

# Public Document Pack



## ADDITIONAL / TO FOLLOW AGENDA ITEMS

This is a supplement to the original agenda and includes reports that are additional to the original agenda or which were marked 'to follow'.

### NOTTINGHAMSHIRE & CITY OF NOTTINGHAM FIRE & RESCUE AUTHORITY

**Date:** Friday, 8 June 2018

**Time:** 10.30 am

**Place:** Fire and Rescue Services HQ, Bestwood Lodge, Arnold Nottingham NG5 8PD

**Governance Officer:** Cath Ziane-Pryor **Direct Dial:** 0115 8764298

### AGENDA

### Pages

**10 COMMITTEE OUTCOMES**  
Report of the Chief Fire Officer

3 - 30

This page is intentionally left blank



**NOTTINGHAMSHIRE**  
**Fire & Rescue Service**  
*Creating Safer Communities*

Nottinghamshire and City of Nottingham  
Fire and Rescue Authority

# COMMITTEE OUTCOMES

Report of the Chief Fire Officer

**Date:** 08 June 2018

**Purpose of Report:**

To report to Members the business and actions of the Fire Authority committee meetings which took place in April and May 2018.

## CONTACT OFFICER

**Name :** John Buckley  
Chief Fire Officer

**Tel :** 0115 967 0880

**Email :** john.buckley@notts-fire.gov.uk

**Media Enquiries Contact :** Therese Easom  
(0115) 967 0880 therese.easom@notts-fire.gov.uk

## **1. BACKGROUND**

As part of the revised governance arrangements the Authority has delegated key responsibilities to specific committees of the Authority. As part of those delegated responsibilities, the chairs of committees and the management leads report to the Authority on the business and actions as agreed at Fire and Rescue Authority meeting on 1 June 2007.

## **2. REPORT**

The minutes of the following meetings are attached at Appendix A for the information of all Fire Authority members:

|                                 |               |
|---------------------------------|---------------|
| Community Safety Committee      | 20 April 2018 |
| Finance and Resources Committee | 27 April 2018 |
| Human Resources Committee       | 04 May 2018   |
| Policy and Strategy Committee   | 11 May 2018   |

## **3. FINANCIAL IMPLICATIONS**

All financial implications were considered as part of the original reports submitted to the committees.

## **4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS**

All human resources and learning and development implications were considered as part of the original reports submitted to the committees.

## **5. EQUALITIES IMPLICATIONS**

An equality impact assessment has not been undertaken because this report is not associated with a policy, function or service. Its purpose is to update the Fire Authority on the outcomes of committee business.

## **6. CRIME AND DISORDER IMPLICATIONS**

There are no crime and disorder implications arising from this report.

## **7. LEGAL IMPLICATIONS**

There are no legal implications arising directly from this report.

## **8. RISK MANAGEMENT IMPLICATIONS**

The Service's performance in relation to matters addressed through the committee structure is scrutinised through a range of audit processes. The Service needs to continue to perform well in these areas as external scrutiny through Comprehensive Performance Assessment and auditors' judgement is key to future Service delivery.

## **9. COLLABORATION IMPLICATIONS**

There are no collaboration implications arising from this report, as the report seeks to provide Members with an update on the business and actions of Fire Authority committee meetings which have taken place in the last quarter.

## **10. RECOMMENDATIONS**

That Members note the contents of this report.

## **11. BACKGROUND PAPERS FOR INSPECTION (OTHER THAN PUBLISHED DOCUMENTS)**

None.

John Buckley  
**CHIEF FIRE OFFICER**

This page is intentionally left blank



## NOTTINGHAMSHIRE AND CITY OF NOTTINGHAM FIRE AND RESCUE AUTHORITY

### COMMUNITY SAFETY COMMITTEE

**MINUTES of the meeting held at Fire and Rescue Service Headquarters, Bestwood Lodge, Arnold, Nottingham, NG5 8PD on 20 April 2018 from 10.02am - 11.12am**

#### **Membership**

##### Present

Councillor Eunice Campbell (Chair)  
Councillor Andrew Brown  
Councillor Patience Uloma Ifediora (minutes 28-31)  
Councillor Parry Tsimbiridis  
Councillor Jonathan Wheeler

##### Absent

Councillor Jason Zadrozny

#### **Colleagues, partners and others in attendance:**

Wayne Bowcock - Deputy Chief Fire Officer  
Dan Quinn - Area Manager and Head of Service Delivery  
Damian West - Group Manager for the South of the County  
Catherine Ziane-Pryor - Governance Officer

#### **25 APOLOGIES FOR ABSENCE**

None.

#### **26 DECLARATIONS OF INTERESTS**

None.

#### **27 MINUTES**

The minutes of the meeting held on 12 January 2018 were confirmed as a true record and signed by the Chair.

#### **28 SERVICE DELIVERY PERFORMANCE**

Dan Quinn, Area Manager and Head of Service Delivery, presented the report which updates the Committee on Service Delivery Performance between 1 October and 31 December 2017.

The report includes the activity of the Service with the number and types of incidents responded to and the Retained Duty System (RDS) availability by station.

The following points were highlighted and responses provided to the Committee's questions:

- (a) it should be noted that retained Warsop and East Leake Station staff achieved an exceptionally impressive availability of 97.35% and 96.29% respectively during the last quarter of 2017. The achievement of 80% or more is considered good against some national figures, so even where there has been a decrease in availability on the previous quarter's figures, overall service availability is good. Detailed investigations into the factors behind lower performing stations is carefully considered and efforts made to address the issues behind lower availability;
- (b) for future reports, additional information will be included such as the number of incidents attended by each station. It is noted that although on call 100 hours per week, if only called out three or four times, this can result in as little as £17 per callout, which provides the Committee with a true sense of retained firefighters commitment to their communities;
- (c) on 1 July 2018 there will be a 'Significant Incidence Response' Service exercise which will include a fire in a high rise building. Members of the Authority will be provided with more details;
- (d) with regard to recruitment, the Service does attend jobs/recruitment fairs. More details are provided in a following agenda item but information from respective Councils on their fairs and recruitment events is welcomed;
- (e) in response to the point raised by members that several residents contributing to the East Leake Facebook page had commented and raised concerns that the valued First Responder service is no longer available, this voluntary element has been withdrawn at the suggestion of trades unions pending the outcome of the ongoing negotiations at a national level. East Leake crews took part in the first responder scheme on a voluntary basis which was welcomed by the community due to its remote location and the length of time taken for paramedics and ambulances to arrive. The comments of Councillors and residents will be passed to the East Leake crews, along with the suggestion that if they wish to continue with First Responding on a voluntary basis, from the Services' stance, the option is still available to them. Statistics on responding to incidents and the outcomes are held by East Midlands Ambulance Service (EMAS) but information can be requested to try and gauge, what, if any adverse effects for citizens, including loss of life, can be identified by the service being withdrawn. This information will be circulated to members outside of the meeting.

Members of the Committee commended the high availability rates of Warsop and East Leake Station staff and requested that this is formally reflected in writing to the staff at these stations and each station which achieved an availability of 90% or more. It is understood that there are many factors which may influence availability which is not necessarily a reflection of staff commitment, which is not doubted.

## **RESOLVED**

- (1) to note the report;**



- (2) **for Wayne Bowcock, Deputy Chief Fire Officer, to forward the Committee's thanks and appreciation to staff at Retained Duty stations which have achieved an availability of 90% or more during the last quarter.**

## **29 SUSTAINABILITY OF ON-CALL PROJECT**

Damian West, Group Manager for the South of the County, presented the Sustainability of On-Call Project report which informs the Committee of the ongoing development work of the project following the 'On-Call Review'.

The Sustainability of On-Call Project engages representatives from the organisation, including representative bodies, and receives ideas and suggestions from every level of the workforce on improving processes and increasing efficiency. This work feeds into that of the national working group (in which Damian participates).

Significant progress has been made in increasing the availability of on-call staff which is now averaging 90%, one of the highest availability rates across the UK.

Information sheets, which can be tailored to local recruitment, highlight the benefits and dispel myths of retained on-call working for the Fire Service. Final versions will be available to all members of the Authority by the end of the month.

Turn-over of retained staff is 10% but there are a variety of reasons why retained staff may leave the Service, including availability and flexibility to undertake training, but also include individual circumstances around home life and substantive employment. It is worth noting that retained staff must live within a set distance of the fire station, which, in itself limits broader recruitment.

Members of the Committee requested further, more detailed information, on the reasons why retained staff left the Service.

Concerted efforts are being made to improve staff retention, including:

- ensuring that staff can maintain a work/life balance;
- revising how training is provided by ensuring it's offered at a variety of times and days to enable it to fit around other, substantive employment,. Development of how training can be undertaken; for example independent e-learning for some subjects;
- increased availability of support staff, including speciality support.

The Service is working collaboratively at a national level and is working closely locally with Lincolnshire (which also has a high on-call rate), Leicestershire and Derbyshire to share good practices.

The success of the Police in increasing Black Asian Minority Ethnic (BAME) and female recruitment will be carefully examined and where appropriate adapted for Fire Service recruitment.

Members of the Committee welcomed the report and offered to ensure that the Service is kept informed of potential events where retained firefighter recruitment may be possible, and

requested that the provision of recruitment contact cards be considered to enable Councillors to inform interested constituents. Members also urged the Service to fully participate in recruitment fairs, approach secondary schools and colleges to engage young people in preparation for potential recruitment and ensure that the range of activity undertaken by the Fire Service is understood.

**RESOLVED to note the current work being undertaken by the Sustainability of On-Call Group.**

### **30 ARBORETUM: SAFER HOUSES CAMPAIGN**

Dan Quinn, Area Manager for Service Delivery, presented the report which informs members of the multi-agency preparation and 'Safer Houses' campaign activity which took place on 14 February 2018 in the Arboretum Ward of Nottingham City.

As one of the most deprived wards in the country, Arboretum has a diverse and significant transient proportion of the community and consistently high rates of crime and antisocial behaviour, including intentional fire setting which averages approximately 250 incidents per year.

Whilst the combined focus of partners provided a range of safety and advice information to approximately 300 properties, partners also knocked on doors to engage residents and small business owners in person. A prevention stand was also sited in the Mary Potter Centre to raise awareness and offer advice.

30 Home Safety Check referrals were made (10 undertaken on the day), 10 small businesses on Bentinck Road and the top of Radford Road were engaged and will receive follow-up activity, and approximately 40 individuals received safety advice at the Mary Potter Centre stand.

The value of face-to-face engagement was evident where residents were not fluent in, or able to read English, but were pleased to engage, including some because of their children translating. Although officers fluent in a range of several languages assisted with the engagements, all emergency service partners have access to a dial-up interpreter service.

It is recognised that the Fire Service is often able to access communities and engage with citizens, where other authorities/services may not be so warmly welcomed. This has proved valuable not only for the preventative work of the Fire Service, but collaboratively by being able to introduce and share partners' information.

In residential tenanted properties, where hazards and regulatory issues are identified by Fire Service staff, but which are outside the remit of the fire service, tenants can be sign-posted to relevant partners or the relevant information passed to regulatory bodies.

The issues within the Arboretum ward are significant and an ongoing focus for the Crime and Drugs Partnership. However, the transient nature of a significant proportion of the community presents challenges which will require the continued, frequent work of partners to improve home and business safety, prevent fires and reduce organised crime.

Whilst there are no firm plans to undertake similar work in other areas of the City and/or County, where the value of such work can be evidenced, as per the Service's 'Community Safety Plan', resources can be allocated to where they will have the most influence.

Members of the Committee commended officers' work and the excellent working relationship and collaboration with partners, and requested that should any further events be scheduled, members of the Committee are informed in advance.

**RESOLVED to note the report.**

### **31 NEW CROSS AND BROOMHILL UPDATE**

Following the questions raised by Committee Members at the previous meeting, discussions have taken place with the Chief Executive of Ashfield District Council (ADC). It has been confirmed that ADC has re-profiled and restructured the project model and support team for the New Cross and Broomhill Project due to financial commitments from contributing partners changing. As a result, the guaranteed funding available makes the project financially viable for the partners involved.

Considering the previous report, independent evaluation and re-profiling of the project, the Chair of the Community Safety Committee and Opposition Spokesperson are satisfied that the previously proposed contribution of £40,000 to the project will provide value for money to the Service. The funding allocation has been approved and the seconded officer returned to their substantive NFRS post, as per the delegated authority awarded by the Committee at the last meeting.

The business case for the Project will be reviewed in a year's time and annually if further funding is requested from the Service.

**RESOLVED to note the delegated decision taken by the Chair and opposition spokesperson to withdraw the seconded officer and maintain the LPSA reward grant reserve funding to the project, and review the position annually.**

This page is intentionally left blank



**NOTTINGHAMSHIRE AND CITY OF NOTTINGHAM  
FIRE AND RESCUE AUTHORITY**

**FINANCE AND RESOURCES COMMITTEE**

**MINUTES of the meeting held at Fire and Rescue Services HQ, Bestwood Lodge,  
Arnold Nottingham NG5 8PD on 27 April 2018 from 10.00am - 10.50am**

**Membership**

Present

Councillor Malcolm Wood (Chair)

Councillor John Clarke

Councillor Brian Grocock

Councillor Francis Purdue-Horan

Councillor Mike Quigley MBE

Absent

**Colleagues, partners and others in attendance:**

|                       |  |
|-----------------------|--|
| John Buckley          | - Chief Fire Officer                     |
| Charlotte Radford     | - Treasurer to the Authority             |
| Becky Smeathers       | - Head of Finance                        |
| Andrew Cardoza        | - Director of KPMG LGG External Auditors |
| Ian Pritchard         | - Head of Procurement and Resources      |
| Catherine Ziane-Pryor | - Governance Officer                     |

**30 APOLOGIES FOR ABSENCE**

None.

**31 DECLARATIONS OF INTERESTS**

Although no declarations were made at the time this item was considered, during item 9, 'Worksop Fire Station Collaboration Project', minute 38, it became apparent to Councillor Mike Quigley MBE, that he should declare an interest insofar as he is a member of Bassetlaw District Council. He did not consider this to be significant enough to preclude him from speaking or voting on the item.

**32 MINUTES**

The minutes of the meeting held on 19 January 2018 were confirmed as a true record and signed by the Chair.

### **33 COUNTER FRAUD, MONEY LAUNDERING, CORRUPTION AND BRIBERY POLICY**

Becky Smeathers, Head of Finance, presented the report which does not propose any major amendments to the Counter Fraud, Money Laundering, Corruption and Bribery Policy, other than an additional section on anti-bribery.

It is recognised that finance, including banking, payroll, procurement and petty cash, is a high-risk area for potential abuse, but that Committee members should be assured that procedures and controls are embedded and that staff are aware of their responsibilities and what to do if they encounter or suspect fraudulent behaviour.

The policy will be communicated to finance based staff via team meetings and, following the 28-day consultation period, if no amendments are to be made, the policy will be issued to all staff as a briefing note. Any material changes resulting from the consultation exercise will be reported back to Finance and Resources Committee.

It is noted that with regard to gifts and hospitality, the current registerable value is £25, but a proposal will be submitted to the next Fire and Rescue Authority Meeting for this to be reduced to £10.

**RESOLVED to approve the 28-day consultation on Counter Fraud, Money Laundering, Corruption and Bribery Policy and subsequent implementation.**

### **34 PRUDENTIAL CODE MONITORING REPORT TO MARCH 2018**

Becky Smeathers, Head of Finance, presented the report of the Treasurer which covers the final year quarter of 2017/18.

It is noted that the following information is outstanding but will be available for the 2017/18 Treasury Management report to full Fire Authority:

- (i) ratio of financing costs to net revenue stream 2017/18 (affordability);
- (ii) incremental impact of capital investment decisions on Council Tax 2017/18 (affordability);
- (iii) total capital expenditure 2017/18;
- (iv) Capital Financing Requirement as at 31 March 2018.

As per previous reports, there is nothing detrimental to report to the Committee and whilst previously the Authority has not found it necessary to borrow funds, £2m was borrowed during December/January.

**RESOLVED to note the report.**

### **35 REVENUE AND CAPITAL MONITORING REPORT TO 28 FEBRUARY 2018**

Becky Smeathers, Head of Finance, presented the report which covers the period of 2017/18 up to 28 February 2018, with contributions from John Buckley, Chief Fire Officer.

Whilst full details are provided within the report, the following points were highlighted and member's questions responded to:

- (a) additional expenditure of £497,000 relates to approved work funded from earmarked reserves;
- (b) variances are outlined in the report but are not considered to be of significant concern;
- (c) income was greater by £49,000 than the budget due to higher than anticipated non-domestic rates which are increasing slowly following a tough period for the high street;
- (d) budgetary provision has been made for a 2% pay settlement but if the final figure is higher, Central Government will not underwrite the difference which could be in the region of £1m which will have to be met from the Service's reserves and so is recorded as a risk;
- (e) excluding the potential additional cost of a pay settlement, £1.139m is expected to be drawn from reserves which will leave general reserves of £7.3m;
- (f) the 2017/18 capital figures cannot be finalised as not all invoices have been received;
- (g) small fleet vehicles have been delivered and will be in service shortly;
- (h) pension implications remain an on-going significant risk nationally, of which the Service is fully aware. There are several pensions available to staff and whilst currently the Service pays 11-22%, Central Government pays the deficit which has previously been in the region of £8m per year. As the Service has experienced a 25% reduction in workforce (mostly retired) there is a significant drop in contributions but an increased demand. It is anticipated that there will be a 3-4 year period before retirement rates reduce, which may provide a brief recover period.

**RESOLVED to note the report.**

### **36 EXTERNAL AUDIT PLAN 2017/18**

Andrew Cardoza, Director of KPMG External Auditors, presented the External Audit Plan 2017/18 and highlighted the following points:

- (a) there haven't been any changes to the Code of Practice on Local Authority Accounting but the deadline for the production of accounts has been brought forward by 2 months from September to 31 July, which KPMG will meet;
- (b) materiality has been set at £1.25m;

- (c) there is little or no change to the accounts presented by NFRA but any variance above £62,500 identified by KPMG will be reported to the Committee;
- (d) significant risks are identified as;
  - (i) Valuation of Property, Plant and equipment (PPE );
  - (ii) Pension Liabilities;
  - (iii) Faster Close (by 2 months)
- (e) KPMG colleagues wish to thank the NFRS finance officers for their professionalism and maintaining an excellent working relationship with KPMG;
- (f) with regard to elector challenge, no issues or objections were received;
- (g) the cost of the audit remains the same as the previous year at £31,050.

John Buckley, Chief Fire Officer, informed the Committee that due to the change in account deadlines, the full Fire Authority will be asked to hold an additional meeting on 20 July 2018 to receive and sign-off the accounts.

**RESOLVED to note the report.**

### **37 EXCLUSION OF THE PUBLIC**

**RESOLVED to exclude the public from the meeting during consideration of the remaining items in accordance with section 100A(4) of the Local Government Act 1972 on the basis that, having regard to all the circumstances, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.**

### **38 WORKSOP FIRE STATION COLLABORATION PROJECT**

During consideration of this item, it became apparent to Councillor Mike Quigley that he should declare an interest, the details of which are recorded in minute 31, 'declarations of interests'. This declaration did not preclude him from speaking or voting on the item.

Ian Pritchard, Head of Procurement and Resources, presented the report of the Chief Fire Officer.

**RESOLVED to approve the recommendations as set out within the report.**

### **39 HUCKNALL AMBULANCE STATION COLLABORATION**

Ian Pritchard, Head of Procurement and Resources, presented the report of the Chief Fire Officer.

**RESOLVED to approve the recommendations as set out within the report.**





**NOTTINGHAMSHIRE AND CITY OF NOTTINGHAM  
FIRE AND RESCUE AUTHORITY**

**HUMAN RESOURCES COMMITTEE**

**MINUTES of the meeting held at Fire and Rescue Services HQ, Bestwood Lodge,  
Arnold Nottingham NG5 8PD on 4 May 2018 from 10.01am - 11.31am**

**Membership**

Present

Councillor John Clarke (Chair)  
Councillor Liaqat Ali  
Councillor Vaughan Hopewell  
Councillor John Longdon  
Councillor Jackie Morris

Absent

**Colleagues, partners and others in attendance:**

|                       |   |
|-----------------------|---|
| Wayne Bowcock         | - Deputy Chief Fire Officer                     |
| Tracy Crump           | - Head of People and Organisational Development |
| Matt Sismey           | - Equality and Diversity Officer                |
| Thomas Briggs         | - Equality Development Officer                  |
| Catherine Ziane-Pryor | - Governance Officer                            |

**24 APOLOGIES FOR ABSENCE**

None.

**25 DECLARATIONS OF INTERESTS**

None.

**26 MINUTES**

The minutes of the meeting held on 26 January 2018 were confirmed as a true record and signed by the Chair.

**27 RESTRUCTURE OF HOME SAFETY CHECK OPERATIVE ROLES**

Wayne Bowcock, Deputy Chief Fire Officer, presented the report which seeks the disestablishment of two vacant Grade 1 Home Safety Check Operative roles and the

creation of a Grade 3 Specialist Home Safety Operative (SHSO) position within the Prevention department to more effectively meet the requirements of the Service.

With increased collaborative work and sharing of specialist demographic information to enable targeted preventative work of more vulnerable members of the community, the demand on SHSO's has increased. As all whole-time operational staff are now able to undertake 'Welfare Checks', it would be more efficient and effective to replace the two vacant posts with a SHSO post at a potential saving of £16k per annum.

Members of the Committee welcomed the proposal to improve the service and make savings but requested that the situation is monitored and reported back.

## **RESOLVED**

- (1) to disestablish the two vacant Grade 1 Home Safety Check Operative roles;**
- (2) to create an additional Grade 3 Specialist Home Safety Operative role;**
- (3) for the situation to be monitored and reported to members within the 'Safe and Well' report.**

## **28 HUMAN RESOURCES UPDATE**

Tracy Crump, Head of People and Organisational Development, presented the update report which provides information on sickness absence rates, discipline and grievances, and staffing numbers during the last year quarter and the year overall, including specifics for wholetime and control and non-uniformed staff.

The following points were highlighted and responses provided to Councillor's questions;

- (a) absence has reduced in the last quarter compared to the previous quarter and against the same period last year but, overall, absence has increased by 2.2% compared to 2016-17, resulting in an average of 8.05 days per employee in the past year, against a target of 6.25 days;
- (b) the majority of sickness is long-term and is supported by the Occupational Health Team, including return to work assessments and reasonable adjustments to assist employees back to work and to remain at work;
- (c) whilst whole-time, non-uniformed and fire control staffing numbers either meet or are near approved levels, there are vacancies for 53 retained units of cover, and recruitment is ongoing to vacant positions;
- (d) with regard to succession planning, whole-time recruitment is already underway and will run alongside the ongoing retained recruitment. It takes six months to recruit and between 18 months to 2 years to fully train firefighters. The cost of training firefighters was calculated several years ago at approximately £30,000. After initial training has been passed firefighters are then placed on stations where they will undergo elements of practical training 'on the job';

- (e) the failure rate in training of new firefighter applicants varies due to their individual circumstances but is considered low. With regard to firefighters leaving the Service there is a faster rate of turnover for retained duty staff, often due to the demands of their other work and influences from outside the Service. Whole time firefighters have made a concerted career choice and so dropout and leaving rates are much lower;
- (f) recruitment work, including career preparation, is undertaken at every possible opportunity by fire teams at schools, universities, colleges and Council job fairs and recruitment events, where the Fire Service is always a welcome presence;
- (g) unlike the Police Service, the Fire Service does not offer a fast track route for progression through the ranks although the 'High Potential Leadership Programme' did operate for a couple of years. The 'Aspiring Leaders' system is now in place but while offering development, it does not offer career acceleration.

Members of the Committee welcomed the reduction in sickness levels in the final quarter.

## **RESOLVED**

- (1) to note the report;**
- (2) for the following to be presented to a future meeting of the committee:**
  - (a) an up to date cost of the recruitment and training of a firefighter;**
  - (b) the failure/dropout rates of newly recruited firefighters during the training period.**

## **29 EQUAL PAY REVIEW AND GENDER PAY GAP AUDIT**

Tracy Crump, Head of People and Organisational Development, presented the report on the findings of the equal pay review, which takes place every three years, along with the newly required gender pay gap audit which is required to be undertaken annually.

An independent assessment was undertaken on the pay data as of 31 March 2017, considering specific areas as outlined in the report and included gender, age, race, bonuses and different pay groups.

Whilst overall the Service average difference in pay between men and women is 20%, and the median 11.9%, it is noted that pay rates are agreed at a national level for the majority of roles within the Service, and whilst men and women are not paid differently for the same role, 83.6% of the workforce are male and 16.84% of female, with a higher proportion of men undertaking higher grade operational roles. In addition, the nature of the retained duty system also disproportionately impacts on the overall results.

It was not unexpected that there are more men in higher management roles than women within the Service and it is noted that the Service is actively trying to recruit more women, particularly to operational roles, and for more women to apply for promotion.

In terms of the equal pay review, recommendations regarding an overlap in support grades which will be looked at when the national changes to pay structure are implemented.

Although there will be an impact on the Service, it will not be as significant as that on local authorities as the service does not currently have any Grade 1 level (National living wage) employees.

Committee member's questions responded to as follows:

- (a) of the 250 current retained firefighters, there are 11 retained women. Recruitment and retention of women in this role is difficult, partly as the contract for employment is set nationally at either 120 or 84 hours per week and is not attractive to women with caring responsibilities for children and relatives. There is potential to vary the contract at a local level and offer fewer hours (which can be worked around caring responsibilities) but this will need to be negotiated with unions once the current ongoing negotiations have concluded;
- (b) due to the reduction in the establishment, and overall the relatively low turnover of whole time staff (it's been 6 years since the last time whole-time recruitment drive) it will take some significant time for changes to the workforce gender profile to alter.

**RESOLVED to note the report.**

### **30 EQUALITIES MONITORING REPORT**

Matt Sismey, Equality and Diversity Officer, presented the report which updates the Committee on the breakdown of the workforce by protected characteristic during the calendar year 2017 and the work being done by the Service to improve diversity.

The following points were highlighted and responses given to members questions:

- (a) There has been little change in percentages since 2016 but workforce numbers have reduced, as per the breakdown below. It is noted that nationally female firefighters are expected to make up 5% of all firefighters, so the 4.56% achieved in 2017 is good but there was still work to be done;

|                                      | <b>2016</b>                | <b>2017</b>                |
|--------------------------------------|----------------------------|----------------------------|
| <b>Total employees</b>               | <b>923</b>                 | <b>895</b>                 |
| Female (of all firefighters)         | 3.97%<br>(29 of 730 posts) | 4.56%<br>(32 of 701 posts) |
| Black, Asian, Minority Ethnic (BAME) | 3.25% (30)                 | 3.35% (30)                 |
| Lesbian, gay or bisexual (LGB)       | 1.52% (14)                 | 1.55% (14)                 |
| Disabled                             | 4.33% (40)                 | 4.65% (39)                 |

- (b) Stonewall figures expect 5 - 7% of staff to be LGB, and 10-12% of the population have a disability. However, to undertake the firefighter role, staff need to be strong and fit so it is reasonable to expect disability to be lower in the operational workforce, but disability amongst the non-uniform staff is generally much higher;

- (c) for pay Grades 1 to 7 there is a minimal gap between the numbers of men and women, but the gap widens with fewer women at Grade 8 and above. However it is a concern that there are no BAME members of staff operating at Grade 8 and above. This is something which the organisation needs to look into;
- (d) with regard to recruitment, the numbers of successful female applicants is similar to the number of male applicants, and 18% of all applications were BAME, which is a positive response. Recruitment of people with disabilities is targeted through the 'even break' scheme, with the option of opting into the guaranteed interview scheme;
- (e) for retained recruitment, 2 of the 13 women applicants were successful, one of whom is BAME, which equates to the 7% which is the ethnic mix within the county;
- (f) whole-time recruitment has been very active with engagement at a range of festivals and events throughout the year. The application process for whole-time Fire-fighters opened on 5 March 2018. Positive action recruitment events have been undertaken from last summer with applicants receiving support to prepare for the selection process. This has included mentoring on the role requirements, including attitude and physical and mental health. One female firefighter has been running gym sessions with female candidates at weekends to help improve fitness levels in preparation for the physical assessments;
- (g) the Service does not apply psychometric testing to gauge stress tolerances, but it is made very clear to candidates what to expect whilst undertaking the job and the reality that it may include some stressful and disturbing experiences. It is better for all parties if candidates realise if the job is not for them at an early stage of assessment.

Members of the Committee are encouraged by the progress to date in improving diversity and the positive recruitment activity.

A revised appendix will be circulated with the initial issue of the minutes.

**RESOLVED to note the content of the report and support the Service's continued commitment to attracting, recruiting and retaining a more diverse workforce.**

### **31 UPDATE ON THE PEOPLE STRATEGY**

Wayne Bowcock, Deputy Chief Fire Officer, presented the six monthly update of the People Strategy (initiated by the Service prior to national activity) which aligns to the Service's Organisational Development and Inclusion Strategy and the Service Transformation and Improvement Programme.

A key focus for the people strategy includes:

- delivering our service;
- shaping workforce;
- outstanding leadership;
- workforce development;
- workforce engagement;
- positive workplace and culture;
- inclusion.

Points highlighted and responses to Councillor's questions included:

- (a) with regard to 'delivering our service', recruitment is under way and it is anticipated that successful candidates could start training during September 2018;
- (b) negotiations had taken place with the unions regarding the new rostering arrangement and this week a collective agreement was signed. It is acknowledged that reaching this point had involved a huge amount of work for colleagues and union representatives but the agreement does now specify the correct number of staff per appliance. The agreement came into effect on 1 May 2018 but it is predicted that it will take several months to fully embed with a temporary spike in overtime anticipated;
- (c) home safety checks will be rebranded as 'safe and well' activity which includes providing information and advice on behalf of partners to help support vulnerable people to continue living safely in their own home and provides a valuable opportunity to promote home safety and reduce fires and accidents. It is anticipated that the revised scheme will be launched at the beginning of June 2018;
- (d) the recently agreed mixed crewing model involves engaging more retained duty firefighters for quieter periods of activity, such as overnight, whilst stations are staffed by wholetime firefighters at the busier times, which are usually during the day. Transition to the mixed crewing model will be complicated and in recognition of the fact that staff will need support and time to adjust, the Service is working with the FBU to ensure the best possible transition for employees. There have been no redundancies, and if an individual doesn't want to work a day shift at a transitioned station, they can ask to transfer to work at another station. It is predicted that the first station will be wholly operating the new model by September /October 2018;
- (e) with regard to voluntary secondary arrangements (VSA), the Service is offering an opportunity to operational staff who wish to register to work additional hours at single time pay, for instance to provide retained cover or support the 'safe and well' work in the community. Due to some objections by the FBU, initial uptake is not predicted to be strong at this stage;
- (f) the 'Aspirational Leadership' programme was advertised in December and 31 staff are now participating. Additionally, 8 employees have enrolled on an Apprenticeship Level 5 Leadership programme via Sheffield College;
- (g) e-learning has increased at all levels and roles, and is easier to access and more convenient for staff than traditional classroom training. With e-learning of theory topics prior to courses, the length of attendance on some training courses can be reduced;
- (h) coaching and mentoring is important for personal development and the Service now has 22 coaches operating;
- (i) with regard to collaboration, consideration is being given as to how training can be shared with not only other Fire Services, but also the Police. Operationally there are

very few common areas between the Police and Fire Services, but there is potential to share some elements of managerial training;

- (j) the last of the Spring conferences was held recently. 180 staff attended the events. Members of the Authority will be invited to attend future conferences;
- (k) the proportion of completed staff surveys has increased from 40% last time to 55% this year. In addition, there has been a female only survey. The staff survey is run by an independent external organisation which will now collate the findings which will be reported back to the Committee;
- (l) following a tender exercise, BUPA , and the 'Life and Progress' employee assistance programme has replaced the previous employee support scheme. An on-site Physiotherapy service operates one day a week from Headquarters to support employees with musculo-skeletal conditions..

Members of the Committee welcomed the signing of the collective agreement, commended all parties on the hard work undertaken to reach an agreement and requested that a formal letter from the Committee saying such should be sent to those involved.

Committee members requested that if staff were happy for and wanted members of the Authority to attend staff conferences, members welcomed the opportunity but needed to be made aware of the schedules well in advance.

The Chair welcomed the update and commended the report as clear and thorough.

**RESOLVED to note the report.**

This page is intentionally left blank





**NOTTINGHAMSHIRE AND CITY OF NOTTINGHAM  
FIRE AND RESCUE AUTHORITY**

**POLICY AND STRATEGY COMMITTEE**

**MINUTES of the meeting held at Fire and Rescue Services HQ, Bestwood Lodge, Arnold Nottingham NG5 8PD on 11 May 2018 from 10.00am - 11.26am**

**Membership**

Present

Councillor Brian Grocock (Chair)  
Councillor Andrew Brown  
Councillor Sybil Fielding  
Councillor Michael Payne  
Councillor Jonathan Wheeler  
Councillor Malcolm Wood

Absent

**Colleagues, partners and others in attendance:**

|                       |                                |
|-----------------------|--------------------------------|
| John Buckley          | - Chief Fire Officer           |
| Craig Parkin          | - Assistant Chief Fire Officer |
| Becky Smeathers       | - Head of Finance              |
| Vic McMillen          | - Area Manager                 |
| Malcolm Townroe       | - Clerk and Monitoring Officer |
| Catherine Ziane-Pryor | - Governance Officer           |

**29 APOLOGIES FOR ABSENCE**

None.

**30 DECLARATIONS OF INTERESTS**

None.

**31 MINUTES**

The minutes of the meeting held on 2 February 2018 were confirmed as a true record and signed by the Chair.

It is noted that whilst a cross party working group had been requested by members regarding commercial opportunities, officers are actively gathering information to ensure that members of the important and an update will be provided to the next meeting.

## **32 LOCAL FIREFIGHTER PENSION BOARD ANNUAL REPORT 2017/18**

Becky Smeathers, Head of Finance, presented the report which updates members on the activities of the Local Firefighter Pension Board up to 31<sup>st</sup> March 2018 and requests approval of the Board's revised constitution.

The Local Pensions Board (LPB) was set up in 2015 and activity is reported annually to the Policy and Strategy Committee.

The Board recently approved some amendments to its constitution which are outlined within the report and summarised as follows:

- (i) the addition of substitute members;
- (ii) opening consideration of non-confidential items to the public;
- (iii) clarifying the relationship between the Board and National Scheme Advisory Board.

New legislation now requires a membership of at least 4, to include two scheme member representatives and two employer representatives. This is reflected in the revised constitution of the Board.

Members commented that:

- (a) the topic of pensions is complicated and whilst excellent training is provided by the Service, it is important that members of the Board keep up to date with all requirements and legislation;
- (b) although there are relatively few LPB meetings each year, it would not be efficient or effective for any members retiring at the end of the 2018/19 municipal year to be considered for nomination to the Board due to the training investment required;
- (c) there are members on the Authority who have a vast experience and understanding of pensions and would be ideal for the role but members should be asked to volunteer for the Board and then if none are forthcoming, the Chief Fire Officer could nominate an officer.

### **RESOLVED**

- (1) to note the report;**
- (2) to approve the change to the Local Firefighters' Pension Board Constitution including to increase the required number of members present for the Board to be quorate to four as set out in Section 2.2 of the report.**

## **33 INSPECTORATE UPDATE REPORT**

John Buckley, Chief Fire Officer, presented a brief update on Her Majesty's Inspectorate of Constabularies and Fire and Rescue Services inspection framework and preparations.

A copy of the inspection programme and framework is attached to the report and it is anticipated that the Service will be examined during the winter of 2018. The Service has already submitted the required data ahead of the inspection.

## **RESOLVED**

- (1) to note the report;**
- (2) for further update reports on the progress being made in readiness for the inspection to be submitted.**

## **34 COLLABORATION UPDATE**

Craig Parkin, Assistant Chief Fire Officer presented the report which updates members on the progress to date in identifying savings and efficiencies through a collaborative approach with the Police and other emergency services.

The following points were highlighted and responses given to members' questions:

- (a) a good relationship has been established between partners which has enabled beneficial progress to be made, including the procurement of welfare vehicles which are silver (not red), will be shared with Police and carry the emblems of both the Police and Fire and Rescue Service. This collaboration has saved approximately £70,000 with further opportunities identified;
- (b) opportunities have been made available to other emergency services to co-locate estates with NFRS , but not all have been acted upon. The Fire Authority has already approved the Collaboration Framework and the estates review of current property is ongoing and is anticipated to be completed at the end of the Summer with a report presented to members at the full Fire Authority meeting in September;
- (c) the initial stage of collaborative working to save resources has been fairly easy, but identifying further options will become more complex;
- (d) the public profile of how NFRS is working collaboratively to make mutual savings needs to be raised further so officers are working proactively to highlight the willingness of the Service to collaborate, and the achievements to date;
- (e) NFRS is active within the National Collaboration Working Group, whilst the Collaboration Board consists of Senior NFRS and Police officers and elected members, the Delivery Board consists of high level Officers from both Services;
- (f) NFRS is not yet realising significant collaborative savings, but as the relationships with other services strengthens and there is improved understanding of each other's needs and requirements, this will change;
- (g) there are some logistic aspects where the Police have difficulties but which NFRS can easily provide, such as the flood lighting of incidents. There are discussions that an arrangement may be possible whereby the Police are happy to cover the cost to the Fire and Rescue Service to provide and man such equipment when required;

- (h) a Nottinghamshire and Derbyshire joint Members Seminar will be held on 5 June 2018, the details of which will be sent to members shortly.

Members of the Committee expressed disappointed that the Police and Crime Commissioner, had publicly announced that there are several potential options to consider with regard to the estates, including joint Police and NFRS Head Quarters. This statement was made prior to completion of the estates review and without any specific discussion taking place with members of the Authority. It is suggested that, in the spirit of collaboration, the Police and Crime Commissioner should be asked to respond to members' concerns on this approach and liaise with members/officers of the Authority/Service before any further significant statements affecting NFRS are made. It is also suggested that the leaders of both the City and County Councils are consulted prior to any further significant public announcements.

John Buckley, Chief Fire Officer, commented that he had not been made aware of the Police and Crime Commissioner's intention to make a public statement of that nature and that if he had been, it would be discussed with members first. .

Other members confirmed that the Authority has approved the Collaboration Framework which included potential collaboration of estates and that there may be potential for a joint Head Quarters of Police and Fire and Rescue but it is the responsibility of members to ensure that such a move is undoubtedly in the interest of the Fire and Rescue Service.

**RESOLVED to note the report.**

### **35 EMERGENCY SERVICES NETWORK (ESN) UPDATE**

Craig Parkin, Assistant Chief Fire Officer, presented the report which updates the committee on the current position regarding the Emergency Services Network (ESN).

The current emergency service and public safety communications contract is due to expire in 2020. In March 2016 NFRS agreed to join the Emergency Services Mobile Communications Programme (ESMCP), a Central Government initiative whereby participating emergency services worked together to model and create a new, more efficient and secure communications system which meets their specific needs. Initially it was anticipated the transition to a new system would take place during the summer of 2018, and this was reflected in the funding received from Central Government. However, the task is very complex and there have been several delays, including a Central Government review of its original business case which it now considers to be undeliverable, the outcome of which and recommendations are expected to be released towards the end of year.

By taking part in the work around ESMCP, NFRS committed resources which aligned with the government funding. However, as progress is delayed but the cost of maintaining dedicated specialist officers and facilities is on-going, a significant financial risk has been identified for NFRS in that there is no clear indication from Central Government that it will cover the cost of the extending schedule of the programme.

It is anticipated that the review will recommend an incremental transition to a new communications system, as per the requests from individual services but this could take several years for all services to transition.

As the current system, Airwave, was due to become obsolete, manufacturers of the equipment which supports this system have been phasing out production which means that repair and maintenance is becoming very difficult. Although this may raise concerns for public confidence in the service, NFRS can provide assurance that there is currently no risk to the service as a result. This position will be regularly reviewed and updated.

Member's questions were responded to as follows:

- (a) Central Government will allocate some funding to cover the cost of the delay, the amount of which will be dependent on a value for money extension assessment based on the CIPFA value for money tool which will examine how NFRS has spent the grant money so far. Senior Officers are confident that the Service will not be challenged on value for money but it is currently unclear how Central Government will apportion the additional cost. The Policy and Strategy Committee and Finance and Resources Committee will receive full reports;
- (b) the new system will be based on 4G technology but negotiations with potential providers are ongoing.

It is recognised that technology develops quickly but Members of the committee commented that it is very frustrating that this program is taking so long and has become so complicated. The dedicated ESN team should be congratulated on their work so far.

Members of the committee suggested that a message should be sent to Central Government that the Authority is not happy that tax payers' money appears to have been wasted on the initial work undertaken.

**RESOLVED to note the report and agree to receive further updates as the project develops.**

### **36 EXCLUSION OF THE PUBLIC**

**RESOLVED to exclude the public from the meeting during consideration of the remaining item in accordance with section 100A(4) of the Local Government Act 1972 on the basis that, having regard to all the circumstances, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.**

### **37 RESILIENCE UPDATE REPORT**

John Buckley, Chief Fire Officer, presented the report which updates members on service resilience.

**RESOLVED to approve the recommendations within the report.**

This page is intentionally left blank