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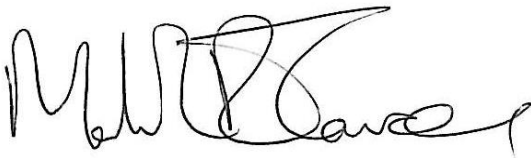
NOTTINGHAMSHIRE AND CITY OF NOTTINGHAM FIRE AND RESCUE AUTHORITY

MEETING OF THE AUTHORITY

Date: Friday, 9 June 2017 **Time:** 2.00 pm

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

AGENDA

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To consider excluding the public from the meeting during consideration 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. | |
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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 8388900

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
0115 8763288
james.welbourn@nottinghamcity.gov.uk**

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
(NFRS)**

**MINUTES of the meeting held at Nottingham Fire and Rescue Services HQ,
Bestwood Lodge, Arnold Nottingham NG5 8PD on 24 February 2017 from 10.32
am - 12.27 pm**

Membership

Present

Councillor Darrell Pulk (Chair)
Councillor Brian Grocock (Vice Chair)
(from item 44)
Councillor Liaqat Ali
Councillor John Allin
Councillor Chris Barnfather
Councillor Eunice Campbell (left after
item 51)
Councillor Sybil Fielding
Councillor Patience Uloma Ifediora
Councillor Roger Jackson
Councillor Dave Liversidge
Councillor Michael Payne (left after item
49)
Councillor Mike Pringle
Councillor Ken Rigby (left after item 48)
Councillor Gordon Wheeler (left after
item 49)
Councillor Malcolm Wood
Councillor Liz Yates (left during item 50)
Councillor Jason Zadrozny

Absent

Councillor John Clarke

Colleagues, partners and others in attendance:

Wayne Bowcock - Deputy Chief Fire Officer, NFRS
John Buckley - Chief Fire Officer, NFRS

Sue Maycock	- Head of Finance, NFRS
Craig Parkin	- Assistant Chief Fire Officer, NFRS
Ian Pritchard	- Head of Procurement and Resources, NFRS
Neil Timms	- Treasurer to the Authority
Malcolm Townroe	- Clerk to the Authority
James Welbourn	- Governance Officer

41 APOLOGIES FOR ABSENCE

None.

42 DECLARATIONS OF INTERESTS

None.

43 MINUTES

The minutes from the meeting held on 16 December 2016 were agreed as a true record and signed by the Chair.

44 CHAIRS' ANNOUNCEMENTS

The Chair welcomed everyone to the meeting, and made the following announcements:

Fire Minister speech on reform

- New Act in place and increased pace of change expected;
- HMI starting inspections this year;
- Call for increased transparency. 'Basket of Goods' (selection of goods purchased as part of a procurement exercise) to be re-run;

CIPFA Police/Fire Conference

- Some areas already developing business cases for changes in Governance;
- Regardless of governance, separate budgets will be required;

Pension Dispute

- Employment Tribunal taken by the FBU has gone in favour of the Employers – FBU are to appeal;

NJC Meeting

- Pension Scheme advisory Board – welcome to Councillor Jason Zadrozny;

Other items

- Treasury Management Training took place at rising of the last Finance and Resources meeting. Very useful, and I thank those that were able to attend;

- Met with the Chief Executive of the Fire Officers Association (FOA) which is one of the recognised trade unions.
- Strategic Equalities Board is at the rising of today's meeting;
- Thanks to those Members who are not standing for re-election in May's County elections. This is Councillors Allin, Rigby and Yates;
- The Chaplain for NFRS, the Venerable Robin Turner has been with NFRS since 2009, and retires this Easter. There is a certificate of thanks, along with a small gift and some flowers for his wife, Liz.

45 PRUDENTIAL CODE FOR CAPITAL FINANCE 2017/18

Neil Timms, Treasurer to the Fire Authority introduced a report informing Members of the Authority's obligations under the CIPFA Prudential Code for Capital Finance.

There is an assumption in the report that there will be a rise in Council Tax this year; however if there isn't a rise, the report covers this eventuality.

The Authority borrows money to make up shortfalls in cash, and tends to use the Public Works Loan Board (PWLB), although the Authority does have one market loan which is a Lender Option Borrower Option (LOBO).

Loan maturity is broadly matched up with the life of the Authority's assets.

RESOLVED to approve the Prudential Limits for 2017/18 as follows:

Estimate of Ratio of Financing Costs to Net Revenue Stream	6.0%
Estimate of the Incremental Impact of the New Capital Investment Decisions on the Council Tax (Band D)	£0.40
Estimate of Total Capital Expenditure to be Incurred	£5,113,000
Estimate of Capital Financing Requirement	£28,407,000
Operational Boundary	£27,762,000
Authorised Limit	£30,538,000
Upper limit for fixed rate interest exposures	100%
Upper limit for variable rate interest exposures	30%
Loan Maturity:	<u>Limits:</u>
Under 12 months	Upper 20% Lower 0%
12 months to 5 years	Upper 30% Lower 0%

5 years to 10 years	Upper 75% Lower 0%
Over 10 years	Upper 100% Lower 0%
Over 20 years	Upper 100% Lower 30%
Upper Limit for Principal Sums Invested for Periods Longer than 365 Days	£2,000,000

46 TREASURY MANAGEMENT STRATEGY 2017/18

Neil Timms, Treasurer to the Fire Authority informed Members of the Authority's Treasury Management Strategy for 2017/18.

There is a policy in place that the Authority can borrow in advance of need. If there is a really good rate and it is known in advance that the money will be required for the next year, an assessment will be made as to whether or not early borrowing represents good value for money. Capita advise on these matters.

RESOLVED to:

- (1) note the Treasury Management Strategy 2017/18 as set out in the report;**
- (2) approve the Minimum Revenue Provision policy 2017/18 as set out in paragraphs 2.51 to 2.54 of the report.**

47 REVIEW OF RESERVES AND WORKING BALANCES

Sue Maycock, Head of Finance at NFRS introduced a review of reserves and working balances.

There is no prescribed formula for setting a minimum level for reserves so the Authority carries out a risk assessment; also, there is a need to have reserves backed by cash in case cash flows fluctuate.

The report outlines a move away from a very low risk budget to come up with a more realistic approach.

RESOLVED to:

- (1) note the results of the review of risks shown at Appendix A of the report;**
- (2) approve the proposed minimum level of working balances of £4.4m for 2017/18.**

48 BUDGET PROPOSALS FOR 2017/2018 TO 2019/2020 AND COUNCIL TAX 2017/2018

Sue Maycock, Head of Finance at NFRS presented the Fire Authority with proposals for Revenue and Capital budgets for 2017/2018 to 2019/2020 to allow Members to determine the level of Council Tax for 2017/2018, as well as presenting a strategy for the flexible use of capital receipts and to set out fees and charges for 2017/2018.

Members were also asked to consider the continued payment of Members' Allowances.

The Finance and Resources Committee has considered options and recommends to the Authority that a 1.95% Council Tax increase is applied for the year 2017/18.

The following information was highlighted:

- (a) the final grant settlement from Government was received on Tuesday 21 February. It is the same as the one listed in the report;
- (b) when the Finance and Resources Committee met in January, they didn't have the surplus fund and tax base figures, so they were presented as estimates. It has now been confirmed that there was an increase in the tax base, but a reduction in surplus funds;
- (c) the residual unfunded balance to be met by funding from reserves is £525,518;
- (d) Members thanked Sue and the Finance Team for all their hard work in producing this report.

The Treasurer was content with the proposals in the report – the reserves and balances are adequate for the purposes of the Fire Authority. The Fire Authority would be perfectly within their legal rights to support the Budget. The Budget is supported by changes, required to be made by Members, of over £1million.

Members voting in favour of implementing a 1.95% increase of Council Tax precept are:

Councillor Darrell Pulk (Chair)
Councillor Liaqat Ali
Councillor John Allin
Councillor Chris Barnfather
Councillor Eunice Campbell
Councillor Sybil Fielding
Councillor Brian Grocock (Vice Chair)
Councillor Patience Uloma Ifediora
Councillor Roger Jackson
Councillor Dave Liversidge
Councillor Michael Payne
Councillor Mike Pringle
Councillor Ken Rigby
Councillor Gordon Wheeler
Councillor Malcolm Wood
Councillor Liz Yates

Councillor Jason Zadrozny abstained from the Council Tax vote; Councillor John Clarke was absent.

RESOLVED to:

- (1) set a 1.95% increase of Council Tax precept for 2017/2018 as required by statute; use general reserves to fund the residual unfunded balance of £525,518;**
- (2) approve the flexible use of capital receipts strategy as set out in paragraph 2.40 of the report, which is that capital receipts in 2017/2018 will be used to either finance future capital expenditure or to repay borrowings and will not be used in this year to fund the revenue cost of reform projects;**
- (3) approve the fees and charges for 2017/2018, as set out in Appendix E of the report;**
- (4) approve the continued payment of Members Allowances for 2017/2018 in accordance with the approved scheme.**

49 POLICING AND CRIME ACT 2017

John Buckley, Chief Fire Officer at NFRS presented a report to Members on the Policing and Crime Act.

The following information was highlighted:

- (a) NFRS are working with the Clerk to the Fire Authority on governance. Some of the act is wordy and complex and it will take some time to get through;
- (b) the Act gives the Police and Crime Commissioner (PCC) several options in relation to the Fire Authority;
 - i) do nothing and not join;
 - ii) become part of the existing authority;
 - iii) take over the Fire Authority completely;
- (c) two fire authorities elsewhere in the UK have been putting business cases together involving the PCC taking over completely. These business cases don't follow the single employer model;
- (d) Notts Fire Authority would have to help with a business case should the PCC want to take over – to date, there has been no formal approach from the PCC;
- (e) Notts Fire Authority have nothing to fear from an inspection, and have previously done very well through Peer Reviews;
- (f) the Chair has offered to meet the Nottinghamshire PCC on several dates, but as yet he has been unavailable. The intention is to meet him in the next couple of weeks – the Chair will report back to Members of the Authority.

RESOLVED to:

- (1) note the enactment of the Policing and Crime Act 2017;**

- (2) **approve the inclusion of a 'Collaboration Implications' section on all future Authority reports.**

50 UPDATE ON SUSTAINABILITY STRATEGY FOR 2020

John Buckley, Chief Fire Officer at NFRS provided an update to the Authority on the progress made against the Sustainability Strategy for 2020.

The following information was highlighted:

- (a) a lot of work has happened on alternative crewing with Area Manager Strategic Support around 'shaping our future';
- (b) NFRS are looking at areas of demand with regard to mixed crewing. The move is toward a retained crew overnight at certain stations;
- (c) voluntary secondary contracts are to help stations who are off the run, to provide retained cover. Individuals would put themselves onto a voluntary register, and then people would be sought to do work that was required. This would be done within existing budgets.

RESOLVED to

- (1) **note the contents of the report;**
- (2) **request an update paper to come back to the September meeting of the Fire Authority.**

51 COMMITTEE OUTCOMES

The outcomes from the last round of Committees were noted by Members.

52 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.

53 EXEMPT MINUTES

The exempt minutes from the meeting held on 16 December 2016 were agreed and signed by the Chair.

54 AMENDMENTS TO THE PERMANENT ESTABLISHMENT

John Buckley, Chief Fire Officer at NFRS introduced a report on amendments to the permanent establishment.

RESOLVED to accept the recommendations in the report.



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Nottinghamshire and City of Nottingham
Fire and Rescue Authority

MEMBERSHIP OF THE AUTHORITY, APPOINTMENTS TO COMMITTEES AND BOARDS AND DATES OF FUTURE MEETINGS

Report of the Clerk and Monitoring Officer

Date: 9 June 2017

Purpose of Report:

To confirm membership of the Authority following the Annual Meetings of the County and City Councils, to confirm the committee structure, to request nominations to committees and boards and to confirm dates of meetings. It also seeks to appoint Chairs of committees from those appointed to serve on them. It also seeks to make appointments to the Local Firefighter Pension Board and to appoint a councillor director to Nottingham Fire Safety Limited.

CONTACT OFFICER

Name : Malcolm R Townroe
Solicitor, Clerk and Monitoring Officer to the Authority
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1. BACKGROUND

The Authority has continued to deliver its wider community safety agenda through the established committee structure. At the Annual General Meeting the Authority is required to resolve what committees shall be appointed and the number of voting members. In accordance with the previously established practice it is also recommended that the chairs of major committees be appointed at the Annual General Meeting in order to ensure continuity of business.

2. REPORT

2.1 The City Council has appointed the following members:-

Councillor L Ali (Lab)
Councillor E Campbell (Lab)
Councillor B Grocock (Lab)
Councillor P Ifediora (Lab)
Councillor J Morris (Lab)
Councillor M Wood (Lab)

2.2 The County Council has appointed the following members:-

Councillor N Brooks (Lab)
Councillor A Brown (Con)
Councillor J Clarke (Lab)
Councillor S Fielding (Lab)
Councillor T Harper (Con)
Councillor V Hopewell (Mansfield Ind)
Councillor J Longdon (Con)
Councillor M Payne (Lab)
Councillor F Purdue-Horan (Con)
Councillor M Quigley (Con)
Councillor P Rostance (Con)
Councillor J Zadrozny (Ashfield Ind)

2.3 Committee Structure

At the 2014 AGM it was resolved to subsume the work of the Performance Monitoring Committee into the Policy and Strategy Committee and to amend the terms of reference of the Policy and Strategy Committee to reflect the alteration. That change resulted in a reduction in the number of overall seats available but, following the 2015 City Council elections, enabled each committee to have a membership of 6 in order to meet the political balance requirements and provide a better overall fit. Following the latest County Council election the committee memberships have again been reviewed to take account of political balance requirements. As a consequence not all committees will have the same number of members. It should also be noted that, as at the County Council, the Conservative and Mansfield Independent Forum members have asked to be treated as one group.

2.4 Committee Membership

- 2.4.1 The Authority is asked to appoint members to the Committees set out in the table below in accordance with the political balance rules and, from those appointments, to appoint the chair of the Human Resources, Community Safety and Finance and Resources Committees. The Chair of the Authority will act as Chair of the Policy and Strategy and Appointments Committees. The chair of the Personnel Committee will be appointed at each meeting.
- 2.4.2 Following the changes to the Standards Regime the Authority resolved to address any issues that would have previously been dealt with in that forum through the Policy and Strategy Committee. Since that change was made there have been no Standards issues to address. It is still intended to bring a further report to the Policy and Strategy Committee at an appropriate point to further examine the future of Standards issues.
- 2.4.3 In addition to the committee appointments, the Authority is asked to appoint members to the Strategic Equalities Board on the basis of 3 Labour Group places, 2 Conservative and Mansfield Independent Group places and 1 Ashfield Independent Group place.
- 2.4.4 An appointment is also required to the Local Firefighter Pension Board to replace the previous Fire Authority member who is no longer a councillor. Because of the training she has already received it is suggested that this should be Councillor Fielding. The Authority is also asked to reappoint ACFO Parkin as the Principal Officer representative on the Board.
- 2.4.5 Finally, as Councillor Barnfather is no longer a member of the Authority, an appointment is required to replace him as a director of Nottinghamshire Fire Safety Limited. This is the Authority's separate trading company.

Committee (total places)	Labour Group places	Conservative and Mansfield Independent Group places	Ashfield Independents	
<u>Policy and Strategy Committee (6)</u> – to include the Chair of the Fire and Rescue Authority plus 5 other members	4	2		
<u>Human Resources Committee (5)</u>	3	2		
<u>Community Safety Committee (6)</u>	3	2	1	
<u>Finance and Resources Committee (5)</u>	3	2		
<u>Personnel Committee (7)</u> – to include 1 member from the HR Committee.	4	3		
<u>Appointments Committee (6)</u> - to include Chair and Vice Chair of the Authority	3	2	1	

2.5 Dates of Future Meetings

The proposed schedule for full Fire and Rescue Authority and Committee meetings is as follows:-

2.5.1

Nottinghamshire and City of Nottingham Fire and Rescue Authority (10.30 am)

22 September 2017

15 December 2017

16 February 2018

8 June 2018 AGM

Facilities will be made available for all Groups to hold pre meetings at 9.45am prior to full Authority meetings.

2.5.2

Policy and Strategy Committee (10.00 am)

21 July 2017

10 November 2017

2 February 2018

11 May 2018

2.5.3

Human Resources Committee (10.00 am)

14 July 2017

20 October 2017

26 January 2018

4 May 2018

2.5.4

Community Safety Committee (10.00 am)

30 June 2017

6 October 2017

12 January 2018

20 April 2018

2.5.5

Finance and Resources Committee (10.00 am)

7 July 2017

13 October 2017

19 January 2018

27 April 2018

2.5.6 The Personnel Committee will meet as required.

2.5.7 The Appointments Committee will meet as required.

2.5.8 The Strategic Equalities Board will meet at the rising of each full Fire Authority meeting excluding the AGM.

3. FINANCIAL IMPLICATIONS

3.1 The City Council provides the Clerk and Monitoring Officer for all meetings of the Fire and Rescue Authority, Policy and Strategy Committee and Personnel

Committee. It also provides for a Constitutional Services Officer to be present for all committee meetings identified in 2.5 above, for which agendas and minutes will be circulated by the Clerk. For 2017/18 the cost to Nottinghamshire and City of Nottingham Fire and Rescue Authority for these services will be £40,000 plus VAT. Any additional services and printing costs will be recharged separately.

- 3.2 An independent remuneration panel established the allowances to be paid to Fire and Rescue Authority Members and this also provided for these to be up rated annually in accordance with Local Government pay awards. The payment of Members' Allowances under the Scheme was re-approved by the Authority at its meeting on 24 February 2017. A further independent remuneration panel has recently concluded its review of the allowances scheme and its report will be brought forward in the very near future to the Policy and Strategy Committee.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

There are no human resources or learning and development implications arising from this report other than those that relate to member development and training.

5. EQUALITY IMPACT ASSESSMENT

There are no specific equality issues arising from this report.

6. CRIME AND DISORDER IMPLICATIONS

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

7. RISK MANAGEMENT IMPLICATIONS

Failure to agree committee membership and to set dates and times for meetings may lead to a failure of the governance arrangements.

8. RECOMMENDATIONS

It is recommended that:-

- 8.1 appointments to the Fire and Rescue Authority is noted;
- 8.2 the committee structure be approved;
- 8.3 appointments to committees and appointments of committee chairs be made and dates of meetings be approved;
- 8.4 appointments be made to the Strategic Equalities Board;

- 8.5 Councillor Fielding be appointed as the Fire Authority member on the Local Firefighter Pension Board and ACFO Parkin be reappointed as the Principal Officer representative on the Board.
- 8.6 an appointment be made to the vacant councillor director role at Nottingham Fire Safety Limited.

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

None.

**Malcolm R Townroe, Solicitor
CLERK AND MONITORING OFFICER TO THE AUTHORITY**

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NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Nottinghamshire and City of Nottingham
Fire and Rescue Authority

POLICE AND CRIME COMMISSIONER REPRESENTATION

Report of the Clerk to the Fire Authority

Date: 05 June 2017

Purpose of Report:

To inform Members of the request from the Police and Crime Commissioner to become a Member of the Fire and Rescue Authority.

CONTACT OFFICER

Name : John Buckley
Chief Fire Officer

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

1. BACKGROUND

- 1.1 At the meeting of the Fire Authority in February 2017, the Chief Fire Officer presented a report on the implications of the Policing and Crime Act 2017 (the Act).
- 1.2 The Act received Royal Assent on 31 January 2017 and the functions came into force on 3 April 2017. The primary elements affecting the Authority are the duty to collaborate with other emergency services, and the enabling legislation to allow the Police and Crime Commissioner (PCC) to be represented on fire authorities with their agreement or take over the functions of fire authorities where a local case is made.

2. REPORT

- 2.1 On 10 April the Nottinghamshire PCC wrote to the then Chair requesting membership of the Authority, and suggesting that the request should be discussed at the Annual General Meeting.
- 2.2 The Chair responded positively and agreed to bring the proposal to the Authority for discussion with a view to supporting the request.
- 2.3 The Chair also pointed out that there had been a minor oversight in the creation of the Act which requires statutory changes to Combination Scheme Orders before a PCC can be legally appointed to a Combined Fire Authority with voting rights.
- 2.4 The Policing and Fire Minister is aware of this statutory oversight and recently wrote to authorities to propose that consultation on the amendments will commence soon. This was issued prior to the announcement of the General Election, and it is envisaged that this consultation will now take place in the autumn.
- 2.5 In recognition of the legal issue preventing the PCC formally joining the Authority with voting rights, it is proposed that the PCC is invited to attend meetings of the Authority and allowed to contribute to the discussions and debates to inform decisions. This attendance would also include items where exempt business is to be discussed on the basis that the PCC is to be viewed for all intent as a co-opted non-voting member of the Authority.
- 2.6 This interim solution will help develop understanding of how the two organisations may be able to work together in the future and increase the potential for greater collaboration.
- 2.7 The issue of formal representation of the PCC with voting rights can be reconsidered by the Authority once the required legislation has been put in place and the implications fully understood.

3. FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

There are no 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 seek to change policy or service delivery provisions.

6. CRIME AND DISORDER IMPLICATIONS

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

7. LEGAL IMPLICATIONS

- 7.1 The Policing and Crime Act 2017 places a statutory duty on fire and rescue authorities to keep under review the ability to collaborate with Police Services and Ambulance Services. By engaging in continual dialogue with the Nottinghamshire Police and Crime Commissioner it is envisaged that opportunities for greater collaboration will be identified.
- 7.2 The Policing and Crime Act makes provision for PCCs to be represented on fire authorities, however, further legislation regarding the Combination Scheme Orders in respect of combined fire authorities is required before that can take place in Nottinghamshire.

8. RISK MANAGEMENT IMPLICATIONS

It is clear that Government expects authorities to support engagement with Police and Crime Commissioners, and local refusal could lead to scrutiny and questioning regarding the duty to collaborate.

9. COLLABORATION IMPLICATIONS

Much work already takes place through collaboration, however, it is envisaged that greater engagement with the Police and Crime Commissioner will both identify and quicken the pace of work in that area.

10. RECOMMENDATIONS

It is recommended that Members:

- 10.1 Invite the Nottinghamshire Police and Crime Commissioner to attend Combined Fire Authority and all Committee meetings; and,
- 10.2 Allow the PCC to contribute to the debates and discussions that take place at those meetings, although recognising that they do not have the power to vote.
- 10.3 Ask the Clerk to provide a future report to the Authority to consider the request of the PCC to be fully represented on the Fire Authority, when the required amendments to legislation make this possible.

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

None.

Malcolm R. Townroe
CLERK TO THE FIRE AUTHORITY



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Nottinghamshire and City of Nottingham
Fire and Rescue Authority

THOMAS REVIEW ANALYSIS

Report of the Chief Fire Officer

Date: 09 June 2017

Purpose of Report:

To provide feedback to Members on the work undertaken by the Thomas Review Task and Finish Working Group and consider recommendations proposed by the Policy and Strategy Committee.

CONTACT OFFICER

Name : John Buckley
Chief Fire Officer

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Media Enquiries Contact : Therese Easom
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1. BACKGROUND

- 1.1 During 2014 the then Fire Minister, Penny Mordaunt MP, announced that she had commissioned a review to be undertaken into the terms and conditions of service for fire and rescue staff in England. Adrian Thomas was appointed and the review commenced in October 2014.
- 1.2 In October 2014, the Chief Fire Officer wrote to Mr Thomas on behalf of the Authority and invited him to visit Nottinghamshire as part of his field research. Unfortunately this invitation was declined, however the Service did submit a significant amount of information to the review and this was approved by Members at the Policy and Strategy Committee on 7 November 2014.
- 1.3 The Review was published by the current Minister of State for Policing and the Fire Service, Rt Hon Brandon Lewis MP, on 3 November 2016. The Chief Fire Officer provided a report to the Authority on 16 December 2016 where it was resolved that Members of Policy and Strategy Committee would form a Task and Finish Working Group to consider the Thomas Review and report back to the Authority.
- 1.4 The Task and Finish Working Group have considered the Thomas Review and, through a report to the Policy and Strategy Committee, agreed a gap analysis which identifies areas of work for the Authority, the Chief Fire Officer and other stakeholders.

2. REPORT

- 2.1 The Task and Finish Working Group consisted of all Members of the Policy and Strategy Committee, supported by Officers as appropriate. The group met twice to consider the contents of the Thomas Review. Between meetings information was circulated electronically to enable full engagement and robust consideration of the data.
- 2.2 At the first meeting on 3 February 2017 Members agreed the Terms of Reference for the group (attached at Appendix A) and work commenced immediately.
- 2.3 Officers were tasked with identifying areas of the review that were in scope for the Fire Authority and Chief Fire Officer, or out of scope and requiring the consideration of others, for example the Local Government Association, Chief Fire Officers Association and Central Government.
- 2.4 Officers also wrote to all of the locally recognised trade unions to provide them with the opportunity to contribute to the work of the Task and Finish Group. Only UNISON provided a submission.
- 2.5 At the second meeting of the Task and Finish Group on 20 March 2017 a draft analysis was presented by Officers, and provided the opportunity for Members

to scrutinise and amend the document to ensure that the information was both robust and balanced. The draft was then considered and agreed by the Policy and Strategy Committee on 28 April 2107, and the finalised version of the document is attached at Appendix B.

- 2.6 The Authority was undertaking a significant amount of work before the Thomas Review was commissioned in 2014, and it is worthy of note that the majority of local issues have already been addressed or are in development. This is also the case for a large proportion of the out of scope issues.
- 2.7 To maintain focus on the findings, the Chief Fire Officer will ensure that all outstanding local issues are fully integrated in to business plans, and reported to the Authority through the normal governance arrangements.
- 2.8 Members of the Policy and Strategy Committee also recognised the value of submitting the work undertaken locally to the Minister of State for Policing and the Fire Service to support the work of Government in determining their response to the Review.

3. FINANCIAL IMPLICATIONS

There are no direct financial implications arising from this report. Any activity undertaken within the Service to address any of the points raised will be dealt with through the normal business planning and budget governance arrangements.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

There are no direct human resources or learning and development implications arising from this report. Any activity undertaken within the Service to address any of the points raised will be dealt with through the normal business planning processes that will identify any interdependencies.

5. EQUALITIES IMPLICATIONS

An equality impact assessment has not been undertaken because this report does not seek to change policy or service delivery provisions.

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

It is clear that Government expects authorities to lead on fire reform and act on information and observations that could lead to improvements in the Service. The swift and robust work undertaken by the Authority demonstrates the local commitment to this area of work.

9. COLLABORATION IMPLICATIONS

There are no direct implications arising out of this report, however, where work streams for improvement are identified and implemented, consideration will be given to the opportunities to collaborate.

10. RECOMMENDATIONS

It is recommended that Members:

- 10.1 Adopt the final version of the draft gap analysis attached at Appendix B
- 10.2 Request that the Chief Fire Officer put into place work-streams to address areas identified within scope, and report back through the normal governance processes.
- 10.3 Submit the gap analysis to the Minister of State for Policing and the Fire Service, to support the work of Government in determining their response to the Review.

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

None.

John Buckley
CHIEF FIRE OFFICER

ADRIAN THOMAS REVIEW – TASK AND FINISH GROUP

Role

To review the recommendations from the “Independent review of conditions of service for fire and rescue staff in England – February 2015” authored by Adrian Thomas (“Adrian Thomas Review”).

The sub-committee undertakes this role in line with the provisions of the terms of reference for the Policy and Strategy Committee, ie:

- To consider reports from external sources which have strategic implications for the Fire Authority (Item 7);
- To establish, as required, task and finish groups (Item 15).

Responsibilities

To consider any implications arising from the Thomas Review and report back to the Fire Authority.

Working with the Chief Fire Officer, to identify and commission areas of work on issues related to or arising from the review at a local level.

The task and finish group will report its findings to the Fire Authority, who may delegate relevant areas of work to other Authority committees to monitor progress where it is appropriate to do so.

Cycle of Meetings

As determined by group members.

Membership

6 Members of Policy and Strategy Committee (substitutes accepted)

Advisors

Chief Fire Officer
Head of People and Organisational Development
Clerk to the Fire Authority (as required)

Quorum

3 Members

ADRIAN THOMAS REVIEW – TASK AND FINISH GROUP

Terms of Reference

1. To consider the outcomes and implications of the Adrian Thomas Review (“the Review”) for the Authority and Nottinghamshire Fire and Rescue Service.
2. To identify those issues that are within scope, or out of scope, for the group. For example, national issues, local FRA issues or issues within the Chief Fire Officer’s delegation.
3. To commission a gap analysis on those issues raised by the review in relation to fire authority or service issues and report to the Authority on the current position.
4. To receive written submissions/comments from recognised trade unions and staff associations.
5. To consider and report to the Authority any response that the Authority may wish to make.
6. To provide overview and scrutiny of any subsequent action plans directly affecting the service.

THOMAS REVIEW

Nottinghamshire Fire and Rescue Service Gap Analysis

NATIONAL ISSUES (OUT OF SCOPE)

Ref	Extract from Thomas Review	Key Findings /Recommendations
The Working Environment (Section 4)		
4.1	Culture and trust are at the centre of many of the changes required to create a high performing service aligned to the needs of the people it serves. A consistent employee engagement survey should be developed and deployed across the service (allowing inter authority comparisons) and 'hard wired' into management objectives.	<ul style="list-style-type: none"> The NJC has addressed this through the issue of a recent national survey. NFRS undertakes an employee survey every two years and has recently commissioned an external consultancy to undertake a survey during 2017.
4.8	The leadership of the Fire and Rescue Service (represented by the Local Government Association and Chief Fire Officers Association) and the employee representatives together with special interest groups representing woman and black and minority ethnic fire fighters should publish a memorandum of understanding as to how people will be treated.	<ul style="list-style-type: none"> The NJC has recently issued an MOU which is supported by NFRS.
4.9	Research should be directed at how the cadet scheme could be utilised to widen the diversity of the service and how the interest in supporting the fire service can be maintained when the cadets leave the scheme (impacting both equality and potentially the retained duty system).	<ul style="list-style-type: none"> NFRS has undertaken a pilot cadet scheme, which was well received.

Ref	Extract from Thomas Review	Key Findings /Recommendations
The Working Environment (Section 4) cont'd ...		
4.11	Implement a single technological/equipment evaluation facility.	<ul style="list-style-type: none"> NFRS recognises the desirability of having a national centre and would support this.
Documented Conditions of Service (Section 5)		
5.12	The fire and rescue services in conjunction with the Government should create a national communication programme highlighting the range of activities and skills beyond fighting fires currently undertaken by fire fighters. The aim of this would be to raise public awareness that creating a flexible fire and rescue service aligned to prevention is key to increasing safety in the local community.	<ul style="list-style-type: none"> NFRS is supportive of this approach and would welcome any national tools and messages as part of its local promotion of its work in the community and career opportunities. NFRS already has an effective communication programme to highlight prevention activities and to consult and inform the community through its internet site, Facebook and Twitter accounts and through engagement within districts.
5.13	Slim down and modernise the Grey Book, removing duty systems and reference to role maps and national occupational standards and replace with contracts of employment.	<ul style="list-style-type: none"> The NJC is already looking at grey book negotiation and NFRS is supportive of this as there are already many examples of local variations to national conditions. The Grey Book is out of date and requires rationalisation and acknowledgement of local arrangements.
5.14	Minimum night time shift hours should be removed from the Grey Book	<ul style="list-style-type: none"> As above

Ref	Extract from Thomas Review	Key Findings /Recommendations
Documented Conditions of Service (Section 5) cont'd ...		
5.15	Disagreements regarding additional payments, collaborations or implementation of new technologies and working practices should be resolved locally without resort to the national advisory panels.	<ul style="list-style-type: none"> NFRS has agreed local additional responsibility allowances to reflect the voluntary undertaking of activities outside of the role-map, for instance for Physical Training Instructors, the crewing of national assets (ie: HVP and ELS). Local consultation and negotiation is undertaken with the representative bodies in a spirit of co-operation and agreement.
5.16	The national employers, government and employee representatives should, in support of establishing a changed culture (as detailed earlier), meet and agree a re-defined national joint protocol on industrial relations.	<ul style="list-style-type: none"> NFRS has an agreed MOU with its representative bodies setting out the ways in which the Service will engage on industrial relations issues through formal JNCPs and informal processes. A national joint protocol would be welcomed.
5.17	The ability to compulsorily move an individual from the flexible duty system should be introduced.	<ul style="list-style-type: none"> This forms part Grey Book negotiations and NFRS has no specific view. However, it is acknowledged that this may provide further flexibility for fire and rescue services to offer alternative solutions for individuals, but that this should be on a case by case basis, according to the circumstances of each case.

Ref	Extract from Thomas Review	Key Findings /Recommendations
Industrial Relations (Section 6)		
6.18	The National Joint Council should be retained for the purposes of national pay bargaining for basic pay whilst reforming itself to represent employers and employees on a more local basis for all other conditions of service including incremental pay for acquiring competences beyond 'safe to ride'.	<ul style="list-style-type: none"> The NJC should undertake national pay bargaining but there is a case for payment of additional competencies. However, this should not be at the expense of reducing the core role of a fire fighter.
6.19	The National Joint Council should consider operating regionally to reflect the requirements of the different fire authorities whilst retaining a national umbrella with respect to basic pay	<ul style="list-style-type: none"> NFRS is broadly supportive of this proposal, but with the caveat that the requirements of different authority models (Metropolitan, County or Combined) are different and this needs to be taken into account in developing any regional arrangements.
6.20	Remove Technical Advisory Panels and Resolution Advisory Panel and replace with a direct to ACAS approach. Fire and Rescue Authorities are undertaking a significant amount of local negotiation as they agree positions out with the Grey Book locally and this will not significantly increase workload or cost – in fact the Knight review suggested that local negotiations save money.	<ul style="list-style-type: none"> NFRS supports this proposal and agree that ACAS would offer a more productive approach.
6.21	The Government should recognise the increasing view that the current right to withdraw labour (take strike action) is incompatible with the expectations that the public has of an emergency service. As such Government should bring forward appropriate legislation to remove the protection afforded under the Act to unions when their collective strike action, or action short of strike, impedes the fire and rescue service from making an emergency response. The right to strike being retained for non-emergency activities.	<ul style="list-style-type: none"> This has already been dealt with by government through the Trade Union Act 2016.

Ref	Extract from Thomas Review	Key Findings /Recommendations
Industrial Relations (Section 6) cont'd ...		
6.22	If the Government determines not to bring forward legislation to restrict the right to strike then Government should instigate consultation with a view to agreeing with employees impacted a no strike agreement in emergency situations. The right to strike being retained for non-emergency activities.	<ul style="list-style-type: none"> As above.
6.23	The chair of the National Joint Council should instigate an independent review of the structure and representative make-up of the National Joint Council to enable it to perform effectively at both a local and national level – noting that a number of contributors, from both the employers and the representatives, felt that they were excluded from the council.	<ul style="list-style-type: none"> This is a matter for the Chair of the NJC.
Retained Duty Systems (Section 7)		
7.25	Fire and rescue authorities should be required to provide an annual statement on the use of retained fire fighters. Any decision not to use or to cease to use retained fire fighters should be communicated in this statement and underpinned with operational evidence provided by the fire and rescue service.	<ul style="list-style-type: none"> NFRS already provides this information within its annual operational effectiveness report.
7.26	As part of the annual statement fire and rescue services should be required to provide an annual commentary on the number and use of retained fire fighters. And in particular to report on the level of mixed crewing or co-working with wholetime personnel.	<ul style="list-style-type: none"> As above
7.27	Legislation should be brought forward to provide employment protection to fire fighters employed on the Retained Duty System. This legislation is already in place for other groups (military reservists, magistrates and so on).	<ul style="list-style-type: none"> NFRS agrees to this in principle, but it is a matter for the Government to bring forward.

Ref	Extract from Thomas Review	Key Findings /Recommendations
Retained Duty Systems (Section 7) cont'd ...		
7.28	A national awareness programme for retained duty system personnel should be produced.	<ul style="list-style-type: none"> NFRS would be supportive of any national awareness programme to supplement its own campaigns.
7.29	Trial and evaluate, in a limited number of fire and rescue services, the use of an annual bounty payment for employers of retained fire fighters.	<ul style="list-style-type: none"> NFRS agrees that a bounty payment for employers may be appropriate in certain circumstances. NFRS currently recognises support for RDS through its annual awards ceremony.
Management of the Fire and Rescue Service (Section 8)		
8.31	Recruitment and selection academic standards should be immediately raised.	<ul style="list-style-type: none"> NFRS believes that qualification should be relevant and appropriate to the role. Vocational qualification and apprenticeships offer an alternative to academic selection standards and should also be recognised. Academic qualifications can be a barrier to selection. The development of individuals in service is paramount.
8.34	Where collaboration could lead to more formal mergers, Government should find transformational funding to support the creation of larger fire and rescue services that offer critical mass in areas of technology introduction, recruitment, succession and development.	<ul style="list-style-type: none"> NFRS support the principle of transformational funding where appropriate and a robust case is made.
8.37	The expectation that all fire fighters attain the same, maximum, level of competency should be removed. The wide and increasing range of roles and activities undertaken by fire fighters calls for a more sophisticated alignment of capability with the activity required in support of the local Integrated Risk Management Plan than can be provided by the view that 'a fire fighter is a fire fighter'.	<ul style="list-style-type: none"> A minimum level of competency should be required, with local agreement of higher or specialist skill levels dependant on local requirements.

Ref	Extract from Thomas Review	Key Findings /Recommendations
Management of the Fire and Rescue Service (Section 8) cont'd ...		
8.38	Training and pay should reflect a 'safe to ride' measure – basic core skills and core pay followed by competency based increments as required (which in the event of losing that competency means that the fire fighter retains their job albeit without that competency).	<ul style="list-style-type: none"> • As above.
8.39	To create and maintain (in the face of decreasing numbers) a cadre of managers capable of becoming future fire and rescue service leaders, a standardised industry wide approach to leadership development should be adopted.	<ul style="list-style-type: none"> • Whilst there may be some merit in producing national guidance, a standardised approach to leadership development would remove local flexibility.
8.41	A lateral industry wide, recruitment scheme should be created. This will fast track managers through the experiential requirements and into senior roles.	<ul style="list-style-type: none"> • As above.
8.42	The Gold Book (conditions of service for principal officers) should be removed along with that for Brigade Managers. With pay and conditions of service agreed locally subject to the introduction of a more sophisticated job evaluation programme that better reflects job size, role complexity and other duties in a way which allows inter authority comparisons.	<ul style="list-style-type: none"> • NFRS supports a review of the Gold Book, but not its removal. NFRS already has local arrangements for determining Principal Officer pay, which is benchmarked against FRAs of a similar size and complexity.
8.44	The Chief Fire Officers Association should consider increasing the term of office for the role of president from 1 year to 2 or 3 years – to provide increased stability of leadership.	<ul style="list-style-type: none"> • This review has already been undertaken by CFOA and a new National Fire Chiefs Council established. This has replaced the CFOA presidency and is similar to the model adopted by the Police.

AUTHORITY ISSUES (IN SCOPE)

Ref	Extract from Thomas Review	Key Findings /Recommendations
Retained Duty Systems (Section 7)		
7.24	Fire and Rescue Authorities should adopt duty systems and staffing which align fire fighter availability to the planned work load (e.g. community safety) whilst providing response cover appropriate to the Integrated Risk Management plan should be encouraged.	<ul style="list-style-type: none"> • The service has agreed to support RDS activities in addition to operational response to enhance the role of RDS fire-fighters in their communities. Additional funding has been made available for this in the 17/18 budget proposals. • Participation in an emergency first responder scheme has been open to RDS sections on a voluntary basis for some years. This supports the East Midlands Ambulance Service in responding to emergency calls. • A review of the role and activities of RDS employees is ongoing through the On-Call Review project and a number of proposals are being actively pursued in terms of creating extra capacity and availability to maintain RDS cover. These proposals form part of the Sustainability Strategy agreed by the Fire Authority. Specifically alternate and mixed crewing options which will be reported back to the Authority during 2017.
Management of the Fire and Rescue Service (Section 8)		
8.30	Fire authorities should keep the number and level of commitment of fire authority elected members under review. The right number may differ by authority but should be large enough to allow scrutiny without becoming burdensome on operational delivery.	<ul style="list-style-type: none"> • Following a review of the committee structure, it was determined that 18 CFA members was appropriate to undertake the business of the authority. Whilst a turnover of members is desirable to offer a fresh view, it is equally important to retain a core of experienced members for the purposes of continuity. The Authority has a strong core of experienced members who understand the context and issues facing the Service.

Ref	Extract from Thomas Review	Key Findings /Recommendations
Management of the Fire and Rescue Service (Section 8) cont'd ...		
8.33	Fire and rescue services should explore a collaborative approach to the creation of succession plans and senior leader programmes with more cross authority developmental moves.	<ul style="list-style-type: none"> • The Authority support the principle of collaboration and work with other fire and rescue services and public bodies to share experience and develop senior leaders. The service has contributed fully to secondment of officers to national and regional projects and working groups over a number of years. • This has resulted in a recent “Station Manager job swap” with Staffordshire FRS and secondments to support local projects sponsored by district authorities and the police. • The Service is working with the City Council in sponsoring a Future Leaders programme with participants attending board level meetings to further their development.
8.43	All fire and rescue services and fire authorities should review the accessibility of their pay policy statements.	<ul style="list-style-type: none"> • The Authority reviews the Pay Policy Statement annually and this is published on the internet. • A review of Principal Officer pay is undertaken two yearly by the Policy and Strategy Committee against an agreed methodology. The outcomes require approval from the full Authority. • Information on senior officer salaries, i.e. those in senior positions earning in excess of £50k per annum, is published on the internet and reviewed annually.

CHIEF FIRE OFFICER ISSUES (IN SCOPE)

Ref	Extract from Thomas Review	Key Findings /Recommendations
The Working Environment (Section 4)		
4.2	Early engagement with employee representatives at the earliest opportunity should be a feature of all change programmes.	<ul style="list-style-type: none"> • The Service maintains effective formal and informal relationships with its employee representatives. • The Joint Negotiation & Consultation Panels provide a forum for discussion and agreement with trade unions in respect of employment issues, including terms and conditions of service. • Consultation with employee representatives on proposed change is undertaken at an early stage. Most recently, proposed changes arising from the Sustainability Strategy work streams have been subject to consultation with Rep bodies and their feedback taken into account when formalising proposals. • The Employee Engagement Network is consulted on issues impacting upon the workforce (not terms and conditions)

Ref	Extract from Thomas Review	Key Findings /Recommendations
The Working Environment (Section 4) cont'd ...		
4.3	Fire and rescue services should deploy training in effective change management, leadership and employee engagement in addition to Industrial Relations.	<ul style="list-style-type: none"> • Leadership, change management and employee engagement have been included within the Supervisory Management Development Programme (ILM3) which has been undertaken by prospective and new supervisory managers for a number of years. • The new Leadership Programme incorporates a leadership, employee engagement and change management modules at both level 3 (supervisory management) and level 5 (middle management). • In 2016, a bespoke workshop in “Managing Change Resiliently” was provided to all managers to recognise the emotional impact of change on employees.
4.4	Increased importance should be placed by fire and rescue services on employee communication - appropriate management training and processes (direct to employee) should be implemented.	<ul style="list-style-type: none"> • The Service “Organisational Development Strategy” emphasises the critical importance of effective employee communication and ways in which this can be achieved. • An internal Communication Strategy has been developed and reflects direct feedback from employees on the type and methods of communication that are most effective • Half yearly conferences are held and members of the Strategic Leadership Team provide updates on key issues. There is an open invitation for all employees to attend.

Ref	Extract from Thomas Review	Key Findings /Recommendations
The Working Environment (Section 4) cont'd ...		
4.4	Cont'd ...	<ul style="list-style-type: none"> • Quarterly Middle Manager briefings have commenced and will be supplemented by key messages briefings between meetings. • SLT and EDT minutes will be published and made available to all employees via SharePoint. • EDT members brief their line managers following meetings to appraise them of outcomes and direction of travel. • A monthly Employee Newsletter is issued and circulated to all employees. This provides updates on key issues and recognises the good work being undertaken across the service. • An intranet news site is regularly updated and content is provided by all departments. • A Chief Officer blog provides direct input from the Chief.
4.5	Fire and rescue services should instigate audits of the flow of management information reaching the workforce with the aim of improving the flow of information to the frontline fire-fighter	<ul style="list-style-type: none"> • The Area Manager (service delivery) briefs Group Managers regularly. Groups Managers then brief Station Managers and information is cascaded down to station level. • An audit of information flow has not been formally undertaken and an action is planned for 2017.

Ref	Extract from Thomas Review	Key Findings /Recommendations
The Working Environment (Section 4) cont'd ...		
4.6	Management performance objectives should be hard wired to the results of an annual employee engagement and communication survey.	<ul style="list-style-type: none"> • The Service has undertaken a two yearly employee survey since 2010 (“Talk 2 Us”) seeking employee views of performance in key areas, including engagement and communication. Feedback has been provided on actions arising from this feedback. • The Service is currently commissioning an external employee survey for issue in 2017 • A new Performance Framework is currently being developed using an external consultancy with the aim of taking a “dashboard” approach to key performance indicators across the service.
4.7	Unconscious bias training should be rolled out across the fire and rescue service.	<ul style="list-style-type: none"> • The Service recognises the potential for unconscious bias and incorporates this into its diversity training for new starters with the service and as part of management development. • Commercial e-learning packages have been purchased from Citrix and rolled out (‘Equalities Essentials’ for all employees and ‘Managing Diversity’ for managers) over the last 18 months. These form part of mandatory induction and management development training. These include, but are not specific to, the effect of unconscious bias. • The impact of equalities training is reflected in the Excellent level accreditation under the Fire Service Equality Framework and inclusion in the top 100 employer Stonewall Index.

Ref	Extract from Thomas Review	Key Findings /Recommendations
The Working Environment (Section 4) cont'd ...		
4.10	Each fire and rescue service should maintain an active register of fire-fighters with second jobs. A refusal or failure to declare a second job should be treated as a serious disciplinary matter.	<ul style="list-style-type: none"> • The Service maintains a register of all secondary employment, which allows employees to update and seek authority for any secondary employment undertaken. • The register is formally reviewed every two years and all employees must apply or re-apply for authority to undertake secondary employment
Management of the Fire and Rescue Service (Section 8)		
8.32	Fire and rescue services should create critical mass by collaborating in recruitment including lateral recruitment into “fast-track” management programmes.	<ul style="list-style-type: none"> • There are currently no national leadership programmes or fast track management programmes available.
8.35	Fire and rescue services should maintain an up-to-date strategic workforce plan.	<ul style="list-style-type: none"> • The Service presents a Workforce Plan annually to the HR Committee and Fire Authority. This sets out workforce projections, identifies key workforce impacts and a revised action plan for the following year.

Ref	Extract from Thomas Review	Key Findings /Recommendations
Management of the Fire and Rescue Service (Section 8) cont'd ...		
8.36	Fire and rescue services that cannot offer promotional opportunities away from the original place of work/watch then preparatory management training should be available as part of a strategic workforce development plan.	<ul style="list-style-type: none"> • The new Leadership programme will provide individual support and access to development tools and resources as part of its Aspiring Leadership Programme. This will include profiling and SWOT analysis to develop individual learning plans. • E-learning is available via the “Learning Heroes” modules. This provides access to a library of information covering a range of management skills / knowledge so that those aspiring to future management positions have a foundation from which to develop in future roles. • The service supports IFE qualification, including access to CPD and study days for fire-fighters wishing to progress to a higher or more technical role. • All employees are invited to attend CFO conference where they can learn about current issues and priorities. • An internal coaching programme has been established, which offers all employees the opportunity to work with a coach to develop their problem solving skills. • A mentoring programme is currently being developed. • Employees, through the bursary scheme, can apply for funding for academic courses to provide personal and professional development.

Ref	Extract from Thomas Review	Key Findings /Recommendations
Management of the Fire and Rescue Service (Section 8) cont'd ...		
8.40	Fire and rescue services not using the Executive Leadership Programme should reconsider doing so.	<ul style="list-style-type: none"> • All Principal Officer have either attended the ELP or Civil Service Top Leaders programme. • An Area Manager has been sponsored to attend the ELP in 2016 and another Area Manager is currently on the ELP course. • It is the intention to sponsor one place on the ELP programme each year.
8.43	All fire and rescue services and fire authorities should review the accessibility of their pay policy statements.	<ul style="list-style-type: none"> • The service has a Pay Policy which is reviewed annually and authorised by the Authority. This is published on the internet. • Publication of senior manager salaries is a requirement of the government's Transparency Code and the service has published this information annually since 2014.
8.45	Finally all participants in the fire industry should adopt the principal of: - "Where change is common sense it should become common practice"	<ul style="list-style-type: none"> • The Organisational Development Strategy encourages innovation and a positive commitment to support change leading to improvement in process and working practice. • The "Little Acorns" staff suggestion scheme encourages employees to submit ideas about improvements and these suggestions are always responded to. EDT considers suggestions that may lead to a change in corporate policy / approach.



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: 09 June 2017

Purpose of Report:

To report to Members the business and actions of the Fire Authority committee meetings which took place in March and April 2017.

CONTACT OFFICER

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Chief Fire Officer

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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	24 March 2017
Finance and Resources Committee	31 March 2017
Human Resources Committee	21 April 2017
Policy and Strategy Committee	28 April 2017

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



**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 24 March 2017 from 10.03 am - 11.15 am

Membership

Present

Councillor Eunice Campbell (Chair)
Councillor Roger Jackson
Councillor Dave Liversidge
Councillor Patience Uloma Ifediora

Absent

Councillor Ken Rigby
Councillor Sybil Fielding

Councillor Brian Grocock (Substitute for Councillor Sybil Fielding)

Colleagues, partners and others in attendance:

Wayne Bowcock - Deputy Chief Fire Officer
Catherine Ziane-Pryor - Governance Officer

15 APOLOGIES FOR ABSENCE

Councillor Ken Rigby – personal
Councillor Sybil Fielding - personal (Councillor Brian Grocock substituting)

16 DECLARATIONS OF INTERESTS

None.

17 MINUTES

The minutes of the meeting held on 13 January 2017, were confirmed as a true and correct record and were signed by the Chair.

18 EMERGENCY FIRST RESPONDER WHOLETIME TRIAL SUMMARY

Wayne Bowcock, Deputy Chief Fire Officer, presented the item which updates members on the Emergency First Responder (EFR) Wholetime Trial.

Whilst co-responding has been taking place with East Midlands's Ambulance Service (EMAS) for 15 years, the recent trial reported to members was limited to retained stations at Harworth and initially Newark (since moved from Newark to Collingham) and will continue to operate.

Prior to this most recent trial, by agreement with EMAS Carlton, Worksop and Edwinstowe stations were selected as the most appropriate locations, Carlton being important due to its proximity to the City, Edwinstowe and Worksop due to their strategic locations and rurality. The FBU supports the 3 month trial and as this is not a contractual duty, volunteers were sought from the crews at these stations.

100% of crews at Carlton and Edwinstowe volunteered, 25% of crews at Worksop volunteered with the remainder indicating interest in first responding dependant on the outcome of national union negotiations.

During the 3 month trial, a total of 676 potentially life threatening incidents which were classed as either 'Red 1', which includes cardiac arrest, and 'Red 2', which includes breathing difficulty, fitting and choking, were attended.

Crews don't attend all Red 1 and Red 2 calls as they are not trained to the same level as paramedics and do not carry the same equipment. Every time a crew were called out to an Red 1 or R2 incident, ambulances or paramedics were also dispatched to the scene. EMAS referred calls to Fire Control who then dispatched fire appliances, 50% of which arrived on scene first, with crews taking action at 76% of attendances and staying in attendance for an average of 40 minutes.

Whilst attending the 676 EFR incidents there were only 7 simultaneous Fire and Rescue related incidents, none of which were life risk calls. When this happened, the same procedure was applied by the Control Centre as if the crew were already attending a Fire and Rescue incident in that the next nearest available appliance was dispatched. During the trial, out of 676 attendances there were 19 fatalities but 5 incidents of 'return of spontaneous circulation' this is where the early intervention by medically trained people returns unaided breathing and pulse to someone who will otherwise die. There are also other examples where lives were directly saved e.g. choking.

In addition to collecting the required statistics and assessments for the trial, all crew members undertook a welfare interview following attendance at fatal EFR incidents as the circumstances of attending a casualty, often in their own home and with family and friends around them, is very personal and different to responding to a Fire and Rescue incident where the scenes are controlled and managed, particularly as fatalities are more common. Crews are able to decline EFR call-outs if they have attended a disturbing incident or have been very busy and need a brief time to prepare for further activity e.g. training

Overall it is generally believed that the trial worked well and EFR is worthwhile, has a positive impact for citizens and is rewarding for crew members. One issue which needs to be addressed on a broader scale is the misreporting of conditions. This is recognised by the Ambulance Control Centre which is duty bound to respond to calls reporting specific symptoms. It is a concern that some care homes claim that the patient has conditions for which an ambulance must be sent, to enable their patient to be taken to hospital for what is non-urgent care. Ambulance response categories will be changing in the near future and

it is likely that this will help with appropriate call classification and therefore use of the Fire Service for EFR calls.

Crews have generally been welcomed by people needing assistance, there were a small number of occasions where people stated that they had requested an ambulance. Examples of appreciation include gifts and letters to some crews and stations attending EFR incidents.

70% of crew members involved responded in a survey to say that they believed that the Service should continue with EFR as it makes a positive difference it adds to job satisfaction.

Crews involved and the FBU have agreed with the proposal for the trial to be extended until November 2017 while the negotiation on the longer term future of EFR continues at a national level. However, NFRS negotiations with the Ambulance Service need to take place to ensure that funding is made available. The cost to EMAS during the trial averaged £7 per call-out but this is not cost neutral to the NFRS.

Once the outcome of national negotiations is known, if agreed that EFR can be rolled out, subject to Fire and Rescue Authority approval, it will become part of the Fire and Rescue Service duties and a report will be submitted to the Fire and Rescue Authority.

Other trials across the country have also taken place by local arrangement. This means that there is no set standard, but a single standard of operation, in certain aspects of EFR, would be beneficial if the arrangement were to become permanent.

If a permanent agreement is reached, a media and marketing campaign would be launched to inform the public of the Fire Service's role in EFR.

Members of the Committee commented as follows:

- (a) EFR provides fantastic outcome for citizens and it's pleasing that crews are keen to be involved on a voluntary basis;
- (b) as long as call outs are appropriate and sufficient funds provided by EMAS, EFR appears to be efficient and beneficial to citizens;
- (c) there are concerns that EMAS may try to off load some of their issues, including cost implications, to NFRS;
- (d) the increased activity (particularly at Collingham Station where there are an average 50-70 call-outs per year but 76 EFR incidents were received during an 8 week period) results in more efficient use of NFRS resources and a higher public profile, both of which will help support the Service going forward;
- (e) it's important that the Service can continue with this welcome initiative to ensure that stations and crews remain active and therefore viable;

- (f) there are also to be stronger connections with the Police but too much integration with other specialised services could completely reconfigure the Fire and Rescue Service and that would not be desirable;
- (g) citizens need to be better informed and understand what the Fire and Rescue Service are doing, even at this point;
- (h) collaboration of emergency services is important, but so too are the financial considerations.

Wayne Bowcock responded to councillor's questions as follows:

- (i) ambulances are already allocated space and a charging points at 8 fire stations and there is a proposal for EMAS to share Police Station space at Newark, but this is yet to be confirmed;
- (j) Lincolnshire Ambulance Service are evaluating a Joint Ambulance Retained Service where fire crew will respond in an ambulance which will enable only a paramedic to be attend the scene, not another ambulance. The circumstances of ambulance use and availability is very different to Nottinghamshire as patients requiring hospitalisation may be taken by ambulance quite some distance to the North of the county and therefore those ambulances are unavailable to attend other incidents.

Members of the FBU requested and were invited to circulate a report commissioned from Hertfordshire University by the FBU on EFR. The report considered the survival rate of patients when Fire and Rescue Services attended EFR incidents and showed that the Fire Service attended 'Red 1' incidents within an average of 6 minutes which is far quicker than ambulances and therefore beneficial to citizens.

RESOLVED

- (1) to note the report;**
- (2) for verbal updates to be presented to the Committee as they become available;**
for a further report to be submitted to the Committee in 6 months' time or when national negotiations on EFR are concluded.

19 SERVICE DELIVERY PERFORMANCE

Wayne Bowcock, Deputy Chief Fire Officer, presented the item which updates members on the performance of Service Delivery between 1 December 2016 and 31 January 2017.

The following figures were highlighted with further, more detailed information, including retained availability, available within the report:

- (i) 1950 incidents were attended which is an increase of 476 during the same period in the previous year;

- (ii) this included:
 - 90 accidental dwelling fires;
 - 110 deliberate secondary fires;
 - 4 fatalities;
 - 7 reported casualties;
 - 843 special service calls (SSC), including
 - 96 road traffic collisions (RTCs)
 - 560 emergency first responding incidents assisting East Midlands Ambulance Service
- (iii) retained availability during January averaged 90% with Retford Station crews achieving 99.8%. It is noted that low availability can be a reflection of a rural community where retained fire fighters have to travel away from their immediate community to work;
- (iv) there were 32 incidents of interest during December and 26 during January;
- (v) exercise planning includes on-going programmes but also exercises to prepare for specific circumstances following actual problems and even deaths whilst attending incidents.

RESOLVED to note the performance update.



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

**NOTTINGHAMSHIRE & CITY OF NOTTINGHAM FIRE & RESCUE AUTHORITY -
FINANCE AND RESOURCES**

**MINUTES of the meeting held at Fire and Rescue Services HQ, Bestwood
Lodge, Arnold Nottingham NG5 8PD on 31 March 2017 from 10.00 am - 10.50
am**

Membership

Present

Councillor Malcolm Wood (Chair)
Councillor John Allin
Councillor Chris Barnfather
Councillor John Clarke
Councillor Dave Liversidge
Councillor Gordon Wheeler

Absent

Colleagues, partners and others in attendance:

Councillor Brian Grocock -
John Buckley - Chief Fire Officer, NFRS
Sue Maycock - Head of Finance, Nottinghamshire Fire and Rescue Service
Craig Parkin - Assistant Chief Fire Officer, NFRS
Ian Pritchard - Head of Procurement and Resources, NFRS
Neil Timms - Treasurer to the Authority
James Welbourn - Governance Officer

28 APOLOGIES FOR ABSENCE

None.

29 DECLARATIONS OF INTERESTS

None.

30 MINUTES

The minutes from the meeting held on 20 January were agreed and signed by the Chair.

31 EXTERNAL AUDIT PLAN 2016/17

Andrew Cardoza, Director at KPMG introduced the External Audit Plan for 2016/17, presenting the external auditors' audit plan for work which they intend to carry out on the Authority's 2016/17 financial statements and value for money arrangements.

Kanika Bassi, listed in the report as an Assistant Manager at KPMG is leaving KPMG in the next week. A replacement for her has already started.

The audit fee is the same as last year; however there is some additional work to undertake.

RESOLVED to note the report.

32 REVENUE AND CAPITAL MONITORING REPORT TO FEBRUARY 2017

Sue Maycock, Head of Finance at NFRS reported to Members the financial performance of the Service in the year 2016/7 to the end of February 2017.

The following points were highlighted:

- (a) there is a forecasted underspend of £207,000;
- (b) there is a negative variance of £141,000 this year due to the overpayment of National Non-Domestic Rate (NNDR) to the Authority during the previous three financial years. Nottinghamshire County Council is the other precepting Authority so it will affect them too;
- (c) a difference in Budget estimates for 2015/2016 has led to the minimum revenue provision charges of £101,000;

Following comments and questions from members, further information was provided:

- (d) the methodology around non-domestic rates seemed to be wrong, and even when it was highlighted, it took time for the problem to be rectified.

Newark and Sherwood District Council and Bassetlaw District Council will have highest proportion of money going back into their accounts.

RESOLVED to:

- (1) **note the contents of the report;**
- (2) **approve a transfer of £200,000 to the Organisation Transition earmarked reserve at the end of this financial year.**

33 PRUDENTIAL CODE MONITORING REPORT TO FEBRUARY 2017

Neil Timms, Treasurer to the Fire Authority informed Members of performance for the three month period to 28 February 2017 relating to the prudential indicators for capital accounting and treasury management.

The Authority is within all limits, and has not exceeded its overdraft.

RESOLVED to note the contents of the report.

34 CORPORATE RISK MANAGEMENT

Craig Parkin, Assistant Chief Fire Officer at NFRS updated Members on the review of the risk management policy, and provided an overview of the key strategic and corporate risks to which the Authority is exposed as part of the Authority's governance and scrutiny process.

The following points were highlighted:

- (a) risk management is required around social media, as the use of this is growing within the organisation;
- (b) events surrounding the exit from the European Union will need monitoring, along with the repatriation of the legal framework;
- (c) the Corporate Risk Register has seen a number of wording changes. In the future, staff and Members will be able to see a fuller review of the decisions the Authority is taking;
- (d) NFRS are a relatively small organisation in the emergency services world in the context of the Emergency Services Network (ESN) project;
- (e) as resources and budgets become tighter, the priorities of the Service have to be focused on more narrowly. The Integrated Risk Management Plan is ready for a review later in the year.

RESOLVED to note the content of the report.

35 ROAD RISK GROUP ACTION PLAN UPDATE

Craig Parkin, Assistant Chief Fire Officer at NFRS updated Members of the progress made against the Road Risk Group action plan.

It is going to take the Service longer to take this fully on board. Currently, a lot of work is going into event investigation.

The policy framework is as strong as it is going to get. Priorities are making sure the staff are highly trained, as well as robustly enforcing processes.

RESOLVED to:

- (1) endorse the progress made against the Road Risk Group action plan;**
- (2) request a further report on progress against the Road Risk Group action plan for April 2018.**

36 NEWARK FIRE STATION PROJECT

Ian Pritchard, Head of Procurement and Resources at NFRS updated Members on the Newark Fire Station project and the appointment of a works contractor.

The following points were highlighted:

- (a) a Contractor has been appointed recently, and will be starting on site within the next couple of weeks; however, there is a ten day standstill period where objections can be put in by other Contractors;
- (b) there was a full tender process advertised nationally. Twenty Contractors initially expressed an interest, with nine then going on to submit a questionnaire. This was shortlisted down to five, with one of these five withdrawing. The initial sixth placed Contractor was added to the final five;
- (c) the process ran from November 2016 to March 2017. Contractors were scored 70% on their price, and 30% on their technical quality;
- (d) all Contractors passed the assessment. Gelder Group got the highest score – they were in charge of the build at Retford Fire Station, as well as the refurbishment at Blidworth Fire Station;
- (e) there was a reduction of £87,000 in the overall project costs;
- (f) the Contractor has been mobilised, with a view to them being on site in mid April. The start of the demolition is planned for April; however there is asbestos in the old Ministry of Defence buildings so further work is needed with this;
- (g) Construction work is hopefully to start in May. The plan is that occupation of the new station will start in December 2017, with the project completed in February/March 2018. This plan can still be revised if any hitches come up when work starts on site;
- (h) the new station will be smaller than the existing one. The new layout has saved space;
- (i) a feasibility study will be required to decide whether part of the site is sold as it is, or whether it is cleared;
- (j) there is no co-location with either the Police or the Ambulance services. The Police station couldn't accommodate the Fire Service, and they have a

relatively new site. It would have been cheaper for the Ambulance service to move into a site with the Police;

Thanks were made to Sue Maycock as it was her last meeting.

RESOLVED to note the contents of the report.



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

**NOTTINGHAMSHIRE & CITY OF NOTTINGHAM FIRE & RESCUE AUTHORITY
(NFRS) - HUMAN RESOURCES**

**MINUTES of the meeting held at Fire and Rescue Services HQ, Bestwood
Lodge, Arnold Nottingham NG5 8PD on 21 April 2017 from 10.00 am - 11.06 am**

Membership

Present

Councillor Michael Payne (Chair)
Councillor Liaqat Ali
Councillor Eunice Campbell
Councillor Roger Jackson (substitute for
Councillor Liz Yates)
Councillor Mike Pringle

Absent

Councillor Liz Yates
Councillor Jason Zadrozny

Colleagues, partners and others in attendance:

Wayne Bowcock - Deputy Chief Fire Officer, NFRS
Tracy Crump - Head of People and Organisational Development, NFRS
Councillor Brian Grocock - Fire Authority Member, observing
Sue Maycock - Head of Finance, NFRS
James Welbourn - Governance Officer

25 APOLOGIES FOR ABSENCE

Councillor Liz Yates

26 DECLARATIONS OF INTERESTS

None.

27 MINUTES

The minutes of the meeting held on 27 January were agreed as a true record and signed by the Chair.

28 CORPORATE GAMES 2017

Wayne Bowcock, Deputy Chief Fire Officer provided Members with an overview of the Corporate Games 2017.

The following points were highlighted:

- (a) the Corporate Games will bring businesses across the public and private sector together. It fits with the NFRS health and wellbeing agenda;
- (b) in early 2018 NFRS will be going out to advert for wholetime firefighters, so the Corporate Games could be seen as a positive action campaign, and an opportunity to signpost NFRS as an employer of choice;
- (c) other Fire Services will be invited alongside other high profile organisations;
- (d) this is a big event where over 5,000 competitors are expected to take part;
- (e) with the links to cultural development it was felt that this fell within the budget for organisational development; the spend for organisational development works is monitored throughout the year.

There will be an administrative burden on NFRS internally, but this will be managed;

- (f) there will be sickness cover for any injuries sustained during the games.

RESOLVED to:

- (1) support the Service's engagement with the Corporate Games 2017;**
- (2) support the attached cost of £5,000 that will be managed within the internal organisational development budget.**

29 PEOPLE STRATEGY

Wayne Bowcock, Deputy Chief Fire Officer at NFRS updated Members on the development of a People Strategy.

The following points were highlighted:

- (a) one of the elements of the Strategy was 'positive workplace' – this is closely linked to mental wellbeing. There has been hard work on inclusion in particular with women, Black and Minority Ethnic (BME) communities and the LGBT community;
- (b) many of the topics in the Strategy have already been started on; therefore this is a work in progress;

- (c) NFRS are not reacting to national guidance from National Fire Chiefs Council; work already done has been cross-referenced with this draft national guidance;
- (d) there will be an inspection regime delivered through the new fire inspectorate; this starts this year. The national people strategy will heavily inform this inspection;

Following questions from Members, further information was provided:

- (e) the People Strategy is an attempt to bring different strands of work so that there is one point of reference. The document is brief, and easily digestible, which should enable staff to link together what NFRS are doing;
- (f) staff will have access to different ways of development through profiling;
- (g) there has been consultation on certain themes with the unions and some workstreams will need negotiations.

Members thanked Tracy Crump for her hard work on this strategy.

RESOLVED to:

- (1) endorse the People Strategy;**
- (2) receive half-yearly updates on how the People Strategy is developing.**

30 HUMAN RESOURCES UPDATE

Tracy Crump, Head of People and Organisational Development updated Members on key Human Resources metrics for the period 1 January – 31 March 2017.

The following points were highlighted:

- (a) there was an overall reduction in sickness absence in Quarter 4. There was a reduction in whole year absence compared with 15/16;
- (b) the average of 7.63% absence across the workforce means that the target of 6.25% for 2016/17 has been missed. However 7.63% is lower than the public sector average;
- (c) any long-term absences refer to serious illness or injuries that are supported by a doctor's note. NFRS keep in touch with employees on long-term absence and give them the support they need;
- (d) musculoskeletal problems are being tackled in new ways, such as the changing of fitness regimes.

Some other long-term absences can be attributed to mental health issues. There is a joint working group active that tries to help deal with these issues.

Specialists within the workforce form part of this group and work together with senior officers to see how mental health issues can be addressed;

Following questions from members, further information was provided.

- (e) there are a range of other services available to employees with mental health issues, and these options depend on the issues the employee is suffering with. There is a peer support team if someone wants to talk something through. For longer term support, there is a Westfield Health scheme, which operates for 24 hours a day, and can be accessed through the telephone;

There is also Cognitive Behavioural Therapy (CBT), or counselling. There is a trauma clinic in Nottingham and employees can be referred for support. More informal networks exist; for example the Employee Engagement Network. These people are not trained, but they can signpost to the relevant programmes. Finally, there are the options of using the unions, the MIND Blue Light charity, and the Firefighters' charity. The Firefighters' charity extends to family members;

- (f) there is a careers protocol when recruiting for retained firefighters, but it is ad hoc for wholetime firefighters as recruitment for those positions happens less often;

- (g) the figure at 2.13 in the report refers to two ill health retirements, and one dismissal.

RESOLVED to endorse the report.

31 CONVERSION OF POSTS

Wayne Bowcock, Deputy Chief Fire Officer updated Members on posts which have been re-designated during the period April 2016 – March 2017.

RESOLVED to note the contents of the report.

32 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.

33 RESTRUCTURE OF FINANCE DEPARTMENT

Sue Maycock, Head of Finance at NFRS introduced the report on the restructure of the Finance department.

RESOLVED to approve the recommendations in the report.



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

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

**MINUTES of the meeting held at Fire and Rescue Services HQ, Bestwood
Lodge, Arnold Nottingham NG5 8PD on 28 April 2017 from 10.01 am - 10.49 am**

Membership

Present

Councillor Darrell Pulk (Chair)
Councillor Sybil Fielding
Councillor Brian Grocock
Councillor Gordon Wheeler
Councillor Malcolm Wood
Councillor Liz Yates

Absent

Councillor Chris Barnfather,
(Substituted by Councillor Liz
Yates)

Colleagues, partners and others in attendance:

John Buckley - Chief Fire Officer, NFRS
Sue Maycock - Head of Finance, NFRS
Neil Timms - Treasurer to the Authority
Malcolm Townroe - Clerk to the Authority
James Welbourn - Governance Officer

29 APOLOGIES FOR ABSENCE

Councillor Chris Barnfather (substituted by Councillor Liz Yates)

30 DECLARATIONS OF INTERESTS

None.

31 MINUTES

The minutes of meeting held on 3 February 2017 were agreed as a true record and signed by the Chair.

32 DEVELOPMENT OF THE CORPORATE PLAN

John Buckley, Chief Fire Officer at NFRS provided Members with an overview of the development for the Authority's next integrated risk management plan (IRMP) to be known as the Corporate Plan.

The following points were highlighted:

- (a) the Chief Fire and Rescue Adviser role (national role) has been discontinued; however, Peter Holland CBE has been retained by the Home Office to provide advice;
- (b) the IRMP will enable a re-evaluation of the consultation process to make sure it is as strong as it can be. The problem in the past with consultations has been the low number of responses received back.

RESOLVED to receive a draft Corporate Plan from the Chief Fire Officer at a future meeting of the Policy and Strategy committee.

33 THOMAS REVIEW ANALYSIS

The Chair thanked all Members that were present at the London Road Fire Station that analysed and considered the Thomas Review.

John Buckley, Chief Fire Officer at NFRS then presented Members with a draft analysis of the work undertaken by the Thomas Review Task and Finish Group.

RESOLVED to:

- (1) approve a final version of the draft gap analysis attached at Appendix B of the report;**
- (2) recommend to the Fire Authority adoption of the gap analysis with an expectation that the Chief Fire Officer will report on the work streams through the normal governance processes;**
- (3) recommend to the Fire Authority that the gap analysis is submitted to the Minister of State for Policing and the Fire Service, to support the work of Government in determining their response to the Review.**

34 COLLABORATIVE ESTATE FEASIBILITY STUDY

John Buckley, Chief Fire Officer at NFRS proposed a joint feasibility study of the estate, involving Nottinghamshire Police, East Midlands Ambulance Service (EMAS) and Nottinghamshire Fire and Rescue Service to explore the potential for collaboration in the short, medium and longer term.

The following points were highlighted:

- (a) in the future, there could be a drawdown of funding available to fire services. £1million has been distributed to the Police to help with their Police and Crime Commissioner (PCC) business cases;
- (b) the expectation is that the study will be completed by the end of the year to allow NFRS to budget plan. There will be a cost of £10-20,000 to do the feasibility study;
- (c) whatever the strategy, the sovereign control of the estate will remain with the Fire Authority;
- (d) EMAS have been impressed on how professional NFRS have been with their contracts.

RESOLVED to endorse the commencement of a feasibility study, and agree to receive a future report on the outcome and any potential options.

35 LOCAL FIREFIGHTER PENSION BOARD ANNUAL REPORT 2016/17

Sue Maycock, Head of Finance at NFRS reported to Members on the activities of the Local Firefighter Pension Board up to 31 March 2017.

The following points were highlighted:

- (a) it is a requirement of the law that members of the Board attend training. Often this training is formal, but can also come in a report format;
- (b) although there is the potential for Nottinghamshire, Leicestershire and Derbyshire Fire Authorities to have a joint Pension Board with the permission of the Secretary of State, the Boards are currently separate entities;
- (c) section 6 of the Constitution deals with the appointment of a Chair, and some Boards are chaired by senior officers. This Board is an equal partnership between workforce and employer;
- (d) the Pension Board is advisory and makes sure processes are followed. This is a formal link into the governance of the organisation;
- (e) the Chair of the national fire pension Scheme Advisory Board had commended Nottinghamshire and the other East Midlands Boards for meeting requirements expected of them.

RESOLVED to receive reports on an annual basis and note the report.

36 EMERGENCY SERVICES NETWORK (ESN) UPDATE

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

The following points were highlighted:

- (a) a grant of £791,000 has been received. Another £100,000 is to be shared among the region for collaboration work. NFRS will be the fund holder for this £100,000;
- (b) the ESN code of connection is an outstanding anomaly; there are still a lot of questions around what this new system will look like;
- (c) the Government are making it clear that it will be for individual organisations to decide whether they transfer to the new system or not. There will be a parallel running between the old and the new system, in particular for NFRS, as they are an early adopter;
- (d) Craig Parkin from NFRS is the regional lead for ESN; in addition, Ian Taylor has been seconded onto the project nationally. The Group Manager from Lincolnshire Fire and Rescue has been seconded into a full time role on this, and has good links with NFRS.

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

37 TRI-SERVICE CONTROL UPDATE

John Buckley, Chief Fire Officer at NFRS gave a progress report to Members on the Tri-Service Control programme.

The following points were highlighted:

- (a) there has been proactive work on the system to make sure it is as quick and stable as it can be. Reliability issues are still there, and the tri-service control is not at the level needed yet;
- (b) the network has been reviewed independently, and is fit for purpose;
- (c) some savings have already been started; some teams have already been shrunk for example.

RESOLVED to note the contents of the report and to welcome a report back in the September to December cycle of meetings.

The Chair thanked Sue Maycock for all of her hard work and wished her well. He also wished all departing Members well.

38 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.

39 EXEMPT MINUTES

The exempt minutes from the meeting held on 3 February were agreed and signed by the Chair.

By virtue of paragraph(s) 1, 2 of Part 1 of Schedule 12A of the Local Government Act 1972.

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