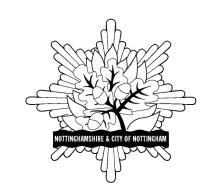# Public Document Pack

NOTTINGHAMSHIRE & CITY OF NOTTINGHAM FIRE & RESCUE AUTHORITY - POLICY & STRATEGY COMMITTEE

Date: Friday, 3 February 2017   **Time:**   10.00 am

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

Members are requested to attend the above meeting to be held at the time, place and date mentioned to transact the following business

Clerk to the Nottinghamshire and City of Nottingham Fire and Rescue Authority

of the remaining item(s) 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 in the public interest in disclosing the information

ANY COUNCILLOR WHO IS UNABLE TO ATTEND THE MEETING AND WISHES TO SUBMIT APOLOGIES SHOULD DO SO VIA THE PERSONAL ASSISTANT TO THE CHIEF FIRE OFFICER AT FIRE SERVICES HEADQUARTERS ON 0115 967 0880

IF YOU NEED ANY ADVICE ON DECLARING AN INTEREST IN ANY ITEM ABOVE, PLEASE CONTACT THE CONSTITUTIONAL SERVICES OFFICER SHOWN ON THIS AGENDA, IF POSSIBLE BEFORE THE DAY OF THE MEETING.

Constitutional Services Officer: *James Welbourn*
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Agenda, reports and minutes for all public meetings can be viewed online at:-
[http://committee.nottinghamcity.gov.uk/ieDocHome.aspx?bcr=1]

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

**NOTTINGHAMSHIRE & CITY OF NOTTINGHAM FIRE & RESCUE AUTHORITY -
POLICY & STRATEGY**

**MINUTES of the meeting held at Fire and Rescue Services HQ, Bestwood
Lodge, Arnold Nottingham NG5 8PD on 11 November 2016 from 10.03 - 11.41**

Membership

Present	Absent
Councillor Darrell Pulk (Chair)	Councillor Gordon Wheeler
Councillor Chris Barnfather	
Councillor Sybil Fielding	
Councillor Brian Grocock	
Councillor Malcolm Wood	

Colleagues, partners and others in attendance:

John Buckley	-	Chief Fire Officer, Nottinghamshire Fire and Rescue Service (NFRS)
Sue Maycock	-	Head of Finance, NFRS
Matt Sismey	-	Equality and Diversity Officer, NFRS
Neil Timms	-	Treasurer to the Authority
James Welbourn	-	Governance Officer

9   APOLOGIES FOR ABSENCE

Councillor Gordon Wheeler

10   DECLARATIONS OF INTERESTS

Councillor Sybil Fielding declared an interest in recommendation 2 of item 13 as she
is a trustee of the Mansfield Fire Museum. She did not take part in discussions on
this recommendation and did not vote on it.

11   MINUTES

The minutes of the meeting on 8 July 2016 were agreed as a true record and signed by the Chair.

12   FIREFIGHTER PENSION SCHEME ANNUAL BENEFITS

John Buckley, Chief Fire Officer at NFRS informed Members of the delay in sending out annual benefits statements to Firefighter Pension Scheme members and of the work undertaken to report and to rectify this breach of the Pensions Act 2013.

The following information was highlighted:

(a)   the local Pension Board didn't want to send incomplete reports, so these went out at the end of October 2016;

(b)   NFRS approached the Pensions regulator to inform them that the statutory deadline would not be met. All employees were notified of this;

(c)   the regulator was written to; they will be taking no action over this breach. NFRS are working with their pensions administrator to make sure the Annual Benefits Statement will be in place for the end of August 2017;

Following questions from Members, further information was provided:

(d)   if a breach is expected next year, it will be reported back to the Policy and Strategy Committee;

(e)   the Chair wrote to the Chair of the National Pension Board to report the breach.

RESOLVED to note the contents of the report.

13   DISPOSAL OF 'END OF LIFE' FIRE APPLIANCES

John Buckley, Chief Fire Officer at NFRS introduced a report requesting that Members give consideration to the disposal of 4 'end of life' fire appliances.

Grant Smith (retired officer) from NFRS was present at the meeting and gave an outline of what impact donated appliances had had so far in Croatia. The intention is to do a similar trip in the springtime of 2017.

Members suggested writing a letter of thanks to officers involved with the trip to Croatia.

With regard to the 'end of life' appliances staying within the UK in museums and with preservation groups, Members were informed that this was about preserving the 'last of the type' with certain models. Press releases will be circulated on these points at the point of disposal.

RESOLVED to:

(1) **donate the 2 end of life Dennis Sabre vehicles to Ludbreg and Velica Bukovec in Croatia;**

(2) **sell for £1, under the overarching covenant mentioned in paragraph 2.15 of the report, an end of life Dennis Sabre Fire Appliance to the Mansfield Fire Museum;**

(3) **sell for £1, under the overarching covenant mentioned in paragraph 2.15 of the report, an end of life Dennis Sabre Fire Appliance to the East Midlands Branch of the Fire Service Preservation Group.**

14 ORGANISATIONAL HEALTH UPDATE

John Buckley, Chief Fire Officer at NFRS updated Members on organisational development and inclusion activities taking place within the organisation.

The 'Shaping Our Future' team is headed up by Keith Jones.

RESOLVED to:

(1) **circulate the Thomas Report to Members;**

(2) **endorse the contents of the report.**

15 EMERGENCY FIRST RESPONDER TRIAL

John Buckley, Chief Fire Officer informed Members of the trial collaboration with East Midlands Ambulance Service on the implementation of an Emergency First Responder Scheme at Carlton, Edwinstowe and Worksop Fire Stations.

The FBU nationally changed their stance at their national meeting, and changed their mandate to look at first responding at a local level. NFRS have joined in with the National Joint Council (NJC) pilot - not all fire services joined the pilot.

NFRS have just gone live on 1 November for a three-month pilot with three stations – Carlton, Worksop and Edwinstowe. There were 31 calls in the first week.

RESOLVED to note the contents of the report and agree to receive further reports at the conclusion of the trial period.

16 ADJOURNMENT

The meeting was adjourned at 1052 to observe the two minute remembrance silence. The meeting reconvened at 1109.

17 EMERGENCY SERVICES NETWORK UPDATE

John Buckley, Chief Fire Officer provided an update to Members on the progress of the Emergency Services Network (ESN) programme by NFRS.

The following information was provided:

(a)   Ian Taylor has been seconded to the Home Office and left in the past month;

(b)   Craig Parkin is the regional lead for the East Midlands. Jo Beresford, an officer from Lincolnshire has been appointed as the full-time Implementation Manager;

(c)   Motorola are the main suppliers to the project, but have not supplied a product to view as yet;

(d)   the project involves Motorola, the Home Office, the Department for Communities and Local Government (DCLG), and other assorted stakeholders.

RESOLVED to

(1)   expect a further report to a future Policy and Strategy Committee;

(2)   consider the appropriate earmarked reserves in January at the Finance and Resources Committee.

18   TRI-SERVICE CONTROL UPDATE

John Buckley, Chief Fire Officer at NFRS gave Members an update of the progress with the Tri-Service Control programme.

The following information was provided:

(a)   the performance of the product is not as quick or slick as it is expected to be. Any changes to the simplicity of the product being developed would have to be submitted back to Systel;

(b)   Dan Quinn has now picked up this project from Ian Taylor, who has been seconded out of the Service.

RESOLVED to:

(1)   note the content of the report and the progress made with the Tri-Service Control Programme;

(2)   take a further report at the next Policy and Strategy Committee meeting in February.

NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Nottinghamshire and City of Nottingham
Fire and Rescue Authority
Policy and Strategy Committee

REVISED CORPORATE GOVERNANCE FRAMEWORK

Report of the Chief Fire Officer

Date: 03 February 2017

Purpose of Report:

To present to Members details of the new CIPFA / Solace framework for delivering good governance in Local Government and recommend adoption of this framework as the new Local Code of Corporate Governance.

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1. BACKGROUND

1.1 The Authority's Local Code of Corporate Governance has been in place for a number of years and is based on the CIPFA / Solace framework for delivering good governance in local authority organisations published in 2007.

1.2 A review of governance is carried out annually with the results reported in the Authority's Annual Governance Statement, which is embedded in the annual Statement of Accounts. The Authority is required to approve the Annual Governance Statement prior to adopting the accounts.

1.3 The review of governance for 2015/16 identified that the current Local Code of Corporate Governance was out of date. At the time CIPFA / Solace were producing a revised framework to be published during the year. A report was presented to the Policy and Strategy Committee in April 2016 which highlighted the results of the annual review of governance, included a copy of the Local Code of Corporate Governance which had been subjected to a "light touch" interim review, and proposed that a future meeting of the Committee consider the Local Code of Corporate Governance.

1.4 The revised CIPFA / Solace framework has now been published and it is applicable to Annual Governance Statements prepared for the financial year 2016/17 onwards. The framework has been reviewed against the Authority's existing Local Code of Corporate Governance by Officers and the results of the review are now reported to this Committee.

2. REPORT

2.1 Corporate governance describes the systems and processes which exist within an organisation to ensure that business is carried out in a proper way and to the highest standards, recognising accountability to taxpayers, service users and communities.

2.2 The 2016 framework has been developed from the 2007 model to take account of the changing face of local government and the environment within which it now operates. The introduction to the 2016 framework states that:

"the overall aim is to ensure that resources are directed in accordance with agreed procedures and according to priorities, that there is sound and inclusive decision making and that there is clear accountability for the use of those resources in order to achieve desired outcomes for service users and communities"

2.3 Work has been carried out to analyse the differences between the previous 2007 CIPFA / Solace framework and the 2016 revised one. This showed that the broad headings in both versions (these are termed "principles" in the 2016 framework) are very similar but with two new principles in the revised framework, namely:

"Determining the interventions necessary to optimise the achievement of the intended outcomes"; and

"Implementing good practices in transparency, reporting, and audit to deliver effective accountability"

2.4   It was also apparent that the sub-principles in the 2016 framework are somewhat different from the sub-headings in the 2007 framework. The conclusion therefore is that it would be simpler for the Authority to adopt the revised framework for delivering good governance as its new Local Code of Corporate Governance than to adapt the existing local code to meet the requirements of the new framework.

2.5   The CIPFA / Solace framework 2016 states that "not all parts of the framework will be directly applicable to all types and size of such structures and it is therefore up to different authorities …to put the framework into practice in a way that reflects their structures and is proportionate to their size." The review carried out by Officers has not identified any areas of the 2016 framework which are not applicable to the Authority so the recommendation is that the Authority adopts the revised framework as its new Local Code of Corporate Governance in its entirety.

2.6   The 2016 framework includes guidance which indicates examples of practices which would be expected to be in place in the organisation to demonstrate that the principles and sub-principles of the framework are embedded in the Authority's ways of working. The review identified that, whilst many of these examples exist within the Authority, there are a few areas which will need to be developed in the future.

2.7   In summary it is felt that in most areas of corporate governance the Authority has good processes in place which are well embedded, however there are a few areas where improvements will need to be made to the Authority's corporate governance policies and processes in order to achieve compliance with best practice. It is felt that these areas should be worked on by Officers during 2017/18, and reported on to Members as part of the annual review of corporate governance for 2017/18.

2.8   A revised Local Code of Corporate Governance based on the CIPFA / Solace framework 2016 is attached at Appendix A and it is recommended that Members adopt this revised Code.

3.   FINANCIAL IMPLICATIONS

There are no financial implications arising directly from this report.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

There are no human resources or learning and development implications arising directly from this report, although further work arising from this review of the 2016 delivering good governance framework may result in additional learning and development activity.

5. EQUALITIES IMPLICATIONS

An initial equality impact assessment has been completed and has identified no positive or negative implications.

6. CRIME AND DISORDER IMPLICATIONS

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

7. LEGAL IMPLICATIONS

Adoption of the CIPFA / Solace framework for delivering good governance in local government is not required by law, however accounting regulations covering an annual review of governance and preparation of an Annual Governance Statement require "proper practices" to be followed, which implies adoption of the revised code.

8. RISK MANAGEMENT IMPLICATIONS

The Authority's corporate governance framework is a system of policies, processes and internal controls which is designed to ensure that the organisation's business is conducted in a proper manner i.e. the right things are done in the right way. This framework manages the risk of misconduct or improper practices, thereby protecting the Authority's assets and reputation.

9. RECOMMENDATIONS

It is recommended that Members approve the adoption of the revised Local Code of Corporate Governance, which is attached at Appendix A.

10. BACKGROUND PAPERS FOR INSPECTION (OTHER THAN PUBLISHED DOCUMENTS)

None.

John Buckley
CHIEF FIRE OFFICER

NOTTINGHAMSHIRE AND CITY OF NOTTINGHAM FIRE AND RESCUE AUTHORITY

LOCAL CODE ON CORPORATE GOVERNANCE

AIMS OF THE LOCAL CODE ON CORPORATE GOVERNANCE

Nottinghamshire and City of Nottingham Fire and Rescue Authority and its Officers are committed to ensuring that it has an excellent system of corporate governance. The Authority embraces the principles of good governance: openness, inclusivity, integrity and accountability.

The Authority is dependent on its Members and Officers in delivering excellent corporate governance, and requires them to conduct themselves in accordance with the high standards expected by the citizens of Nottinghamshire. The Service will respond positively to the recommendations of external audit and statutory inspectors and implement agreed actions effectively.

AIMS

The Authority is committed to delivering excellent corporate governance in all aspects of its work, including:

1. Focusing on the community

The Authority and its Officers will:

- Work for and with our communities;
- Exercise leadership in our local communities;
- Contribute to and promote the well-being of our communities.

2. Arrangements for service delivery

The Authority and its Officers will:

- Aim to improve its services to local communities;
- Ensure that its policies are implemented;
- Act upon its decisions.

3. The structures and processes in place

The Authority and its Officers will maintain effective political and managerial structures and processes to govern decision making and the exercise of authority within the organisation.

4. Managing risk and establishing internal control

The Authority and its Officers will establish and maintain a strategy, framework and processes to manage risk and demonstrate effective internal control.

5. Maintaining standards of conduct

The Authority will work to ensure that high standards of behaviour are shown by its Members, Officers and agents. The Service has drawn together a detailed framework for establishing excellent corporate governance as set out in this statement. Compliance with the framework will be monitored each year and reported to the Combined Fire Authority as part of the Annual Review of Governance and Annual Governance Statement.

LOCAL CODE ON CORPORATE GOVERNANCE

Nottinghamshire and City of Nottingham Fire and Rescue Authority is committed to ensuring that it has an excellent system of corporate governance and embraces the core principles of good governance:

1. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law.

2. Ensuring openness and comprehensive stakeholder engagement.

3. Defining outcomes in terms of sustainable economic, social, and environmental benefits.

4. Determining the interventions necessary to optimise the achievement of the intended outcomes.

5. Developing the entity's capacity, including the capability of its leadership and the individuals within it.

6. Managing risks and performance through robust internal control and strong public financial management.

7. Implementing good practices in transparency, reporting, and audit to deliver effective accountability

Governance is about how local government bodies ensure that they are doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner. By publishing this Local Code on Corporate Governance the Authority is demonstrating its commitment to achieving these aims.

The Authority, in embracing the core principles, will contribute to leadership for Nottinghamshire by providing a vision for our Fire and Rescue Service and leading by example in the way it makes decisions, and implements those decisions.

The Authority will produce an annual governance statement in order to report publicly on the extent to which it complies with the core principles including how it has monitored the effectiveness of its governance arrangements in the year, and on any planned changes in the coming period. This complies with the Accounts and Audit regulations.

The Service's Chief Fire Officer will be responsible for overseeing the implementation and monitoring of the Local Code on Corporate Governance, reviewing its operation in practice and recommending any changes that may be necessary to maintain it and ensure its effectiveness in practice. The Chief Fire Officer and Strategic Leaders will be responsible for ensuring that Officers in their departments are aware of and embrace the principles of good corporate governance set out in this Code.

The core principles have been translated into a framework which seeks to ensure that they are fully integrated in the conduct of the Service's business and establishes

a means of demonstrating compliance. The framework is based on the CIPFA / Solace 2016 publication "Delivering Good Governance in Local Government".

The authority will respond positively to the recommendations of external audit and statutory inspectors in respect of corporate governance and implement agreed actions effectively.

THE CORE PRINCIPLES - FRAMEWORK

1. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law.

Local government organisations are accountable not only for how much they spend, but also for how they use the resources under their stewardship. This includes accountability for outputs, both positive and negative, and for the outcomes they have achieved. In addition, they have an overarching responsibility to serve the public interest in adhering to the requirements of legislation and government policies. It is essential that, as a whole, they can demonstrate the appropriateness of all their actions and have mechanisms in place to encourage and enforce adherence to ethical values and to respect the rule of law.

a. Behaving with integrity by:

   i)   Ensuring members and officers behave with integrity and lead a culture where acting in the public interest is visibly and consistently demonstrated thereby protecting the reputation of the organisation;
   ii)   Ensuring members take the lead in establishing specific standard operating principles or values for the organisation and its staff and that they are communicated and understood (built on the Seven Principles of Public Life);
   iii) Leading by example and using these standard operating principles or values as a framework for decision making and other actions;
   iv)   Demonstrating, communicating and embedding the standard operating principles or values through appropriate policies and processes which are reviewed on a regular basis to ensure that they are operating effectively.

b. Demonstrating strong commitment to ethical values by:

   i)   Seeking to establish, monitor and maintain the organisation's ethical standards and performance;
   ii)   Underpinning personal behaviour with ethical values and ensuring they permeate all aspects of the organisation's culture and operation;
   iii) Developing and maintaining robust policies and procedures which place emphasis on agreed ethical values;
   iv)   Ensuring that external providers of services on behalf of the organisation are required to act with integrity and in compliance with high ethical standards expected by the organisation.

c. Respecting the rule of law by:

   i)   Ensuring members and staff demonstrate a strong commitment to the rule of the law as well as adhering to relevant laws and regulations;
   ii)   Creating the conditions to ensure that the statutory officers, other key post holders and members are able to fulfil their responsibilities in accordance with legislative and regulatory requirements;

iii) Striving to optimise the use of the full powers available for the benefit of citizens, communities and other stakeholders;

iv) Dealing with breaches of legal and regulatory provisions effectively;

v) Ensuring corruption and misuse of power are dealt with effectively.

<u>Examples of how the Authority demonstrates commitment to this core principle:</u>

- Local Code on Corporate Governance;
- Code of Conduct;
- Declarations of interests at meetings;
- Governance structures for decision-making;
- Core values communicated;
- Anti-fraud and corruption policy;
- "Whistle-blowing" policy;
- Complaints policy.

2. **Ensuring openness and comprehensive stakeholder engagement**

Local government is run for the public good, organisations therefore should ensure openness in their activities. Clear, trusted channels of communication and consultation should be used to engage effectively with all groups of stakeholders, such as individual citizens and service users, as well as institutional stakeholders.

a. Demonstrating openness by:

i) Ensuring an open culture through demonstrating, documenting and communicating the organisation's commitment to openness;

ii) Making decisions that are open about actions, plans, resource use, forecasts, outputs and outcomes. The presumption is for openness. If that is not the case, a justification for the reasoning for keeping a decision confidential should be provided;

iii) Providing clear reasoning and evidence for decisions in both public records and explanations to stakeholders and being explicit about the criteria, rationale and considerations used. In due course, ensuring that the impact and consequences of those decisions are clear;

iv) Using formal and informal consultation and engagement to determine the most appropriate and effective interventions/ courses of action.

b. Engaging comprehensively with institutional stakeholders by:

i) Effectively engaging with institutional stakeholders to ensure that the purpose, objectives and intended outcomes for each stakeholder relationship are clear so that outcomes are achieved successfully and sustainably;

ii) Developing formal and informal partnerships to allow for resources to be used more efficiently and outcomes achieved more effectively;

iii)   Ensuring that partnerships are based on trust, a shared commitment to change, a culture that promotes and accepts challenge among partners and that the added value of partnership working is explicit.

c.   Engaging stakeholders effectively, including individual citizens and service users by:

i)   Establishing a clear policy on the type of issues that the organisation will meaningfully consult with or involve individual citizens, service users and other stakeholders to ensure that service (or other) provision is contributing towards the achievement of intended outcomes;

ii)   Ensuring that communication methods are effective and that members and officers are clear about their roles with regard to community engagement;

iii)   Encouraging, collecting and evaluating the views and experiences of communities, citizens, service users and organisations of different backgrounds including reference to future needs;

iv)   Implementing effective feedback mechanisms in order to demonstrate how their views have been taken into account;

v)   Balancing feedback from more active stakeholder groups with other stakeholder groups to ensure inclusivity;

vi)   Taking account of the interests of future generations of tax payers and service users.

Examples of how the Service demonstrates its commitment to this core principle:

- Statement of Assurance;
- Freedom of Information Act publication scheme;
- Online council tax information;
- Integrated Risk Management Plan;
- Website;
- Constitution;
- Forward plan of Authority and Committee meetings;
- Public consultation;
- Fire Cover Review.

3. **Defining outcomes in terms of sustainable economic, social, and environmental benefits**

The long-term nature and impact of many of local government's responsibilities mean that it should define and plan outcomes and that these should be sustainable. Decisions should further the authority's purpose, contribute to intended benefits and outcomes, and remain within the limits of authority and resources. Input from all groups of stakeholders, including citizens, service users, and institutional stakeholders, is vital to the success of this process and in balancing competing demands when determining priorities for the finite resources available.

a. Defining outcomes by:

   i)   Having a clear vision which is an agreed formal statement of the organisation's purpose and intended outcomes containing appropriate performance indicators, which provides the basis for the organisation's overall strategy, planning and other decisions;

   ii)   Specifying the intended impact on, or changes for, stakeholders including citizens and service users. It could be immediately or over the course of a year or longer;

   iii)   Delivering defined outcomes on a sustainable basis within the resources that will be available;

   iv)   Identifying and managing risks to the achievement of outcomes;

   v)   Managing service users' expectations effectively with regard to determining priorities and making the best use of the resources available.

b. Taking account of sustainable economic, social and environmental benefits by:

   i)   Considering and balancing the combined economic, social and environmental impact of policies, plans and decisions when taking decisions about service provision;

   ii)   Taking a longer-term view with regard to decision making, taking account of risk and acting transparently where there are potential conflicts between the organisation's intended outcomes and short-term factors such as the political cycle or financial constraints;

   iii)   Determining the wider public interest associated with balancing conflicting interests between achieving the various economic, social and environmental benefits, through consultation where possible, in order to ensure appropriate trade-offs;

   iv)   Ensuring fair access to services.

<u>Examples of how the Service demonstrates its commitment to this core principle:</u>

- Integrated Risk Management Plan;
- Public consultation and consultation framework;
- Stakeholder analysis for communication strategy;
- Business plan;
- Statement of Assurance;
- Fire Authority and Committee reports;
- Performance management framework;
- Capital Programme and Treasury Management Strategy;
- Medium Term Financial Strategy;

4. Determining the interventions necessary to optimise the achievement of the intended outcomes

Local government achieves its intended outcomes by providing a mixture of legal, regulatory, and practical interventions. Determining the right mix of these courses of action is a critically important strategic choice that local government has to make to ensure intended outcomes are achieved They need robust decision-making mechanisms to ensure that their defined outcomes can be achieved in a way that provides the best trade-off between the various types of resource inputs while still enabling effective and efficient operations. Decisions made need to be reviewed continually to ensure that achievement of outcomes is optimised.

a. Determining interventions by:

   i) Ensuring decision makers receive objective and rigorous analysis of a variety of options indicating how intended outcomes would be achieved and including the risks associated with those options. Therefore ensuring best value is achieved however services are provided;
   ii) Considering feedback from citizens and service users when making decisions about service improvements or where services are no longer required in order to prioritise competing demands within limited resources available including people, skills, land and assets and bearing in mind future impacts.

b. Planning interventions by:

   i) Establishing and implementing robust planning and control cycles that cover strategic and operational plans, priorities and targets;
   ii) Engaging with internal and external stakeholders in determining how services and other courses of action should be planned and delivered;
   iii) Considering and monitoring risks facing each partner when working collaboratively including shared risks;
   iv) Ensuring arrangements are flexible and agile so that the mechanisms for delivering outputs can be adapted to changing circumstances;
   v) Establishing appropriate key performance indicators (KPIs) as part of the planning process in order to identify how the performance of services and projects is to be measured;
   vi) Ensuring capacity exists to generate the information required to review service quality regularly;
   vii) Preparing budgets in accordance with organisational objectives, strategies and the medium term financial plan;
   viii) Informing medium and long term resource planning by drawing up realistic estimates of revenue and capital expenditure aimed at developing a sustainable funding strategy.

c. Optimising achievement of intended outcomes by:

   i) Ensuring the medium term financial strategy integrates and balances service priorities, affordability and other resource constraints;

ii) Ensuring the budgeting process is all-inclusive, taking into account the full cost of operations over the medium and longer term;

iii) Ensuring the medium term financial strategy sets the context for ongoing decisions on significant delivery issues or responses to changes in the external environment that may arise during the budgetary period in order for outcomes to be achieved while optimising resource usage;

iv) Ensuring the achievement of 'social value' through service planning and commissioning. The Public Services (Social Value) Act 2012 states that this is "the additional benefit to the community...over and above the direct purchasing of goods, services and outcomes".

Examples of how the Service demonstrates its commitment to this core principle:

- Induction for new members and on-going training for members including member seminars;
- Constitution;
- Medium Term Financial Strategy;
- Performance management framework;
- Budget guidelines and budget reports to Fire Authority and Committee;
- Integrated Risk Management Plan and business plan;
- Project and programme management framework;
- Equality Impact Assessments.

5. **Developing the entity's capacity, including the capability of its leadership and the individuals within it**

Local government needs appropriate structures and leadership, as well as people with the right skills, appropriate qualifications and mindset, to operate efficiently and effectively and achieve their intended outcomes within the specified periods. A local government organisation must ensure that it has both the capacity to fulfil its own mandate and to make certain that there are policies in place to guarantee that its management has the operational capacity for the organisation as a whole. Because both individuals and the environment in which an authority operates will change over time, there will be a continuous need to develop its capacity as well as the skills and experience of the leadership of individual staff members. Leadership in local government entities is strengthened by the participation of people with many different types of backgrounds, reflecting the structure and diversity of communities.

a. Developing the entity's capacity by:

i) Reviewing operations, performance use of assets on a regular basis to ensure their continuing effectiveness;

ii) Improving resource use through appropriate application of techniques such as benchmarking and other options in order to determine how the authority's resources are allocated so that outcomes are achieved effectively and efficiently;

iii) Recognising the benefits of partnerships and collaborative working where added value can be achieved;

iv) Developing and maintaining an effective workforce plan to enhance the strategic allocation of resources.

b. Developing the capability of the entity's leadership and other individuals by:

i) Developing protocols to ensure that elected and appointed leaders negotiate with each other regarding their respective roles early on in the relationship and that a shared understanding of roles and objectives is maintained;

ii) Publishing a statement that specifies the types of decisions that are delegated and those reserved for the collective decision making of the governing body;

iii) Ensuring the leader and the Chief Fire Officer have clearly defined and distinctive leadership roles within a structure whereby the Chief Fire Officer leads the authority in implementing strategy and managing the delivery of services and other outputs set by members and each provides a check and a balance for each other's authority;

iv) Developing the capabilities of members and senior management to achieve effective shared leadership and to enable the organisation to respond successfully to changing legal and policy demands as well as economic, political and environmental changes and risks;

v) Ensuring that there are structures in place to encourage public participation;

vi) Taking steps to consider the leadership's own effectiveness and ensuring leaders are open to constructive feedback from peer review and inspections;

vii) Holding staff to account through regular performance reviews which take account of training or development needs;

viii) Ensuring arrangements are in place to maintain the health and wellbeing of the workforce and support individuals in maintaining their own physical and mental wellbeing.

Examples of how the Service demonstrates its commitment to this core principle:

- Fire Cover Review;
- Property, Vehicle and ICT strategies;
- Research and benchmarking via Peer Review, CFOA, Family Group 4, Nottingham Trent University;
- Workforce Plan;
- Scheme of delegation;
- Performance Development Reviews, Continuing Professional Development, member seminars, induction programmes;
- Annual review of governance;
- HR policies and procedures, representative body panels.
- Occupational Health provision

6. **Managing risks and performance through robust internal control and strong public financial management**

Local government needs to ensure that the organisation and governance structures that it oversees have implemented, and can sustain, an effective performance management system that facilitates effective and efficient delivery of planned services. Risk management and internal control are important and integral parts of a performance management system and crucial to the achievement of outcomes. Risk should be considered and addressed as part of all decision making activities. A strong system of financial management is essential for the implementation of policies and the achievement of intended outcomes, as it will enforce financial discipline, strategic allocation of resources, efficient service delivery, and accountability. It is also essential that a culture and structure for scrutiny is in place as a key part of accountable decision making, policy making and review. A positive working culture that accepts, promotes and encourages constructive challenge is critical to successful scrutiny and successful delivery. Importantly, this culture does not happen automatically, it requires repeated public commitment from those in authority.

a.   Managing risk by:

   i)   Recognising that risk management is an integral part of all activities and must be considered in all aspects of decision making;
   ii) Implementing robust and integrated risk management arrangements and ensuring that they are working effectively;
   iii) Ensuring that responsibilities for managing individual risks are clearly allocated.

b.   Managing performance by:

   i)   Monitoring service delivery effectively including planning, specification, execution and independent post implementation review;
   ii) Making decisions based on relevant, clear objective analysis and advice pointing out the implications and risks inherent in the organisation's financial, social and environmental position and outlook;
   iii) Encouraging effective and constructive challenge and debate on policies and objectives to support balanced and effective decision making;
   iv) Providing members and senior management with regular reports on service delivery plans and on progress towards outcome achievement;
   v)   Ensuring there is consistency between specification stages (such as budgets) and post implementation reporting (eg financial statements).

c.   Robust internal control by:

   i)   Aligning the risk management strategy and policies on internal control with achieving the objectives;
   ii) Evaluating and monitoring the authority's risk management and internal control on a regular basis;

iii) Ensuring effective counter fraud and anti-corruption arrangements are in place;

iv) Ensuring additional assurance on the overall adequacy and effectiveness of the framework of governance, risk management and control is provided by the internal auditor;

v) Ensuring an audit committee or equivalent group or function which is independent of the executive and accountable to the governing body: a) provides a further source of effective assurance regarding arrangements for managing risk and maintaining an effective control environment and b) that its recommendations are listened to and acted upon.

d. Managing data by:

i) Ensuring effective arrangements are in place for the safe collection, storage, use and sharing of data, including processes to safeguard personal data;

ii) Ensuring effective arrangements are in place and operating effectively when sharing data with other bodies;

iii) Reviewing and auditing regularly the quality and accuracy of data used in decision making and performance monitoring.

e. Strong public financial management by:

i) Ensuring financial management supports both long term achievement of outcomes and short-term financial and operational performance;

ii) Ensuring well-developed financial management is integrated at all levels of planning and control, including management of financial risks and controls.

Examples of how the Service demonstrates its commitment to this core principle:

- Business Risk Manager post and Risk champion at Strategic Leadership Team;
- Risk management implications in all committee and internal reports;
- Risk management policy and risk management strategy statement, strategic and corporate risk registers reviewed regularly;
- Responsibilities assigned to corporate risks;
- Performance management framework;
- Constitution and terms of reference for committees;
- Scheme of financial management;
- Annual Governance Statement;
- Information governance officer post;
- Data protection policy, data sharing agreements;
- Medium Term Financial Strategy; budget monitoring reported quarterly to Finance and Resources Committee.

7. Implementing good practices in transparency, reporting, and audit to deliver effective accountability

Accountability is about ensuring that those making decisions and delivering services are answerable for them. Effective accountability is concerned not only with reporting on actions completed, but also ensuring that stakeholders are able to understand and respond as the organisation plans and carries out its activities in a transparent manner. Both external and internal audit contribute to effective accountability.

a. Implementing good practice in transparency by:

   i) Writing and communicating reports for the public and other stakeholders in an understandable style appropriate to the intended audience and ensuring that they are easy to access and interrogate;
   ii) Striking a balance between providing the right amount of information to satisfy transparency demands and enhance public scrutiny while not being too onerous to provide and for users to understand.

b. Implementing good practices in reporting by:

   i) Reporting at least annually on performance, value for money and the stewardship of its resources;
   ii) Ensuring members and senior management own the results;
   iii) Ensuring robust arrangements for assessing the extent to which the principles contained in the Framework have been applied and publishing the results on this assessment including an action plan for improvement and evidence to demonstrate good governance (Annual Governance Statement);
   iv) Ensuring that the Framework is applied to jointly managed or shared service organisations as appropriate;
   v) Ensuring the performance information that accompanies the financial statements is prepared on a consistent and timely basis and the statements allow for comparison with other similar organisations.

c. Assurance and effective accountability by:

   i) Ensuring that recommendations for corrective action made by external audit are acted upon;
   ii) Ensuring an effective internal audit service with direct access to members is in place which provides assurance with regard to governance arrangements and recommendations are acted upon;
   iii) Welcoming peer challenge, reviews and inspections from regulatory bodies and implementing recommendations;
   iv) Gaining assurance on risks associated with delivering services through third parties and that this is evidenced in the Annual Governance Statement;

v) Ensuring that when working in partnership, arrangements for accountability are clear and that the need for wider public accountability has been recognised and met.

Examples of how the Service demonstrates its commitment to this core principle:

- Website;
- Statement of Assurance;
- Statement of Accounts including Narrative Statement with performance information;
- Publication of committee agenda and minutes;
- Annual Governance Statement;
- Internal Audit reports to the Finance and Resources Committee;
- Internal Audit complies with Public Sector Internal Audit Standards;
- Integrated Risk Management Plan;
- Compliance with Transparency Code of Practice;

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

Nottinghamshire and City of Nottingham
Fire and Rescue Authority
Policy and Strategy Committee

INFORMATION GOVERNANCE UPDATE

Report of the Chief Fire Officer

Date: 03 February 2017

Purpose of Report:

This report provides an update to committee on the information governance arrangements at Nottinghamshire Fire and Rescue Service.

CONTACT OFFICER	
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1. BACKGROUND

1.1 As a public authority, Nottinghamshire Fire and Rescue Service (NFRS) has information governance duties that potentially create significant demands upon the organisation to ensure compliance, specifically in relation under the Data Protection Act 1998, Freedom of Information Act 2000, Regulation of Investigatory Powers Act 2000 and the Environmental Information Regulations 2004.

1.2 NFRS data protection responsibilities include proper collection, storage, use and disposal of personal information of staff and citizens. The Service registers annually with the Information Commissioner as part of its duties under the Data Protection Act. This area is of particular interest when working across partnerships that require information sharing to address community and individual citizen risk.

1.3 The Service's freedom of information responsibilities include proactive publishing of certain information as well as responding to requests for specific information, during 2016 a total of 106 requests were received and dealt with. These all vary in complexity and degree of work by employees, for which no charge can be made where the work does not exceed 18 hours.

1.4 The Regulation of Investigatory Powers Act (RIPA) gives fire and rescue services powers to use some categories of covert investigation – eg: targeted surveillance. NFRS has not used these powers, but is inspected by the Office of Surveillance Commissioners every three years to check NFRS keep staff trained and have appropriate procedures in place.

1.5 The Environmental Information Regulations 2004 provide public access to environmental information held by public authorities. Public authorities must make environmental information available proactively and members of the public are entitled to request environmental information from them.

2. REPORT

2.1 Since the report in November 2014 NFRS has established an Information Governance Manager post to co-ordinate compliance in these areas under the Assistant Chief Fire Officer (ACFO) as the nominated Senior Information Risk Officer (SIRO). The focus is to ensure that the policies and procedures for the organisation remain fit for purpose, compliant with statutory requirements and ultimately manage the risk potential to the Authority.

2.2 The Office of Surveillance Commissioners visited NFRS in November 2016 to assess compliance with RIPA specifically. The final report was generally positive, recommending only minor changes to the Service's current RIPA policy and processes, including regular reporting to Fire Authority.

2.3   A number of key Officers have received initial and refresher training to ensure that day to day application of RIPA meets the statutory requirements with the Information Governance Manager providing a competent co-ordinating role.

2.4   Officers have instigated a regular protective security meeting that seeks to link information security with personnel and premises security matters. This area is directly linked to the ongoing Public Service Network (PSN) project to underpin the Service's transition to the Emergency Services Network.

2.5   RIPA is an area that the United Kingdom fire service historically uses infrequently, however, it offers powers to the Authority that may be required, for example, in more complicated enforcement action via the Fire Protection team.

2.6   A requirement within RIPA is to ensure that the Authority is sighted upon when and how the organisation utilises these powers and this report makes recommendation that the Authority will receive a report to encompass broader information governance matters and fully discharge its duties.

3.   FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

4.   HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

4.1   The administration time involved in compliance with legislation and schemes continues to be an area of risk and sustained demand, however, appointment of the Information Governance role has gone a long way to address any implications.

4.2   Update training has been provided to key roles and the implications will continue to be monitored through line managers when considering the knowledge and skills of staff as part of the personal development review process and the Information Governance Manager will liaise with the SIRO to consider any further actions required.

5.   EQUALITIES IMPLICATIONS

An equality impact assessment has not been undertaken because this report does not amend existing policy or service provision.

6.   CRIME AND DISORDER IMPLICATIONS

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

7. LEGAL IMPLICATIONS

There are no new legal implications arising directly from this report.

8. RISK MANAGEMENT IMPLICATIONS

8.1   Information governance risks are included on the Corporate Risk Register and this is currently under review to provide assurance that the Service continues to have appropriate and proportionate risk controls in place.

8.2   Within the wider approach to the Protective Security Framework, formal arrangements have now been put in place that will seek to better review and manage information risk under the SIRO and Information Governance Manager.

9. RECOMMENDATIONS

That the Chief Fire Officer provides an information governance report annually to the September meeting of the full Fire Authority, to include freedom of information requests, data protection areas of interest, RIPA activity and an overview of environmental information requests.

10. BACKGROUND PAPERS FOR INSPECTION (OTHER THAN PUBLISHED DOCUMENTS)

None.

John Buckley
CHIEF FIRE OFFICER

NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Nottinghamshire and City of Nottingham
Fire and Rescue Authority
Policy and Strategy Committee

COLLABORATION UPDATE

Report of the Chief Fire Officer

Date: 03 February 2017

Purpose of Report:

To provide an overview on current and prospective collaborative activities by Nottinghamshire Fire and Rescue Service.

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1. BACKGROUND

1.1 Working with others has been a core objective for Nottinghamshire Fire and Rescue Service (NFRS), as evidenced by the diverse and broad spectrum of partnerships seen locally across the city and county. Indeed the current Integrated Risk Management Plan (IRMP) is extensive in its aspirations to work with partners to deliver tailored services for improving outcomes for individual citizens and communities as a whole.

1.2 NFRS is held in high regard as a positive and highly trusted partner and is able to use its reputation to engage where many partners face barriers to success. The extent to which collaboration takes place is often overlooked and this report highlights some key elements that support day to day service delivery.

1.3 During 2016 the National Audit Office (NAO) delivered a report on the financial sustainability of the fire service nationally in which it complemented the Service's ability to engage with communities and influence outcomes.

1.4 The Policing and Crime Bill is due to receive royal assent and will put in place a statutory responsibility for police, fire and ambulance services to collaborate to deliver efficiency, effectiveness and/or better outcomes for communities.

1.5 The Sustainability Strategy 2020 previously presented by the Chief Fire Officer already addresses points within both the NAO report and Policing and Crime Bill and further builds upon the approach taken in recent years by the Authority.

2. REPORT

2.1 Collaboration is an intrinsic part of how NFRS operates with partners to deliver high quality public services. This makes full use of the combined resources available and leads to better outcomes for both service users and taxpayers.

2.2 Collaboration, by its very nature, covers a huge spectrum and can range from high levels of communication and information exchange, right through to shared procurement, shared estate and the joint delivery of services. NFRS engages at every level, although it is clear that there are opportunities for more to be done.

2.3 Most notable areas of collaboration are drawn out below, however Appendix A shows the wider range of practices that the service engages in.

   2.3.1 **Co-location**
   Across the NFRS estate a number of premises are shared with other partners. There is already one joint fire and ambulance station at Eastwood and work is ongoing to secure a second utilising an existing East Midlands Ambulance Service (EMAS) site. Furthermore, EMAS

utilise a number of fire stations as 'standby' sites and have marked bays, charging points and full use of facilities.

London Road fire station houses the Nottingham City Council Emergency Planning Team, and Nottinghamshire Police occupy a building in Clifton.

2.3.2 **Joint Working**

An officer from NFRS is embedded within the Police emergency planning team and provides information and intelligence exchange leading to joint operational planning. This also facilitates joint training in both specific and general areas relating to both local risks and national resilience.

Close working with the Police in the community enabled a local team to be drawn together at short notice to tackle a spike in rural crime. This involved officers from fire and police undertaking joint visits to provide advice and re-assurance to rural commercial premises.

NFRS has been involved in the provision of emergency medical response on behalf of EMAS for fifteen years. In 2016 five more stations started to deliver the service bringing the total number of emergency responding assets to nine.

Driver training is shared with Derbyshire Fire Service and fire behaviour training is secured from Lincolnshire Fire Service. A group drawn from all five regional services is jointly introducing National Operational Guidance.

The provision of specialist fire investigation support and the hydrocarbon detecting dog are jointly funded across the region.

2.3.3 **Health and Social Care**

For many years NFRS has undertaken home safety checks and helped develop the first contact signposting scheme for referrals. This is now expanding to 'safe and well' checks to support independent and healthy living.

Officers have been seconded to work in joint teams in specific 'hot spot' areas across both the city and district areas. This supports community cohesion and the tackling of anti-social behaviour.

For over a decade NFRS has been a delivery partner for the Prince's Trust Team Programme which supports 16-24 year olds not in training, employment or education. The programme is also supported by Nottinghamshire Police who provide seconded officers to lead or support teams.

2.3.4 **Joint Procurement**
Significant joint procurement takes place, most notably a single command and control system and a financial management system with Derbyshire and Leicestershire fire services. Joint procurement of fire appliances and other equipment is undertaken, and NFRS provides the national lead on construction and facilities management procurement.

2.4 East Midlands fire services already engage in the local delivery of national programmes, the Emergency Services Network (ESN) provides potential to look for long term collaborations in relation to procurement, contract management and maintenance arrangements across blue light services. The Assistant Chief Fire Officer (ACFO) is the regional fire lead and works closely with the East Midlands police lead.

2.5 In 2016 an East Midlands blue light collaboration meeting was initiated, with the ACFO as NFRS representative. This meeting proved positive, but has yet to be followed up with a formal approach and agreed work areas reported to the Authority for information and approval as appropriate.

2.6 The Policing and Crime Bill is expected to receive royal assent in due course, and it is likely that Government will seek assurance from all emergency services that the proposed statutory duty to collaborate is being fulfilled. The examples in this report go some way to meet that expectation, however the Sustainability Strategy 2020, fully supported by Members in February 2016, asked the Chief Fire Officer to "*Engage with partners to explore all opportunities that may exist for collaboration".* This will ensure a focus is maintained on seeking all opportunities to work with others.

2.7 Opportunities for collaboration routinely arise, for example, Derbyshire Fire and Rescue Service (DFRS) have issued their latest IRMP, in which they seek opportunities with partners. A number of areas of joint working are already underway with DFRS, from learning and development, operational doctrine to Tri-service control. Geographically DFRS are well placed as a fire partner and the Authority may wish to seek wider collaborative arrangements. It is therefore proposed that the Chair of the Authority respond to DFRS IRMP to explore the possibly of entering into a more formal collaboration arrangement.

3. FINANCIAL IMPLICATIONS

There are no additional implications arising from this report, however, Members will be aware that collaboration forms part of the required efficiencies highlighted within the Sustainability Strategy 2020.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

There are no additional human resources or learning and development implications arising from this report

5. EQUALITIES IMPLICATIONS

An equality impact assessment has not been undertaken because this report does not amend existing policy or service provision.

6. CRIME AND DISORDER IMPLICATIONS

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

7. LEGAL IMPLICATIONS

There are no additional implications arising from this report, however the imminent introduction of the Police and Crime Bill will be evaluated and a future report provided by the Chief Fire Officer for Members' consideration.

8. RISK MANAGEMENT IMPLICATIONS

There are no additional risk management implications arising from this report as activities are discharged within existing arrangements, with inclusion in the corporate risk register as appropriate. Future collaborations will continue to take this approach and the ACFO has been tasked with a coordinating role in relation to collaborations, including risk potential.

9. RECOMMENDATIONS

It is recommended that:

9.1   Members endorse the collaboration work undertaken by the Service.

9.2   The Chair of the Fire Authority is asked to respond to the Derbyshire Fire and Rescue Service IRMP consultation to explore opportunities to enter into a formal collaboration arrangement.

9.3   Members receive a future report from the Chief Fire Officer on the implications arising from the Policing and Crime Bill when it receives royal assent.

10. BACKGROUND PAPERS FOR INSPECTION (OTHER THAN PUBLISHED DOCUMENTS)

None.

John Buckley
CHIEF FIRE OFFICER

COLLABORATION	Narrative
Agresso Financial Management System	NFRS, Derbys and Leics FRSs
Approved Inspectors (AI)	Building control (BC) legislation now allows businesses to employ an AI to handle building control and planning. This eliminates the requirement to apply through local authority building control. NFRS staff interact with AIs in much the same way as BC, discussing and recommending on fire safety measures.
Better Business Regulators	Steering group of the Local Enterprise Partnership and have contacts within the growth hub for developing business. Through this stream NFRS has contact with the Regulatory Delivery office of the Department for Business, Innovation and Skills (BIS) Government.
Blood Donor Service	Some fire stations used as donor centres.
Broad Marsh Redevelopment	Emergency services point of contact.
Building Control (BC)	Legislative duty. Interact with BC in order to discuss and make recommendations on fire safety measures on new build properties and proposed extensions/developments to existing properties. NFRS also consults with BC relating to issues that are discovered during inspections. Generally these relate to non-conformity of building work and businesses that are operating outside of the BC legislation ie: change of use without prior application. BC Liaison Meetings (non-legislative good practice meetings).
Building Research Establishment (BRE)	Close liaison with BRE to share learning from serious incidents.
Care and Quality Commission (CQC)	NFRS utilise CQC data and interact with them directly in order to discuss audit outcomes with them. They are the auditing body for organisations and businesses that provide care and as this forms the basis of a large amount of inspections NFRS provides feedback on non-compliant care facilities and more importantly when issuing enforcement and prohibitions to these properties.

COLLABORATION	Narrative
Carnivals	Liaison with local carnivals (Pride, Mela, Goose Fair, Caribbean Carnival, Armed Forces Day). NFRS worked with Police for Pride.
Case Conferences	Multi-agency case reviews following serious events to share learning and improve services.
Community Safety Hubs	Multi-agency hub established in Ashfield and Broomhill to tackle community based issues.
Construction & Facilities Management	NFRS provides the fire service category lead for United Kingdom.
Councils	Work closely with district councils regarding specific community cohesion and local issues.
Crime and Disorder Partnership	Meetings at executive and strategic levels.
Door Access Training Rigs	With Nottinghamshire Police
Driving School and Driver Training	With Derbyshire Fire and Rescue Service.
Educational Establishments (Universities, 6th Form Colleges)	Including Chinese business support initiative 2015. Schools, road safety education steering group, Derbyshire FRS (sharing production of Education DVD), Leicestershire FRS – Virtual Reality Head Sets and further production of video clips.
EMAS	Shared facilities at some stations. Work with burns unit / local NHS. Emergency first responding scheme at nine stations.
EMAS Hazardous Area Response Team (HART)	Joint training and HART use BA facilities at two stations
Emergency Services Network Communications Project	Project planning and equipment procurement.
Environment Agency	Collaboration over waste disposal sites and jointly funded Environmental Protection Unit.
Environmental Health	Regular collaboration – training/sharing intelligence and joint inspections.
Fire behaviour training centre (CFBT)	Delivered by Lincolnshire Fire and Rescue Service.

COLLABORATION	Narrative
Fire Setting Intervention	Probation Service, schools.
Flood Forums	Providing advice, support and training.
Food Licensing/Food Safety	Shared intelligence regarding premises of concern. Reporting of findings post inspections. Food safety also reported to NFRS when businesses receive a poor hygiene rating.
Health / Safe and Well	Health and Well Being Board, Health and Wellbeing Implementation Group, NHS Sustainability Transformation Plan, Clinical Commissioning Groups, Falls Prevention Working Group, New leaf smoking cessation, City and County Public Health Departments, County MASH, City and County Adult Social Care, , Adult Safeguarding Professional Development Group, Vulnerable Persons Panels and Age Concern , City Environmental Health Department.
Health and Safety Executive (HSE)	Interact with the HSE should hazardous materials or unsafe practices be witnessed during inspections.
HM Coroner	Provide meeting locations at fire stations to enable private meetings between the Coroner and relatives.
Housing Departments/Providers	NFRS chairs the Housing Providers best practice meeting. Fire Protection supports this partnership work by sharing knowledge and advice with all key housing providers.
Inland Revenue	Liaise with HMRC when inspectors believe that businesses may be operating outside of the law with regard to income tax and VAT purposes. During enforcement action inspectors utilise a range of sources in order establish the responsible person. These include companies house etc. to uncover who is ultimately running a company.
Janitorial Product Procurement	In collaboration with Leicestershire Fire and Rescue Service.
Joint Planning and Training Exercises	Multi-agency training and planning is undertaken to prepare for serious incidents.

COLLABORATION	Narrative
Licensing	Active members of Nottinghamshire Area Licensing Group. This includes Police, Gambling Commission and others. Have provided training to this forum and East and West Midlands Institute of Licensing. Licensing applications and Temporary Events Notice applications. Informs on issues post audit re: non-conformity of licensing conditions – ie: over occupancy.
Local Area Forums	Meeting attendance and provide local support.
Local Enterprise Partnership (D2N2)/Better Business Regulation	Active members of Better Business Regulation Group – a representation of large number of regulators who affect business, eg: HMRC, HSE, Food Standards and Trading Standards. Links to Government Better Regulation Dept.
Mental Health	Crisis Concordat Group, EMAS and Nottinghamshire Police – scoping transportation of mental health patients.
Multi-Agency Safeguarding Hub (MASH)	This is increasing, broadening our training to ensure that vulnerable persons are referred to the appropriate team.
National Defibrillator Network	NFRS has public access defibrillators at all appropriate sites.
North Notts College	Road traffic collision awareness, also working with local Magistrates to reduce offending.
Nottingham City Emergency Planning Team	Sharing of London Road site.
OFSTED	The same applies with OFSTED as with the CQC when NFRS interacts with premises that provide education and childcare.
Older Persons Loneliness Group	Rushcliffe area. NFRS involvement to add community social value and help deliver fire safety advice also.

COLLABORATION	Narrative
Partnerships	Road Safety Partnership, County CSPs, City CDP, Bassetlaw Public and 3rd Sector Partnership (former LSP), New Psychoactive Substances Professional Information Network, New Cross and Broomhill Community Projects, Partnership `Hub` working at Mansfield Civic Centre and Byron House – City Police Station (Officers hot desk from these locations), Nottinghamshire Water Safety Forum – RLSS are the lead.
Pension Administration	NFRS, Derbys FRS and Leics FRS. Finance and HR staff from the three Services work together and with the Fire Pension Administrator to share good practice and streamline processes and share tasks.
Police	Sharing of intelligence and night time economy inspections. Work with the police when enforcing and prohibiting as a support mechanism for staff should they feel threatened or to gain entry to properties where RPs are refusing entry. Also feed back to the police if staff witness any illegal practices during audit. Currently liaising with the Police with a view to a co-location site at a fire station to also become a Police focal point, running Police drop-in surgeries three times a week. Police localised burglary spikes – red route assistance where required. Also rural intervention vehicle. Risk and hazard reduction. Officer seconded to work in Police emergency planning team.
Positive Futures	Cycle project for young children.
Primary Authority Scheme for Fire Safety (PAS)	Lead authority for Boots PLC and has national influence. As part of PAS, NFRS works with Food Safety and Health and Safety Regulators (as above).
Prince's Trust	Police staff seconded to support the delivery of the Team Programme.
Pub Watch in Newark	Reducing anti-social behaviour and crime.

COLLABORATION	Narrative
Public Health England	One employee seconded one day per week.
Safety Advisory Groups	Meetings/events. Including collaborative training exercise between NFRS and EMAS through SAG
Secure Establishments (Prisoner Rehabilitation Programmes)	Despite being Crown, Fire Protection have advised on all existing MOUs with our County prisons.
Serious and Organised Crime Group	Member of group.
Smoke Alarm Procurement	In collaboration with West Midlands FRS
St John Ambulance	Site sharing at one location.
Stationary Product Procurement	In collaboration with Leics FRS.
Street Pastors	Work with them in Newark and Sherwood.
Trading Standards	Regular collaboration and intelligence sharing through MOU. Interact with Trading Standards if inspectors witness what they believe illegal trading might be taking place or if there are issues relating to appliances that have failed causing fires in commercial businesses. This supports information sharing in order to assist with product recalls through faulty manufacturing.
Traveller Liaison Support	With Nottinghamshire County Council, Newark and Sherwood District Council, and Notts Education Dept.
Tri-Service Command and Control System	Fire control system. Control room desk procurement. Control Room design and fit out (all Notts, Derbys, Leics). Joint team in place.
UK Border	Often as the result of intelligence attained through inspection activity. Inform this team if staff witness or have reason to believe that businesses are employing or housing illegal immigrants or there is evidence to suggest that modern slavery practices are being used. Training has been provided by support team some years ago.

COLLABORATION	Narrative
Vulnerable Women's Group	Fire service premises utilised.
Women's Aid	Awareness and training.

FUTURE COLLABORATION	Narrative
Carlton Fire Station	Police contact point.
East Leake Fire Station	Police beat office.
Environmental Protection Unit and Command Support Unit Collaboration	With Derbys FRS.
Fire Behaviour Training Centre	At Derbys FRS from March 2018.
Hucknall Ambulance Station	Co-location.
London Road Fire Station	Police beat office.
Structural Personal Protective Equipment and Fire Boots	With Derbys FRS.
Worksop Fire Station	Co-location, Fire/Police/EMAS.

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NOTTINGHAMSHIRE
Fire & Rescue Service
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Fire and Rescue Authority
Policy and Strategy Committee

EMERGENCY SERVICES NETWORK (ESN) UPDATE

Report of the Chief Fire Officer

Date: 03 February 2017

Purpose of Report:

This report provides an update on the progress of the Emergency Services Network (ESN) programme by Nottinghamshire Fire and Rescue Service.

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1. BACKGROUND

1.1 The Emergency Services Mobile Communications Programme (ESMCP) is intended to provide the next generation communication system for the three emergency services and other public safety users as the contract for Airwave expires by 2020. This system will be called the Emergency Services Network (ESN) and provides integrated critical voice and broadband data services for the emergency services.

1.2 The programme has three key objectives it aims to achieve:

- Better – integrated service, functionality and coverage;
- Smarter – more flexible and pay only for what is used;
- Cheaper – address budget pressures and leverage market forces.

1.3 The Fire Authority previously received a financial information and sign off pack which provided information about participation in the ESMCP and that the lead government department was committed to provide all reasonable transition funding, this agreement was signed and returned to Department of Communities and Local Government prior to the 25 March 2016 deadline, committing the Fire Authority to ESMCP.

1.4 An update report was presented to the November 2016 Policy and Strategy Committee and highlighted that further reports would be provided at subsequent meetings to ensure that the Fire Authority are fully briefed on the ESN work as a critical national project.

1.5 East Midlands Fire Services have an established regional programme board with representatives from all Services and Assistant Chief Fire Officer (ACFO) Parkin as the lead officer on behalf of the East Midlands Fire Services. An Area Manager is seconded from Lincolnshire as the Regional Fire Programme Manager, with a major day-to-day role on behalf of the East Midlands and works closely with the ACFO.

1.6 The Area Manager Corporate leads on behalf of Nottinghamshire Fire and Rescue Service (NFRS) project structure, co-ordinating key roles across the organisation and works closely with East Midlands colleagues to seek opportunities for mutual support to deliver the ESN.

1.7 ACFO Parkin attends regular Fire Customer Group (FCG) meetings; this forum is the sounding board for the fire sector to feed into the national programme team within the Home Office.

1.8 Alongside the ESN work, NFRS has already commenced work as part of the previous Authority agreed ICT Strategy to demonstrate compliance with the Public Services Network (PSN) as this will better prepare the Service to deliver ESN and a team have been recruited to discharge the highlighted actions for PSN compliance.

1.9   PSN compliance will ensure that the Service has a robust ICT infrastructure, with greater levels of security; this will require additions to policies and procedures, but more crucially, a change to working practices for all members of staff to maintain compliance.

2.   REPORT

2.1   An Information Technology Health Check (ITHC) has already been completed by an external supplier on the Tri-Service Control partner networks; this forms the basis for the remediation work each Service needs to complete prior to connecting to the ESN.

2.2   Since November's report to Policy and Strategy Committee, NFRS has been in discussion with the ESN central programme team to consider the ITHC, the remedial works required and what level of Section 31 grant will be allocated to NFRS. Provisional agreement over the funding has been reached and it is envisaged that the next update report will detail the funding formally.

2.3   Monthly reporting is now in place nationally to the central programme team and this itemises the progress each user organisation is making to deliver ESN locally and offers a good benchmark to NFRS to ensure they remain on track for transition.

2.4   Home Office recently confirmed that the ESN code of connection would be applied and this would seek to be at a level that the current Airwave system applies. Formal confirmation has yet to be received as to what the scope will be and given this position NFRS continue to address this area with its PSN work stream.

2.5   Short notice periods for Services to reply to the Home Office programme continues to place pressure on the organisation and Members will appreciate these are as a result of it being a major nationally led project. Members should be reassured that the Service continues to meet targets and will be increasing capacity to address demand, particularly in the build up to transition.

2.6   The Service project team continues to deliver ESN locally, co-ordinated by the Area Manager Corporate and supported by teams across the organisation. The central government funding allocated to NFRS will be used to assist the project in delivering ESN.

2.7   Any consequences for not meeting timescales are unclear for local Services, but these potentially have major financial implications nationally for the Home Office programme and could mean these are shared with ESN partners throughout the life of the contract.

2.8   It has been reiterated by the central programme team that Services are not expected to transition from the current Airwave system to ESN unless they have the confidence and assurance that the ESN will provide the necessary resilience for emergency services to communicate effectively and secure the safety of its staff.

2.9   Clear collaboration opportunities exist in the delivery of ESN across the East Midlands, including procurement, equipment installation and long-term systems management. This is a key expectation of the government programme to ensure that commercial benefits are delivered both nationally and locally.

2.10   An East Midlands Police/Fire ESN workshop is now booked for February to identify specific collaboration work streams both for the transition to and the long term management of the ESN contract. As fire lead for the East Midlands, the ACFO has regular meetings with the East Midlands Police lead and are in the process of instigating a research exercise to consider long term opportunities, beyond transition.

2.11   Following national planning events, the national timescales have been amended so that transition has moved from Autumn 2017 to mid-2018, however, a number of key milestones will still need to be met, specifically the availability of hand held and vehicle mounted devices.

3.   FINANCIAL IMPLICATIONS

3.1   An earmarked reserve of £200k has already been established for the work required to prepare for PSN compliance, this will be reviewed as the Service receives confirmation over the future Section 31 grant to cover remedial works for connection to the ESN.

3.2   The ESN programme will only fund the like for like replacement of the current Airwave infrastructure, eg: radios, although Services are able to fund any additional elements of functionality themselves. Clarity is still required as to what replacement devices will be available and what services can be accessed through these devices, however, the recently announced delay in transition and programme timelines will go some way to mitigate financial and procurement pressures.

3.3   The Authority will continue to receive transition funding from government for preparation and implementation, for FY2016/17 £52k was received and will go some way to fund the personnel required to deal with the work demands. As the programme moves forward the level of resources in the Service will need to be committed for which these will only be partially funded from the government and this will need to be closely monitored.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

4.1 The ESN programme has requirements for staff training and these will be addressed as part of the implementation phase across the East Midlands and offers potential opportunities for wider collaboration, this area will form part of the February workshop.

4.2 ESN is now placing additional demands upon support departments, this has resulted in a number of fixed term arrangements being put in place, specifically across the Procurement, Corporate and ICT functions. These have all been delivered within the Service's existing policy framework, but it is anticipated that capacity will need to increase further.

5. EQUALITIES IMPLICATIONS

An equality impact assessment has not been undertaken because this report does not amend existing policy or service provision.

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 from this report.

8. RISK MANAGEMENT IMPLICATIONS

8.1 The ESN programme presents a high-risk potential for the Authority dependent on external factors beyond its day-to-day control, the main issue being slippage at a national level, eg:Autumn 20017 to mid-2018.

8.2 On-going Tri-Service Control implementation issues have a direct implication for NFRS and its Tri-Service partners to be able to connect to ESN and impact of national slippage upon NFRS are being dealt with and additional resources are being committed to existing governance and project management arrangements.

8.3 The Service Risk Manager is engaged with ESN and has already reviewed the East Midlands ESN risk register, it is further included within the Corporate risk register, which is also under review at this time.

9. RECOMMENDATIONS

That Members note the contents of this report.

10. BACKGROUND PAPERS FOR INSPECTION (OTHER THAN PUBLISHED DOCUMENTS)

None.

John Buckley
CHIEF FIRE OFFICER

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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