It was then audited by the national team with positive feedback. • The National Resilience Team audit all of SYFR's National Response attributes on a regular basis and since February 2017, we have had audits on initial operational response, mass decontamination and High Volume Pump. Subsequent feedback has been positive. <p>Moving forward we will:</p> <ul style="list-style-type: none"> • Assess our ability to deliver national resilience capabilities during periods of industrial action. This is a possible gap.
<p>3.7 As part of their analysis, fire and rescue authorities must highlight to the Home Office or the Fire and Rescue Strategic Resilience Board, any capability gaps that they believe cannot be met even when taking into account mutual aid arrangements, pooling and reconfiguration of resources and collective action.</p>	<p>A possible gap has been identified for this National Framework requirement. Examples of how we meet this requirement are as follows:</p> <ul style="list-style-type: none"> • See 3.5 above. • As the Command and Control National Capability lead, SYFR's Chief Fire Officer is an active participant of the National Resilience and Strategic Resilience Boards. <p>Moving forward we will:</p> <ul style="list-style-type: none"> • Assess our ability to deliver national resilience capabilities during periods of industrial action. This is a possible gap.
<p>National Coordination and Advisory Framework</p>	
<p>3.9 The National Coordination and Advisory Framework (NCAF) has been designed to provide robust and flexible response arrangements to major</p>	<p>Examples of how we meet this requirement are as follows:</p> <ul style="list-style-type: none"> • SYFR proactively engages and supports the NCAF arrangements.

<p>emergencies that can be adapted to the nature, scale and requirements of the incident. Fire and rescue authorities must proactively engage with, and support, the NCAF arrangements including the NFCC's lead operational role.</p>	<ul style="list-style-type: none"> • Train middle managers on the workings of NCAF and have recently invoked the NCAF response during major flooding.
<p>Response to Terrorist Attacks or Marauding Terrorist Firearms Attacks</p>	
<p>3.10 Fire and rescue services must be able to respond to the threat of terrorism and be ready to respond to incidents within their areas and across England. Fire and rescue services should also be interoperable to provide operational support across the UK to terrorist events as required. Government recognises the critical contribution of fire and rescue services when responding to acts of terrorism. This is an agreed function of fire and rescue services as set out in the National Joint Council for Local Authority Fire and Rescue Services Scheme of Conditions of Service (“the Grey Book”) and is encompassed within the broad descriptions within the existing agreed firefighter role maps: to save and preserve endangered life, and safely resolve operational incidents.</p>	<p>Examples of how we meet this requirement are as follows:</p> <ul style="list-style-type: none"> • All operational staff have had awareness training on how to respond to terrorist events. • The MTA team has now been established. • All Control staff have had MTA training. • Joint delivery of Marauding Terrorist Attack (MTA) initial training with SYP armed response instructors. • Ongoing exercising of MTA training with SYP, WYFR and Yorkshire Ambulance Service (YAS). • We sit on both the National User Group and the National Working Group for MTA at a tactical and strategic level. • There is a programme of exercises to test call out arrangements for mobilising crews. • Testing of logistics of mobilising the crews. • Regional exercises are taking place over the next 12 months – ‘Fade to Grey’. <p>Moving forward we will:</p> <ul style="list-style-type: none"> • Undertake the Fire and Rescue Assurance Framework for MTA. This will be in the form of a peer review by our partners at WYFR. We will also peer review the MTA attribute for WYFR.

	<ul style="list-style-type: none"> • Look into procuring software to provide improved on-scene Command and Control capability. • Plan to undertake another significant MTA exercise early in 2021.
<p>National Resilience Assurance</p>	
<p>3.13 Fire and rescue authorities must continue to work collectively and with the Fire and Rescue Strategic Resilience Board and the national resilience lead authority to provide assurance to government that:</p> <ul style="list-style-type: none"> • existing national resilience capabilities are fit for purpose and robust; and • risks and plans are assessed and any gaps in capability that are needed to ensure national resilience are identified. 	<p>Examples of how we meet this requirement are as follows:</p> <ul style="list-style-type: none"> • SYFR have National Resilience Assets consisting of Mass Decontamination Unit (MDU), High Volume Pump (HVP) and Detection, Identification and Monitoring (DIM). • We have three dedicated National Resilience Trainers who ensure that all our KPIs in relation to numbers of staff trained are achieved and exceeded at all times. Training records are comprehensive. • All our national Resilience Assets are checked regularly in accordance with the requirements of the National Resilience Assurance Team (NRAT). Any faults or missing equipment are reported to Babcocks immediately through a well-rehearsed process. • In 2020, our MDU assets and Staff were externally audited as part of the NRAT assurance programme and only minor changes were required as a result. These changes were made immediately. • All of SYFRs Contingency plans are reviewed and revised where necessary on a regular basis. • Any gaps in our National Resilience Capability are captured within individual plans and issues raised with our Senior Management Team. The overall responsibility for reviewing plans lays with Resilience, Planning and Contingencies (RPaC).
<p>3.14 Fire and rescue authorities with MTFA teams must work with police forces and ambulance trusts to provide tri-service assurance of this capability.</p>	<p>Examples of how we meet this requirement are as follows:</p> <p>This is achieved through the Local Resilience Forum Interoperability Group through testing and exercising.</p>

	<ul style="list-style-type: none"> • Joint delivery of Marauding Terrorist Attack (MTA) initial training with SYP armed response instructors. • Ongoing exercising of MTA training with SYP, WYFR and Yorkshire Ambulance Service (YAS). • Ballistic protection was procured through the national framework procurement document issued on behalf of the Home Office. • We chair the Exercise Historian and Kerlake Report Task and Finish Group, which is tasked with implementing the learning from both of the above. This group is a multi-agency sub-group of the LRF Business Management Group. <p>Moving forward we will:</p> <ul style="list-style-type: none"> • Review the mobilising mode for our MTA specialist rescue teams with a view to improving response times in the event of a MTA. • Additional fade to greys and mobilising exercises booked in for 2020 to review current protocols. This is part of a wider MTA review
4. GOVERNANCE	
Managing the Fire and Rescue Service / Chief Fire Officer	
<p>4.2 Where police and crime commissioners under the Fire and Rescue Services Act 2004 – and mayors – wish to develop a local proposal to take on governance responsibility for fire and rescue in their area, fire and rescue authorities must provide them with such information that they reasonably require to develop a proposal. The Secretary of State can only give effect to a fire governance proposal where, in their view, it appears to be in the interests of economy, efficiency and effectiveness, or in the interests of public safety. The Secretary of State cannot give effect to a proposal</p>	<p>Not applicable at this stage.</p>

<p>if, in their view, it would have an adverse effect on public safety.</p>	
<p>4.4 Each fire and rescue authority will appoint an individual – commonly known as a Chief Fire Officer – who has responsibility for managing the fire and rescue service. This role does not have to be operational but includes managing the personnel, services and equipment secured by the fire and rescue authority for the purposes of carrying out functions conferred on it by the Fire and Rescue Services Act 2004, Civil Contingencies Act 2004, and other enactments. Each fire and rescue authority must hold this person to account for the exercise of their functions and the functions of persons under their direction and control.</p>	<p>Examples of how we meet this requirement are as follows:</p> <ul style="list-style-type: none"> • Part 3 of the SYFRA Constitution – Scheme of Delegation to Officers sets out the delegated powers of the CFO. These cover four areas: <ul style="list-style-type: none"> ○ Asset Management ○ Human Resources ○ Legal ○ General • These are further broken down to show the CFO’s delegated powers for each area. • The Fire and Rescue Authority hold the CFO to account. One of the main purposes of the Scrutiny Protocol (Part 6e of the Fire Authority’s Constitution) is to hold Executive Officers of the Authority and the Service to account.
<p>4.5 The chief fire officer must, in exercising their functions, have regard to the fire and rescue authority’s Integrated Risk Management Plan and any set objectives and priorities which may be outlined in a strategic plan. The fire and rescue authority should give due regard to the professional advice of the Chief Fire Officer while developing the Integrated Risk Management Plan and when making decisions affecting the fire and rescue service.</p>	<p>SYFR has an Integrated Risk Management Plan for 2017 – 2020.</p> <p>A new IRMP is currently being worked up on.</p>
<p>Documents to be Prepared</p>	
<p>4.6 Each fire and rescue authority is required to produce (see Annex A for further details):</p>	<p>Examples of how we meet these requirements are as follows:</p>

i. Integrated Risk Management Plan

Each plan **must**:

- reflect up to date risk analyses including an assessment of all foreseeable fire and rescue related risks that could affect the area of the authority;
- demonstrate how prevention, protection and response activities will best be used to prevent fires and other incidents and mitigate the impact of identified risks on its communities, through authorities working either individually or collectively, in a way that makes best use of available resources;
- outline required service delivery outcomes including the allocation of resources for the mitigation of risks;
- set out its management strategy and risk-based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005 in accordance with the principles of better regulation set out in the Statutory Code of Compliance for Regulators, and the Enforcement Concordat;
- cover at least a three-year time span and be reviewed and revised as often as it is necessary to ensure that the authority is able to deliver the requirements set out in this Framework;
- reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies and partners; and
- be easily accessible and publicly available.

Integrated Risk Management Plan

- The 2019-2021 IRMP is live on our website and meets the requirements of the Act.
- Work has begun on our 2021-24 plan, which will include pre-consultation prior to a draft being presented to the FRA to undertake further formal consultation.

Annual Statement of Assurance

- The Annual Statement of Assurance has been published in September each year and is available on the Service's website. The Statement covers the following areas:
 - Financial Information
 - Governance
 - Transparency
 - Audit
 - Data Protection
 - Statutory Duties
 - Integrated Risk Management Plan
 - Business Continuity
 - Protective Security
 - Mutual Aid Agreements
 - National Resilience
 - Control of Major Accident Hazards (COMAH)
 - Our Performance
 - Health and Safety
 - National Framework Requirements
 - Collaboration
 - Stronger Safer Communities Reserve
 - Our Future Plans

ii. Annual statement of assurance

The statement should outline the way in which the authority and its fire and rescue service has had regard – in the period covered by the document – to this National Framework, the Integrated Risk Management Plan and to any strategic plan (e.g. the Fire and Rescue Plan – see 4.10 below) prepared by the authority for that period. The authority **must** also provide assurance to their community and to government on financial, governance and operational matters. For PCC FRAs, this statement is subject to scrutiny by the Police, Fire and Crime Panel. The name of this statement differs across governance models (e.g. in the case of PCC FRAs it is called the ‘Fire and Rescue Statement’ and in Greater Manchester the ‘Fire and Rescue Declaration’).

iii. Financial plans

A medium-term financial strategy, an efficiency plan and a reserves strategy. These can be combined or published separately. Please see section 5 for further details.

With effect from 2018/19 the Annual Report has been incorporated into the Annual Statement of Assurance to make one document called ‘Statement of Assurance and Annual Report - 2018/19’.

Financial Plans

- Medium-Term Financial Strategy (Plan) – SYFR has a Medium Term Financial Plan which is kept under continuous review. Budgetary reports are submitted to the Fire Authority on a regular basis.
- Efficiency Plan – SYFR has an Efficiency Plan up to 2019/20. This was published in December 2016. This is available on the Service’s website. Updates are presented to the Fire Authority annually in November.
- Reserves Strategy – This is contained within the Medium Term Financial Plan. A proportion of the Reserves is also allocated on an annual basis to the Stronger, Safer Communities Reserve Fund, which supports a variety of projects within South Yorkshire.

<p>4.11 The NFCC fulfils a multifaceted role that is reflected throughout this document and other national frameworks. The NFCC represents the sector in local and national structures, helping to develop national policies and strategies. The NFCC is the first line of operational advice to central and local government during major incidents. This is outlined within the National Coordination and Advisory Framework (NCAF), which fire and rescue services must proactively engage with.</p>	<p>Examples of how we meet this requirement are as follows:</p> <ul style="list-style-type: none"> • SYFR proactively engages and supports the NCAF arrangements. • The Head of Service Delivery Support is heavily involved with national resilience and NCAF, chairs the NFCC National Operational User Group and sits on the National Operational Effectiveness Working Group. • The Floods of November 2019 demonstrated South Yorkshire Fire and Rescue's ability to stand up for a major incident, engage with the NFCC National Resilience team and mobilise national assets in line with the NCAF best practice.
<p>5. ACHIEVING VALUE FOR MONEY</p>	
<p>5.1 Fire and rescue authorities must manage their budgets and spend money properly and appropriately, and ensure the efficient and effective use of their resources, pursuing all feasible opportunities to keep costs down while discharging their core duties effectively. Fire and rescue authorities should regularly review the numbers and deployment of firefighters and other staff to ensure that their fire and rescue service has a workforce that is commensurate with the risks that they face.</p>	<p>The Service has a strong and positive track record in managing its finances within the available funding. This approach has enabled it to stay ahead of austerity taking difficult decisions earlier than many other public sector bodies. It has also enabled it to build up greater financial resilience, which will now be sensibly used to invest in capital assets and infrastructure to ensure they are both sustainable and fit for purpose.</p>
<p>5.2 Fire and rescue authorities must ensure that financial decisions are taken with the advice and guidance of the chief finance officer and that decisions are taken with an emphasis on delivering value for money to the public purse. Fire and rescue authorities should ensure that management of their finances is</p>	<p>The Treasurer of the FRA is the responsible financial officer who undertakes the role and responsibilities in accordance with the professional bodies (CIPFA) statement. The control arrangements in place including financial regulations and contract standing orders are designed to ensure every pound is spent in accordance with relevant rules and regulations and to achieve a competitive / good value price where goods, services or works are procured. The way the Service's finances are managed is the subject of an annual internal / external audit. In 2018/19, the Service obtained</p>

<p>undertaken with regard to published guidance including those set out at Annex B.</p>	<p>an unqualified audit opinion for both its statutory accounts and VFM Conclusion in how it uses its finite resources.</p>
<p>Commercial Transformation</p>	
<p>5.11 Each fire and rescue authority must demonstrate that it is achieving value for money for the goods and services it receives. Every fire and rescue authority should look at ways to improve its commercial practices including whether they can aggregate their procurement with other fire and rescue authorities and other local services (e.g. police) to achieve efficiencies.</p>	<p>The Service has achieved a significant improvement in its procurement policies, practices and stakeholder engagement to ensure that it achieves Value for Money (VFM). This has largely been achieved culminating in external audit giving an unqualified VFM conclusion for Procurement Practices. Part of this improvement has been the publication of a Procurement Strategy that clearly identifies future procurement activity and where sector framework contracts will be considered / utilised. Over the last six months, the Service has identified both one-off and sustainable procurement savings of £900,476.20.</p> <p>SYFR has now embedded Category Management and begun monitoring and managing Key Performance Indicators (KPIs) in the J Tomlinson Hard FM contract. The Service has started the same with Office Cleaning and has begun market research on our key contracts to ensure we have a fall-back position should a key supplier fails.</p> <p>Now that the procurement practices are stable and starting to be embedded in the organisation, the Service is becoming more proactive in looking to identify and lead on collaborative procurement opportunities; for example, SYFR is now chair of the regional Personal Protective Equipment (PPE) Procurement Sub-Group. SYFR is also leading on the procurement of Structural Firefighting PPE for five regions.</p> <p>SYFR has met and agreed regular communications with SYP Regional Procurement Unit to identify further collaborative contract opportunities and is consistently a named authority on relevant SYP / Regional framework contracts that enable the Service to access / use those contracts.</p> <ul style="list-style-type: none"> • SYFR and SYP have been collaborating on efficiency and effectiveness since January 2017, and have established joint departments for Community Safety and

	<p>Vehicle Fleet Management plus a joint management structure for Estates, and Facilities Management pending consideration of a move to a joint structure.</p> <ul style="list-style-type: none"> ○ A separate governance structure of Police and Fire Boards is in existence, with three boards in the hierarchy. ○ Joint Heads of Department for Fleet, Estates and Facilities Management were recruited in June and July 2018. Each Head has planned and established strategies for the collaborative work and the work required to operate effective joint departments. <p>SYFR were named on the Vehicle Telematics Framework, which was led by SYP Regional Procurement Team. Telematics will be implemented in SYFR by the 31st March 2021.</p> <p>SYFR has a joint Fleet Strategy with SYP. Key work streams being progressed are the sharing of the SYFR Eastwood site with SYP, which sees the relocation of central stores and the transformation of that building to a Collision Repair Facility, which will facilitate the relocation of the SYP Bodyshop. The second key work stream is the merging of Fleet Management Systems and the sharing of working practices/procedures. This is well underway, with a projection of completion in October 2020. This will transform how the joint department works.</p> <p>Moving forward we will:</p> <ul style="list-style-type: none"> ● Continue to implement strategies for Fleet, Estates and Facilities Management. ● Put in place direction and control agreements, or legal schedules for each of the collaboration projects.
<p>5.12 Fire and rescue authorities must demonstrate and support national and local commercial transformation programmes where appropriate. Each fire and rescue authority should be able to demonstrate full awareness of the objectives to standardise requirements, aggregate demand and</p>	<p>Examples of how we meet this requirement are as follows:</p> <ul style="list-style-type: none"> ● SYFR uses appropriate framework agreements as the principle route to market, where these offer best value for money. ● Framework providers include ESPO, Yorkshire Purchasing Organisation (YPO) and National Fire Chiefs Council (NFCC) category leads.

<p>manage suppliers of products and services within their commercial arrangements.</p>	<ul style="list-style-type: none"> • The recent Structural PPE regional procurement was by a mini competition through a YPO framework
<p>5.13 Fire and rescue authorities must ensure that their commercial activities, be that the placement of new contracts or the use of existing contracts, is in line with their legal obligations, including but not limited to the Public Contracts Regulations, the Public Services (Social Value) Act 2012, the Modern Slavery Act 2015 and transparency commitments.</p>	<p>Examples of how we meet this requirement are as follows:</p> <ul style="list-style-type: none"> • All SYFR tenders are conducted in compliance with Public Contract Regulations and Contract Standing Orders. • Those tenders valued above European Commission thresholds are advertised in the Official Journal of the European Union (OJEU). • All tenders above £25k are advertised through contracts finder and awards notified. • All tenders regardless of value are compliant with the principles of the Treaty of Rome with regards equal treatment, fairness and without discrimination. • The requirements of Modern Day Slavery, People Trafficking and Social Value Act etc. are addressed through use of the Government's Standard Questionnaire (SQ) for above threshold tenders. • The contracts register is published quarterly for transparency purposes.
<p>5.16 Fire and rescue authorities have the power to trade and make a profit but they must ensure that their commercial activities are performed in accordance with the requirements of the Local Government Act 2003, the Fire and Rescue Services Act 2004 (as amended by the Localism Act 2011), the Local Government Order 2009 and the Local Authorities (Goods and Services) Act 1970. Fire and rescue authorities must also ensure that such commercial activities are exercised through a company within the meaning of Part 5 of the Local Government and Housing Act 1989.</p>	<p>N/A.</p>

<p>5.18 Fire and rescue authorities must ensure any actions taken in respect of their trading companies are considered against the requirements of competition law. Any financial assistance – in cash or in kind – given by an authority that establishes or participates in it, should be for a limited period, set against the expectation of later returns, and re-paid by those returns. Any assistance should be provided under a formal agreement with the company and must be entered into for a commercial purpose. Before entering into such an agreement, the authority should satisfy itself that it will achieve its objective, and the company should satisfy itself that it will meet its objective in terms of its business plan. The parties should consider any State Aid implications and obtain their own expert advice where necessary.</p>	N/A.
6. WORKFORCE	
Professional Standards	
<p>6.4 All fire and rescue authorities must implement the standards approved through this work and the inspectorate will have regard to these standards as part of their inspections.</p>	SYFR are waiting for the Professional Standards to be published.
Fitness Principles	
<p>6.6 Fire and rescue authorities have an important role in helping to ensure their firefighters remain fit and are supported in remaining in employment. Each fire and</p>	<p>Examples of how we meet this requirement are as follows:</p> <ul style="list-style-type: none"> • Fitness testing started on the 4 April 2017.

<p>rescue authority must comply with the fitness principles set out at Annex C.</p>	<ul style="list-style-type: none"> • Participants have an option of performing the Bleep Test, Chester Walk Test or a Bike Test using a gas analysis machine. They must attain a VO2 of 42.3mlO2/kg in order to be fit for duty. If they achieve a VO2 between 35.6 and 42.2, they must complete a Fireground Assessment. If the Fireground Assessment is passed, the participant has achieved a VO2 of 42.3 and is therefore fit for duty. If the participant achieves a VO2 of 35.5 or less or fails the Fireground Assessment, they are removed from operational duty. • By carrying out these tests, SYFR is compliant with the Firefighter Fitness Principles set out in Annex C of the Framework.
<p>Re-Engagement of Senior Officers</p>	
<p>6.8 Fire and rescue authorities must not re-appoint principal fire officers¹ after retirement to their previous, or a similar, post save for in exceptional circumstances when such a decision is necessary in the interests of public safety. Any such appointment must be transparent, justifiable and time limited.</p> <p>¹ For the purpose of this Framework, Principal Officers refers to those officers at Brigade or Area Manager level, and above, or those with comparable responsibilities to those roles.</p>	<p>SYFR does not undertake the practice of re-appointing principal officers.</p> <p>There is a Pay Policy statement (paragraph 5.11 details SYFRs position regarding re-appointment), which is available on the SYFR website.</p>
<p>6.9 In the exceptional circumstance that a re-appointment is necessary in the interests of public safety, this decision should be subject to agreement by a public vote of the elected members of the fire and rescue authority, or a publicised decision by the appropriate elected representative of the fire and rescue authority, taking into account the legislative requirements of PCC FRA Chief Fire Officer appointment procedures. The reason why the re-appointment was necessary in the interests of public safety, and alternative approaches were deemed not appropriate, must be published and the principal fire</p>	<p>N/A.</p>

<p>officer's pension must be abated until they cease to be employed by a fire and rescue authority.</p>	
<p>6.10 To ensure greater fairness and the exchange of talent and ideas, all principal fire officer posts must be open to competition nationally, and fire and rescue authorities must take account of this in their workforce planning.</p>	<p>Principle officer posts are always advertised when they become permanently available. This is reinforced in the Pay Policy Statement, which is available on the SYFR website.</p>
<p>7. INSPECTION, INTERVENTION AND ACCOUNTABILITY</p>	
<p>Inspection</p>	
<p>7.4 All fire and rescue authorities must cooperate with the inspectorate and its inspectors to enable them to deliver their statutory function. This includes providing relevant data and information to inform inspections. The Home Office and HMICFRS will work together to align data and information collections where possible to avoid duplication.</p>	<p>Examples of how we meet this requirement are as follows:</p> <ul style="list-style-type: none"> • We fulfilled the requirements of the first round of HMICFRS inspections, gaining a 'Good' in all three pillars. We are putting actions in place to address the areas for improvement outlined in the inspection report. • A small team has been established to support the next round of inspections, albeit these are not going ahead as planned due to Covid-19. • We continue to liaise with HMICFRS to meet the requirements of the inspection process including data collections and themed reviews. • We continue to use the HMICFRS inspection framework as a tool for continuous improvement, through self-assessment against the judgement criteria.
<p>7.5 Fire and rescue authorities must give due regard to reports and recommendations made by HMICFRS and – if recommendations are made – prepare, update and regularly publish an action plan detailing how the recommendations are being actioned. If the fire and rescue authority does not propose to undertake any action as a result of a recommendation, reasons for this should be given. When forming an action plan, the</p>	<p>We did not receive any formal recommendations as a result of our HMICFRS inspection. However, SYFR have given due regard to the reports and areas for improvement made by HMICFRS and have put together an action plan to support this. This is being reported to and monitored by the Fire & Rescue Authority.</p> <p>We have also paid due regard to fire service reports released at the end of tranches one and two, along with the State of Fire report. Additionally, we have reviewed the Police inspection reports to gain any learning.</p>

<p>fire and rescue authority could seek advice and support from other organisations, for example, the National Fire Chiefs Council and the Local Government Association; and, for those areas where a PFCC has responsibility for fire governance, the Association of Police and Crime Commissioners.</p>	
<p>Accountability</p>	
<p>7.11 Each fire and rescue authority must hold the individual who has responsibility for managing the fire and rescue service – an operational or non-operational Chief Fire Officer – to account for the delivery of the fire and rescue service and the functions of persons under their direction and control. In London, the Mayor of London must hold the London Fire Commissioner, as fire and rescue authority for Greater London, to account for the exercise of the Commissioner’s functions</p>	<p>The Fire and Rescue Authority holds the CFO to account and the CFO will report appropriate information to one of the following meetings:</p> <ul style="list-style-type: none"> ○ Fire and Rescue Authority ○ Audit and Governance Committee ○ Performance and Scrutiny Board ○ Stakeholder Planning Board
<p>Transparency</p>	
<p>7.14 Each fire and rescue authority must comply with their statutory transparency requirements. The nature of the requirements is dependent on the legal basis of the authority; for example, combined fire and rescue authorities would be subject to the Local Authority Transparency Code 2015 while PCC FRAs must comply with requirements under section 11 of the Police Reform and Social Responsibility Act 2011 and the Elected Local Policing Bodies (Specified Information) Order 2011. All fire and rescue</p>	<p>Examples of how we meet this requirement are as follows:</p> <p>SYFR has a Transparency Section on its website. This consists of:</p> <ul style="list-style-type: none"> ● Freedom of information (FOI) – This gives details of SYFR’s FOI Policy and gives guidance on how to make a request. ● Open data – This is a list of links to the data that is published under the 2015 Local Government Transparency Code of Practice, as well as other useful data. ● Public registers – These are registers of information concerning the issue of Alterations, Enforcement and Prohibition Notices in compliance with the Environment and Safety Information Act 1988. There is a Gifts Register.

<p>authorities should therefore publish certain information, including: senior salaries; register of interests; staffing; income and expenditure; property; rights and liabilities; and decisions of significant public interest. Fire and rescue authorities must make their communities aware of how they can access data and information on their performance.</p>	<ul style="list-style-type: none"> • Spending over £500 – This lists all invoices, credit notes and grants paid by SYFR over £500. • Contracts register – This is a list of goods, services and work contracts that SYFR has procured. • Your information – Privacy Notice – This sets out our privacy notice and states why SYFR collects personal data. We have developed individual Privacy Notices for different parts of the business. • Data sharing and protection – this explains how we use the personal information that we may collect. • National fraud initiative – this explains that by law SYFR has to protect the public funds it administers • Use of Cookies – This explains SYFR’s use of cookies.
<p>7.15 Furthermore, section 26 of the Fire and Rescue Services Act 2004 states that a fire and rescue authority must:</p> <p>a) submit to the Secretary of State any reports and returns that are required; and</p> <p>b) give the Secretary of State any information with respect to its functions that are required.</p>	<p>Apart from the data we submit to the Home Office from the Incident Recording System, annual Home Office returns and the HMICFRS data collection, we are not aware of any reports that have needed to be submitted to the Secretary of State.</p>