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NOTTINGHAMSHIRE AND CITY OF NOTTINGHAM FIRE AND RESCUE AUTHORITY

MEETING OF THE AUTHORITY

Date: Friday, 28 September 2018 **Time:** 10.30 am

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

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

A handwritten signature in black ink, appearing to read "M. J. [unclear]". The signature is fluid and cursive.

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

AGENDA

Pages

1 APOLOGIES FOR ABSENCE

2 MEMBERSHIP

- (a) to note the following changes to appointments to the Fire Authority by Nottinghamshire County Council:
- Councillor Kevin Rostance replaces Councillor John Handley
 - Councillor Yvonne Woodhead replaces Councillor Parry Tsimbirdis
- (a) to confirm the appointments of Councillor Kevin Rostance to the Community Safety Committee and Personnel Committee;
- (b) to confirm the appointments of Councillor Yvonne Woodhead to the Community Safety Committee, Personnel Committee and Strategic Inclusion Board.

3	DECLARATIONS OF INTERESTS	
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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.

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

**MINUTES of the meeting held at Fire and Rescue Services HQ, Bestwood Lodge, Arnold
Nottingham NG5 8PD on 20 July 2018 from 10.30 am - 10.58 am**

Membership

Present

Councillor Brian Grocock (Chair)
Councillor Michael Payne (Vice Chair)
Councillor Andrew Brown
Councillor Eunice Campbell-Clark
Councillor John Clarke
Councillor Sybil Fielding
Councillor John Handley
Councillor Patience Uloma Ifediora
Councillor John Longdon
Councillor Jackie Morris
Councillor Francis Purdue-Horan
Councillor Jonathan Wheeler
Councillor Malcolm Wood
Councillor Jason Zadrozny

Absent

Councillor Vaughan Hopewell
Councillor Mike Quigley MBE
Councillor Mohammed Saghir
Councillor Parry Tsimbiridis

Also in attendance

Paddy Tipping, Nottinghamshire Police and Crime Commissioner

Colleagues, partners and others in attendance:

John Buckley - Chief Fire Officer
Wayne Bowcock - Deputy Chief Fire Officer
Becky Smeathers - Head of Finance
Malcolm Townroe - Clerk and Monitoring Officer
Andy Cardoza - KPMG Auditor
Kate Morris - Governance Officer

1 APOLOGIES FOR ABSENCE

Councillor Vaughan Hopewell
Councillor Mike Quigley MBE
Councillor Mohammed Saghir

Charlotte Radford – Treasurer to the Authority

2 MEMBERSHIP

RESOLVED:

- (1) to note that Councillor Sybil Fielding has been appointed to the Authority by Nottinghamshire County Council in place of Councillor Nicki Brooks; and**
- (2) to confirm the appointment of Councillor Sybil Fielding to the Policy and Strategy Committee and the Local Firefighter Pension Board as a Fire Authority Member representative.**

3 DECLARATIONS OF INTERESTS

None.

4 MINUTES

The minutes of the meeting held on 8 June 2018 were confirmed as a true record and signed by the Chair.

5 CHAIRS' ANNOUNCEMENTS

The Chair informed the Authority that the Government have confirmed that following consultation they will use a Statutory Instrument to provide a legal basis for Police and Crime Commissioners to have voting rights on Combined Fire Authorities. This rectifies an omission within the Policing and Crime Act 2017. The Authority will be formally notified by officers when more information is made available.

The Chair and the Chief Fire Officer attended the LGA annual conference in Birmingham where there were a number of speakers, including the Secretary of State for Housing and Local Government.

The Chief Fire Officer and Councillor Malcolm Wood attended the CIPFA annual Conference recently. It was a high quality conference with a number of speakers and sessions. There was a clear indication given that local government finances are facing continual pressure.

The Authority has given permission to use the service badge in the production of a Poppy pin badge. The company who provide them donate £1 from each sold to the Royal British Legion. They will be on sale for £7.50 and any profits over cost price will also be donated to the British Legion. They will be available from September and anyone who would like one should contact Lea-Anne Abbiss.

6 ANNUAL GOVERNANCE STATEMENT 2017/18

Becky Smeathers, Head of Finance, presented the report seeking approval of Members to the signing of the Annual Governance Statement by the Chair of the Authority and the Chief Fire Officer.

The following points were highlighted:

- (a) following a full review of the Local Code of Corporate Governance updates to the Statement include details around ICT security, GDPR, access and control of data, and gifts and hospitality registers;
- (b) assurance from both internal and external auditors has confirmed that the level of internal control is satisfactory;
- (c) moving forward, there are still a number of challenges facing the Authority: HMI Inspection, budget restraints and the revised Fire and Rescue National Framework which came into place in June 2018.

The Authority agreed that the report was easy to read and gave assurance where it is required. Councillor Malcolm Wood and Councillor Andrew Brown asked that their thanks be passed on to the Finance Team and other officers responsible for pulling the report together.

The Chair asked that his thanks and that of the Authority were recorded to Andy Cardoza of KPMG for the work put in to the Authority this year, and previous years.

RESOLVED to approve the Annual Governance Statement 2017/18.

7 FINAL ACCOUNTS 2017/18

Becky Smeathers, Head of Finance, presented the report containing the 2017/18 final accounts of the Nottinghamshire Fire and Rescue Authority.

The following points were highlighted and response provided to the Authority's questions:

- (a) the statement of accounts has been prepared in accordance with international accounting standards;
- (b) the Finance and Resources Committee received a provisional outturn report on 29 June 2018 which stated an estimated £142,000 underspend. The final outturn for 2017/18 is a revenue budget underspend of £142,000. There were no final adjustments after completion of the audit;
- (c) the Transition Earmarked Fund is used to cover one off costs of organisational transformation. On 29 June 2018 the Finance and Resources Committee recommended the transfer for £500,000 to the Transition Earmarked fund to cover forthcoming opportunities for collaborative working;
- (d) Nottingham and Nottinghamshire Fire and Rescue Authority hold less than the average amount of reserves held by other Authorities. This level has also reduced in the last year;

RESOLVED

- (1) to approve the Statement of Accounts for 2017/18;**
- (2) to approve the recommendation of the Finance and Resources Committee to transfer £500k from the General Fund Reserve to the Transitional Earmarked Reserve to help fund one off costs arising from organisational change; and**

- (3) **to note the financial results for the 2017/18 year for Nottinghamshire Fire Safety Limited.**

8 EXTERNAL AUDITORS' REPORT TO THOSE CHARGED WITH GOVERNANCE 2017/18

Andrew Cardoza, KPMG Auditor, presented the External Auditors ISA 260 report to members, seeking approval of the management representation letter to the External Auditors.

He confirmed that the Audit had made no adjustments nor found any unadjusted audit issues. There were no control deficiencies, no matters to report or significant issues.

He advised the Authority that there were a small number of outstanding issues, one being the annual governance statement which had been discussed at this meeting within minutes 6 and 7.

Andrew expressed his thanks to all involved in the audit process for timely and thorough responses.

The Authority asked that their thanks be recorded to Andrew Cardoza and his team for all the work done on the Audit process over the years.

RESOLVED

- (1) **to note the contents of the External Auditors ISA 260 report;**
(2) **to approve the management representation letter to the External Auditors.**

9 PAY POLICY

John Buckley, Chief Fire Officer, presented the Pay Policy statement for approval by the Fire Authority in line with requirements of the Localism Act 2011.

He advised the Authority that there had been no changes to structure or chief officer pay, and that there had been policy changes as per legislation, such as the gender pay gap report. There have been no changes in decision making or how the pay policy is applied.

RESOLVED to approve the statement of Pay Policy.

10 COLLABORATION WITH DERBYSHIRE FIRE AND RESCUE SERVICE

John Buckley, Chief Fire Officer, presented the report seeking approval from members for a Strategic Collaboration Board with Derbyshire Fire and Rescue Service.

He advised the Authority that following a successful meeting, officers have been tasked with putting in place a collaboration agreement which would need the oversight of a strategic collaboration board. All work would be referred back to the appropriate committees for due governance.

RESOLVED:

- (1) to approved the establishment of a Strategic Collaboration Board with Derbyshire Fire and Rescue Service.**
- (2) along with the Chair, to appoint Councillor Michael Payne and Councillor Andrew Brown to represent the Authority on the Strategic Collaboration Board.**

11 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.

12 EXEMPT MINUTES

The exempt minutes of the meeting held on 8 June 2018 were confirmed as a true record and were signed by the Chair.

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NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Nottinghamshire and City of Nottingham
Fire and Rescue Authority

TREASURY MANAGEMENT ANNUAL REPORT 2017/18

Report of the Treasurer to the Fire Authority

Date: 28 September 2018

Purpose of Report:

To provide Members with an update on treasury management activity during the 2017/18 financial year.

CONTACT OFFICER

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1. BACKGROUND

1.1 Treasury management is defined as:

“The management of the organisation’s borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with these activities; and the pursuit of optimum performance consistent with those risks.”

1.2 The Fire Authority is required by regulations issued under the Local Government Act 2003 to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2017/18. The Chartered Institute of Public Finance and Accountancy’s (CIPFA) Code of Practice on Treasury Management (revised in 2017) was adopted by the Fire Authority on 9 April 2010.

1.3 The primary requirements of the Code are as follows:

1. The creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Authority’s treasury management activities.
2. The creation and maintenance of treasury management practices which set out the manner in which the Authority will seek to achieve those policies and objectives.
3. Receipt by the Fire Authority of an annual Treasury Management Strategy Statement for the year ahead, a mid-year review report and an annual report covering activities during the previous year.
4. Delegation by the Authority of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions.
5. Delegation by the Authority of the role of scrutiny of the Treasury Management Strategy and policies to a specific named body. For this Authority, the delegated body is the Finance and Resources Committee.

1.4 This annual report has been prepared in compliance with CIPFA’s Code of Practice, and covers the following:

- An economic review of 2017/18;
- A review of capital activity during 2017/18 and the impact of this on the Authority’s capital financing requirement (CFR);
- A review of the Investment and Cash Management Strategy during 2017/18;

- Investment and cash activity during 2017/18;
- A review of the year end investments and cash position and usable reserves;
- A review of the Borrowing Strategy and borrowing activity during 2017/18;
- A summary of compliance with treasury and prudential limits for 2017/18.

1.5 The Authority has appointed Link Asset Services as its external treasury management adviser.

2. REPORT

ECONOMIC REVIEW

- 2.1 Following a period of relatively strong growth in the latter half of 2016, growth in the first half of 2017 was the slowest since 2012. The main reason for this was the sharp increase in inflation caused by the devaluation of sterling after the EU referendum, which increased the cost of imports. This caused a reduction in consumer disposal income and spending power as inflation exceeded average wage increases. Consequently, the services sector of the economy saw weak growth as consumers responded by cutting back on their expenditure. Growth did pick up modestly in the second half of 2017, raising market expectations of a rise in the bank rate. The bank rate was increased from 0.25% to 0.50% in November 2017. The minutes of the February meeting of the Monetary Policy Committee contained warnings of a faster pace of increases in bank rate than had previously been expected. Market expectations for increases in bank rate therefore shifted considerably during the second half of 2017/18 and this resulted in investment rates for durations of three to twelve months increasing sharply during the final quarter of the financial year.
- 2.2 Public Works Loan Board (PWLB) borrowing rates increased correspondingly to the developments around bank rate, with the shorter-term rates increasing more sharply than the longer term rates.
- 2.3 The major political event of the year was the UK general election on 8 June. However, this had relatively little impact on the financial markets.

REVIEW OF CAPITAL ACTIVITY IN 2017/18

- 2.4 The Authority undertakes capital expenditure on long term assets. These activities may either be:
- Financed immediately by way of capital or revenue resources (capital receipts, capital grants, revenue contributions), which does not give rise to a requirement to borrow; or

- If insufficient financing is available, or if a decision is taken not to apply resources, the capital expenditure will need to be financed by borrowing.

2.5 Actual capital expenditure forms one of the required prudential indicators. The table below shows actual capital expenditure in the year and how this was financed.

	2016/17 Actual	2017/18 Revised Budget	2017/18 Actual
	£000's	£000's	£000's
Capital Expenditure	2,048	6,174	4,060
Resourced By:			
- Capital Grants	6	371	25
- Capital Receipts	2,042	477	630
- Revenue Contributions	0		
- Internally Financed	0		
- Borrowing	0	5,326	3,405
Total Financed Capital Expenditure	2,048	6,174	4,060

2.6 The 2017/18 capital programme underspent and was well within the budget. As at 31 March 2018, the Authority's capital financing requirement was £26,278k, which was within the prudential indicator set of £28,407k. The CFR figure represents the Authority's underlying need to borrow to fund capital expenditure and equates to un-financed capital expenditure which has not yet been paid for by revenue funding or other resources such as capital grants or receipts. The CFR is reduced over time by way of a statutory minimum revenue provision charge to revenue which effectively charges the revenue budget for the use of capital assets over their asset lives.

REVIEW OF THE INVESTMENT AND CASH MANAGEMENT STRATEGY

2.7 The Treasury Management Strategy approved by the Authority set out the policies for managing investments and for giving priority to the security and liquidity of those investments. The risk appetite of this Authority is low in order to give priority to security of its investments. Accordingly, the following types of low risk specified investments may be made:

- Deposits with the Debt Management Agency (Government);
- Term deposits with banks and building societies;
- Term deposits with uncapped English and Welsh local authority bodies;
- Call deposits with banks and building societies;
- Triple-A rated Money Market Funds;
- UK Treasury Bills;
- Certificates of Deposit.

During the year, all investments were made with banks, building societies (either term deposits or call deposits) and other local authority bodies.

2.8 The Authority will aim to limit its investment with any single counterparty to £2m, although the strategy noted that this was sometimes difficult to achieve. No term deposits will be made for more than one year without the prior approval of the Treasurer and the Chair of Finance and Resources Committee. The selection of counterparties with a high level of creditworthiness will be achieved by reference to Link's weekly credit list of potential counterparties. The Link weekly credit list shows potential investment counterparties, which are colour-coded to indicate the maximum period it is recommended that investments are made for. The Authority will therefore use counterparties with the following durational colour codes:

- Blue - investments up to one year (only applies to nationalised or semi nationalised UK banks);
- Orange – investments up to one year;
- Red – investments up to six months;
- Green – investments up to 100 days.

The Authority has made all investments with counterparties during the year in accordance with the maximum periods advised by Link.

2.9 The Authority will avoid locking into longer term deals while investment rates are at such low levels unless exceptionally attractive rates are available which make longer term deals seem worthwhile.

2.10 In terms of cash resources, the strategy is to maintain a bank overdraft facility of £200,000, to continue to use cash flow forecasting to predict cash surpluses and shortfalls so that these can be managed and to invest current account balances in the business premium account on a daily basis if the interest rate is favourable.

2.11 All aspects of the Treasury Management Strategy outlined for 2017/18 remained in place throughout the year. The Strategy included a forecast for the bank rate, which showed that this was expected to be at 0.25% by 31 March 2018. As stated in Paragraph 2.1, the bank rate was actually increased to 0.50% in November 2017.

INVESTMENT AND CASH ACTIVITY IN 2017/18

2.12 As at 31 March 2018, the Authority held £9.050m of principal as short term investments. This comprised eight separate investments with five different counterparties. All of the investments were for £2m or less. Six of the investments were call accounts held with four different banks and one building society, and one was a fixed term deposit with Barclays Bank. The fixed term deposit was for 95 days and it matured in June 2018. Of the six call accounts held at the end of 2017/18, all are still in place with their balances unchanged at the time of writing this report.

- 2.13 During the course of the year, three new investments were made, excluding the overnight sweep to the business premium account. All investments were made in accordance with the Authority's credit rating criteria policy. Due to difficulties in placing funds with counterparties that met the credit rating criteria, the Authority invested a total of £8.5m in two separate Barclays call accounts in August 2017 following the receipt of the £9.9m pension fund top up grant. £7m of this has subsequently been withdrawn.
- 2.14 Of the six call accounts held at 31 March 2018, five had been held for more than one year. These accounts had notice periods ranging from one day to 185 days. All counterparties have their creditworthiness continually monitored against Link's credit listings, and had it looked likely that the maximum recommended investment term for these institutions would have fallen below the call account notice period, then the funds would have been withdrawn.
- 2.15 The three month LIBID benchmark rate for the year was 0.2861%. The Authority's investments earned an average rate of 0.45% during the year resulting in total investment (including overnight savings interest on the current account) income earned of £40k, against a budgeted sum for investment income of £66k.
- 2.16 There was no requirement to use the Authority's overdraft facility during the year.

REVIEW OF INVESTMENTS/CASH POSITION AND USABLE RESERVES

- 2.17 Members will be aware that the Authority's "usable" reserves – ie: the general fund and earmarked reserves have not been fully cash backed in the past due to the use of cash balances to support capital expenditure in previous years. This strategy of using internally borrowed funds is considered prudent as investment returns are low and counterparty risk is still an issue.
- 2.18 At 31 March 2018 the value of the Authority's usable reserves totalled £12.456m. The balance sheet as at the same date shows that short term investments were valued at £7.436m and cash and cash equivalents held totalled £2.005m. This means that reserves are not fully cash-backed to the tune of £3.015m, a figure which has decreased from £4.015m at the end of 2016/17. The 2017/18 Treasury Management Strategy set out the Authority's aim to reduce the level of internal borrowing and build up cash balances to ensure that usable reserves are cash-backed to an appropriate level, however the Strategy also made it clear that the timing and rate at which cash balances increased would very much depend on the prevailing economic conditions. Opportunities have arisen during the year for the Authority to borrow from PWLB at relatively low interest rates, and this has allowed the level of internal borrowing to be reduced whilst minimising the "cost of carry" that arises due the differential between borrowing and investment rates. The average rate for a 25 year PWLB maturity loan was 2.69% during 2017/18, whilst the average rate of return on investments was 0.45%. The Authority has therefore saved around 2.24% through the use of internal borrowing. This equates to £67.5k on a balance of £3.015m.

Members can be assured that if the Authority needs to spend some of its usable reserves there is sufficient liquidity in its financial position to enable it to do so.

REVIEW OF THE BORROWING STRATEGY AND BORROWING ACTIVITY IN 2017/18

2.19 The strategy recommended that a combination of capital receipts, internal funds and borrowing would be used to finance capital expenditure during 2017/18. Capital receipts of £630k and capital grant of £25k were applied to finance expenditure.

2.20 The Authority has taken out three short term loans throughout the year:

£2.5m from the London Borough of Newham for 20 days at a rate of 0.25%
 £1.2m from Nottinghamshire County Council for 10 days at a rate of 0.38%,
 and £2m from Nottinghamshire County Council for 10 days at rate of 0.75%.

The total interest cost of these loans was £1.9k including administration and brokerage fees. These loans were taken to fill short term gaps in the Authority's cash flow.

2.21 In December 2017, the Authority took two PWLB maturity loans: £1m for 9.5 years at a rate of 1.96% and £1m for 50 years at a rate of 2.30%. This provided a "blended" rate of 2.13% over an average duration of approximately 30 years, which compared favourably with the equivalent rates for 30 year EIP and annuity loans (2.37% and 2.42% respectively). These loans reduced the Authority's average long term borrowing rate from 3.65% to 3.52%, and reduced the Authority's level of internal borrowing.

2.22 The treasury management limits to loan maturity were set in 2017/18 and are shown below:

Loan Maturity		
	Upper Limit	Lower Limit
Under 12 months	20%	0%
12 months to 5 years	30%	0%
5 years to 10 years	75%	0%
10 years to 20 years	100%	0%
Over 20 years	100%	30%

2.23 No rescheduling of debt took place, as the differential between PWLB new borrowing rates and premature repayment rates made rescheduling unviable.

2.24 The authorised limit is the affordable borrowing limit above which the Authority does not have the power to borrow. This was set at £30.538m for 2017/18. Total external debt as at 31 March 2018 was £25.183m, which was well within the authorised limit.

2.25 The operational boundary is the expected borrowing position of the Authority within the year. This was set at £27.762m for 2017/18, and was not exceeded at any point during the year.

SUMMARY OF COMPLIANCE WITH TREASURY AND PRUDENTIAL LIMITS

2.26 The following indicators were approved by Members for the 2017/18 financial year. Actual performance is shown in the final column of the table below:

Treasury or Prudential Indicator or Limit	Approved for 2017/18	Actual for 2017/18
Estimate of Ratio of Financing Costs to Net Revenue Stream	6.0%	5.5%
Estimate of the Incremental Impact of New Capital Investment Decisions on the Council Tax (Band D)	£0.40	£0.40
Estimate of Total Capital Expenditure to be Incurred	£5,113,000	£4,060,000
Estimate of Capital Financing Requirement	£28,407,000	£26,278,000
Operational Boundary	£27,762,000	Not exceeded
Authorised Limit	£30,538,000	Not exceeded
Upper limit for fixed rate interest exposures	100%	100%
Upper limit for variable rate interest exposures	30%	0%
Loan Maturity:	<u>Limits:</u>	<u>Limits:</u>
Under 12 months	Upper 20% Lower 0%	17.9%
12 months to 5 years	Upper 30% Lower 0%	19.0%
5 years to 10 years	Upper 75% Lower 0%	4.0%
10 years to 20 years	Upper 100% Lower 0%	0.0%
Over 20 years	Upper 100% Lower 30%	59.2%
Upper Limit for Principal Sums Invested for Periods Longer than 365 Days	£2,000,000	£2,000,000

2.27 The indicator for the ratio of financing costs to net revenue stream shows an actual result of 5.5% compared to an estimated ratio of 6.0%. This is partly due to the actual financing costs being £181k lower than estimated, and partly due to the net revenue stream being £302k higher than estimated. Interest costs underspent by £117k due to a combination of borrowing later than planned, as well as borrowing at a lower rate than budgeted. The minimum revenue provision charge underspent by £91k, which was due to capital expenditure for 2016/17 (on which the 2017/18 charge is based) being lower than originally anticipated due to a significant amount of capital

expenditure being slipped into 2017/18. The higher revenue stream is due to that fact that the calculation of the indicator was based on provisional tax base figures which were lower than the actual figures, and budgeted grant figures that were lower than the actual amount received.

- 2.28 The indicator for the incremental impact of new capital investment decisions on Council Tax shows an actual result of £0.40, which is in line with the estimate.

3. FINANCIAL IMPLICATIONS

The financial implications of this report are set out in full within the body of the 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 gives a review of activities rather than introducing a new policy.

6. CRIME AND DISORDER IMPLICATIONS

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

7. LEGAL IMPLICATIONS

There are no legal implications arising directly from this report, other than the requirement to act within the Authority's powers when undertaking treasury management borrowings and investments.

8. RISK MANAGEMENT IMPLICATIONS

Risk management is a key aspect of treasury management, and the Treasury Management Strategy sets out the parameters within which activities will be carried out with a view to managing credit risk, liquidity risk, re-financing risk and market risk. The Authority has approved a prudent approach to treasury management and this report allows Members to review how well risks have been managed during the year.

9. COLLABORATION IMPLICATIONS

There are no collaboration implications arising from this report.

10. RECOMMENDATIONS

That Members note the contents of this report.

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

None.

Charlotte Radford
TREASURER TO THE FIRE AUTHORITY



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Nottinghamshire and City of Nottingham
Fire and Rescue Authority

TAX REVIEW OUTCOMES

Report of the Chief Fire Officer

Date: 28 September 2018

Purpose of Report:

To provide an update on the outcome of the recent tax review.

CONTACT OFFICER

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1. BACKGROUND

- 1.1 Following recent changes in tax legislation around the use of blue light cars by officers, a tax review was undertaken by PSTAX, a leading blue light tax consultancy firm. The remit of the review was to ensure that Nottinghamshire Fire and Rescue Service (NFRS) is compliant with all current employment tax and VAT regulations.
- 1.2 The review resulted in several recommendations, mostly around updating policies and procedures, changes to the way that VAT is recovered, and improving VAT awareness training. The review, however, also identified that significant changes were required in respect of car allowances. Potential underpayments of tax and National Insurance (NI) contributions that have arisen in previous years and needed addressing in the future.
- 1.3 PSTAX has worked with the Service to identify the extent to which underpayments of tax have occurred and what options are available to correct the situation.
- 1.4 The purpose of this report is to provide an update to the Fire Authority regarding action being taken and seek decisions regarding past liabilities.

2. REPORT

- 2.1 The review identified five principal areas of concern with regard to the provision of cars and car allowances:

- Lease cars;
- Essential user lump sums;
- Temporary postings;
- Principal Officer cars;
- Home to base mileage.

LEASE CARS

- 2.2 The Service operates a car leasing scheme which provides essential users the option of obtaining a lease car through VIA, a company owned jointly by Nottinghamshire County Council and Cornwall County Council.
- 2.3 Participants sign a lease arrangement directly with VIA, and pay the full amount of the leasing costs themselves. However, the process also involves NFRS in that the service pays VIA directly on an annual basis, and recovers the cost directly from salary on a monthly basis. A nationally agreed 'lump sum' allowance is paid to the officers; however, no contribution is paid by NFRS for the provision of the vehicles.
- 2.4 The tax review has judged that this administrative arrangement would be considered by HMRC as an employer provided car scheme and thus would be

treated as benefits in kind. The associated impact of this is that travel payments for business usage can only claim tax and NI relief on the HMRC agreed rates for such schemes (generally between 9p and 14p per mile). Since the Service currently pays 45p per mile, a tax and NI liability on all business mileage has been incurred on the difference.

- 2.5 Arrangements are being put in place with VIA to enable scheme participants to make payments directly to them and remove NFRS from the administrative process, and therefore removing the tax 'liability' going forward.

ESSENTIAL USER LUMP SUMS

- 2.6 The review also identified that essential user lump sums should be taxed. Officers are in the process of being informed and this will be corrected from October 2018.

TEMPORARY PROMOTIONS

- 2.7 During periods of temporary promotions officers are generally provided with a modified pool car. Providing that the temporary period is less than two years, then no benefit in kind will arise so long as the use of the vehicle is limited to home to work and business travel only and there is a strict and enforceable policy that prohibits all other private use. Although this is the accepted terms of use, an explicit policy is required which is in the process of being addressed through a larger review of all travel policies.

PRINCIPAL OFFICER CARS

- 2.8 PSTAX consider that the current arrangements in place for the provided cars for Principal Officers are correct, and they are seeking confirmation from HMRC. Policy documents may need to be reviewed to reflect best practice and ensure compliance.

HOME TO BASE MILEAGE

- 2.9 There are some inconsistencies surrounding home to work mileage claims. For tax purposes, all home to work mileage should be taxable and clear guidance needs to be provided to all staff, and all home to base mileage paid will be taxed going forward.

MOVING FORWARD

- 2.10 The issues which need addressing as a matter of urgency are:
- Negotiations with HMRC need to take place regarding past liabilities, including 2017/18 and current year until new arrangements can be put into place;
 - Clear guidance needs to be provided to all staff with regards to how travel claims will be taxed in the future;

- Revised policies are required to provide clear guidance to staff and to ensure that the Service's tax arrangements meet HMRC requirements.
 - Travel policies and claims to be scheduled for internal audit going forward.
- 2.11 It is recognised that the previous errors have been ongoing for a number of years, and on advice received from PSTAX, HMRC is likely to view self-audit and full disclosure positively and limit past liabilities to four years.
- 2.12 As NFRS had not previously notified employees of the prevailing tax liabilities, it is proposed that the Authority agrees to pay HMRC the arrears whilst it works towards resolving the liabilities going forward, or passes them directly to the individuals.
- 2.13 Any liabilities could be backdated by HMRC to cover up to seven years, however, PSTAX is confident that the positive steps taken by the Authority will reduce this to four years. Prior liabilities are still being calculated and will be subject to final negotiations with HMRC however, it is anticipated that backdated costs will be in the region of £225k – £250k.
- 2.14 Once all processes and procedures have been amended, there will be no financial liabilities on the Authority going forward, and to provide assurance to Members, the revised travel policies will be subject to review through the internal audit process and reported to Finance and Resources Committee.

3. FINANCIAL IMPLICATIONS

The actual cost of previous liabilities will only be known when negotiations with HMRC are concluded, however PSTAX consider the positive work undertaken by the Service will limit the impact to four years, and therefore not exceed £250k. If required, reserves can be used to meet this cost.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

- 4.1 Both Human Resources and employee representatives have been included in the discussions with PSTAX to ensure that human resources implications are considered.
- 4.2 As issues are resolved they will be communicated with those affected. Changes in policies will go through the normal approval process including 28-day consultation.

5. EQUALITIES IMPLICATIONS

An equality impact assessment has not been undertaken at this stage, but will be undertaken when travel policies are updated.

6. CRIME AND DISORDER IMPLICATIONS

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

7. LEGAL IMPLICATIONS

The purpose of the tax review was to ensure that the Service remains tax compliant. Full disclosure and amendment to policies and procedures will ensure full compliance going forward.

8. RISK MANAGEMENT IMPLICATIONS

Incorrect tax and VAT calculations could result in significant financial penalties and backdated claims from HMRC. Whilst it has raised a number of issues, the tax review ensures the Service has taken a pro-active approach to ensure future tax compliance. Having taken this approach assists greatly when negotiating with HMRC regarding backdated claims and will limit the liability.

9. COLLABORATION IMPLICATIONS

The opportunity of collaborating with neighbouring fire services is being explored with relation to jointly creating comprehensive travel policies.

10. RECOMMENDATIONS

That Members agree up to a maximum of £250k to meet the costs of the previous liabilities identified within the report.

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

None.

John Buckley
CHIEF FIRE OFFICER

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NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Nottinghamshire and City of Nottingham
Fire and Rescue Authority

ANNUAL STATEMENT OF ASSURANCE 2017-18

Report of the Chief Fire Officer

Date: 28 September 2018

Purpose of Report:

To present the Annual Statement of Assurance 2017-18 for approval.

CONTACT OFFICER

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1. BACKGROUND

- 1.1 The Fire and Rescue Service National Framework places a mandatory requirement on fire authorities to provide assurance on financial, governance and operational matters, with due regard to the expectations set out in the Integrated Risk Management Plan (IRMP).
- 1.2 The production of an Annual Statement of Assurance contributes to the requirement for greater public sector transparency and accountability and with its publication offers and promotes accessibility to information.
- 1.3 The 2017-18 Statement of Assurance replaces the 'annual report' and is supported by guidance from the National Fire Chiefs Council.

2. REPORT

- 2.1 The Annual Statement of Assurance 2017-18 provides a backwards look at organisational performance, providing confidence to local communities and central government in support of the Services national resilience role.
- 2.2 The Statement signposts (in the form of links) available information that can be accessed, for example, Statement of Accounts or Fire Authority reports.
- 2.3 The following sections summarise the content of the Statement for 2017-18:
 - **Financial Performance** – sets out the financial performance of the Service;
 - **Governance Statement** – explains how the Service manages its governance and internal control measures;
 - **Our Services to the Community** – provides progress against the priorities set out within the IRMP;
 - **Framework Requirements** – this demonstrates how the Service has met the requirements set out in the National Framework (2012);
 - **Planned Improvements** – this provides a forward-looking aspect for the year ahead and supports the IRMP priorities;
 - **Our Community Engagement** – forms part of the arrangements for transparency and how further information and feedback will be dealt with by the organisation – eg: general enquires for information or complaints.

2.4 Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services inspection due to take place early in the new year will include a graded judgement of performance, designed to enable the public to see how each fire and rescue service's performance changes over time and in relation to the performance of other services. The outcomes and progress from these inspections will be reported in future statement of assurance reports.

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 as this report does not change policy or service delivery functions.

6. CRIME AND DISORDER IMPLICATIONS

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

7. LEGAL IMPLICATIONS

Failure to produce the Statement and make it publicly available could lead to Government intervention, and undermine community confidence in the Service.

8. RISK MANAGEMENT IMPLICATIONS

There are no risk management implications arising from this report.

9. COLLABORATION IMPLICATIONS

There are no collaboration implications arising from this report.

10. RECOMMENDATIONS

That Members approve the Annual Statement of Assurance 2017-18.

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

None.

John Buckley
CHIEF FIRE OFFICER



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Statement Of Assurance 2017 - 2018

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Introduction

Within the current [Fire and Rescue National Framework for England](#) the Government set out its requirements for fire and rescue services to publish a Statement of Assurance. This annual document provides assurance to communities on financial, governance and operational matters. The statement shows how Nottinghamshire Fire and Rescue Service (NFRS) has had due regard to the expectations set out in the Integrated Risk Management Plan (IRMP) and the requirements included within the Framework document.

Context

The Service is accountable for its performance and is open to evaluation by the communities it serves. Much of the information communities require to make a valid assessment of the fire and rescue authority's performance is already available. This Statement of Assurance presents this information in a clear, accessible and user-friendly way, setting the context within each section and using links to key documents where appropriate to evidence compliance with external and internal performance standards.

Financial Performance

Under the Local Government Act 1999 fire and rescue authorities (the Authority) are responsible for ensuring that their business is conducted in accordance with the law and proper standards, and that public money is properly accounted for and used economically, efficiently and effectively.

NFRS provides financial assurance through the publication of an [Annual Statement of Accounts](#). This is a statutory requirement under the Accounts and Audit Regulations 2015, and the accounts are prepared following the Code of Practice on Local Authority Accounting. The financial statements are subject to review by independent auditors as directed by the Local Audit and Accountability Act 2014.

The Service's appointed external auditor has been KPMG LLP since 2012/2013. The auditors are responsible for two key areas:

1. *Financial statements (including the Annual Governance Statement)*: providing an opinion on your accounts; and
2. *Use of resources*: concluding on the arrangements in place for securing economy, efficiency and effectiveness in your use of resources (the value for money conclusion).

Internal audit forms part of the wider system of internal control which deals entirely with the Authority's exposure to financial, and to some extent non-financial risk. The Service's internal audit for 2017-18 was provided by Nottinghamshire County Council. Presenting the annual report to the Finance and Resources Committee of the Authority enables Members to see the work of internal audit and the contribution that they make to the overall system of internal control.

Governance Statement

The Annual Governance Statement publicly explains how the Service manages its governance and internal control measures. It is an open and honest account of how the Service ensures its financial management system is adequate and effective, as well as ensuring it has a sound system of internal control, assuring the utmost integrity in all its dealings.

The Governance Framework comprises the systems, processes, cultures and values for the direction and control of the Authority and the activities through which it accounts to, engages with and leads the community. It enables the Authority to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate and cost-effective services.

In addition to the Annual Governance Statement, the Authority has a [Code of Corporate Governance](#) that the Authority commits to in carrying out its duties and responsibilities. In this document, officers have identified against each of the Code's principles what source documentation or existing practice demonstrates how the Authority complies with the principles that make up the Code.

NFRS believes it is important to be open about the way it spends public money. NFRS has used the [Local Government Transparency Code 2015](#) on data transparency, which recommends datasets the Service should make available as a minimum starting point for deciding what information NFRS should make available.

Our Services to the Community

The Authority's IRMP provides an opportunity to demonstrate how the Service will discharge its responsibilities in a way that is open and transparent to its communities and others with an interest.

[IRMP 2014-2019](#) identifies and assesses foreseeable fire and rescue related risks which could affect its communities, including those of a cross-border, multi-authority and/or national nature. The plan has regard to the community risk registers produced by the Local Resilience Forum and other local risk analyses as appropriate.

Consultation on the IRMP was carried out by Opinion Research Services and included online and paper surveys as well as face to face forums with different communities across the county.

Set out below are the actions that the Service has taken against each of its six priority areas over the period 2017 – 2018.

Priority 1 – Service Delivery

NFRS continues to use a risk-based approach to improve the service to individuals, communities and local businesses with an emphasis on creating safer communities, and reducing death and injuries. NFRS will do this through four key themes: preparedness, response, prevention and protection.

Service Delivery in Nottinghamshire continues to ensure that the key priorities of risk, training and competence are at the forefront of activities. A programme of exercising, incorporating the safety critical area of breathing apparatus operations, was implemented in order to consolidate recent changes to equipment and procedures. Response personnel have undertaken a focused approach to identifying risks in their areas with crews actively engaged in the assessment and categorisation of specific premises' risks. This has enabled crews to ensure that they have the right resources at the right time for incidents at these locations and has also allowed the Service to develop operational preparedness, utilising a number of high risk premises to ensure that procedures are practiced and reviewed in realistic scenarios.

The Sustainability Strategy for 2020 identified areas of work to be explored to ensure the Service remains focused on effective delivery of services whilst addressing anticipated financial constraints.

In February 2018, the Authority approved the recommendation to introduce mixed and alternative crewing into the Service by April 2019. Work has been on-going to implement both projects within Service Delivery. Alternative crewing models have been explored which can utilise crew numbers of less than four to deal with certain incidents types, or be used to provide additional resources at larger more protracted incidents.

This is not a move away from existing minimum crewing arrangements, but an opportunity to maximise the use of all on-call resources that would alternatively be unavailable. On-call staff and incident commanders have received additional training to support the roll-out and progress has been made in all key areas of the project. It is planned for alternative crewing to go live in winter 2018 and be reviewed over a six-month period.

The mixed crewing system provides resources when it is needed most and has been approved for implementation at Ashfield and Retford fire stations. Costs will be reduced by converting appliances crewed by wholetime personnel to on-call personnel during time periods of low activity, primarily overnight where on-call availability is resilient.

To facilitate the implementation of the change in crewing system, a project team has been established to support the key areas of work which include the placement of wholetime staff, the recruitment of additional on-call staff, changes to the mobilisation system and additional training for the on-call staff at Ashfield and Retford.

The ambition for the mixed crewing project is that the project is completed by April 2019, this crewing model has the potential to realise significant savings whilst having minimal impact on operational outcomes.

During 2017-18, the Service has engaged in the Sustainability of On-Call Project. This project aims to ensure the long-term sustainability of on-call response within the Service and has developed a practitioner working group of on-call employees within the Service to help facilitate this. The project has explored several areas to improve the on-call including communications, availability, work-life balance, recruitment, training and remuneration. The group has standardised practices across all 16 on-call stations and worked to automate a number of procedures to improve efficiency. This support for the Service's on-call personnel continues to increase with the recruitment of five specific On-Call Support Officers who will work to assist improve availability and sustainability of this duty system over the coming years.

This year has seen the re-introduction of both prevention and risk intelligence activities to on-call staff within the Service. These activities not only increase the activity of personnel who often provide more than 80 hours of availability per week, but also ensures that on-call stations are at the heart of their communities. This increased activity has also been supported through the delivery of additional training time for personnel, as well as specific business plans to assist in their wider engagement within the Service and within their communities.

To further build on a more holistic approach to community safety, the Prevention Department will continue to focus on the health and wellbeing of vulnerable members of Nottinghamshire's communities in 2018/19. To facilitate this, an Occupational Therapist has joined the team to work with the most vulnerable and enable a 'person centred, one visit' approach to addressing their safety needs. In addition, safe and well visits will replace the traditional home safety check later this year. Alongside the delivery of fire safety advice, a safe and well visit will also involve operational crews and members of the Prevention Department providing information (smoking cessation, alcohol safety, falls prevention, keeping homes warm, etc.) on behalf of partner organisations. A new risk stratification index, using both in-house data and information available from partner organisations, is to be introduced this year. This will enable NFRS to better identify those who are most at risk and prioritise activities to improve their safety. Collaboration with all partners will continue and there will be a focus this year on how NFRS can work more closely with Nottinghamshire Police to address issues such as vulnerable persons, rural safety, road safety and youth engagement.

The winter of 2017, and spring of 2018, saw the county faced with prolonged periods of sub-zero temperatures, which posed particularly challenging times for those people who found themselves homeless in Nottingham during this period. The Service is proud that the new City station, London Road, opened its doors in partnership with the British Red Cross and the City Council to provide emergency shelter for homeless people; 79 individuals accessed this service over 29 nights – equating to over 200 nights of provision for individuals.

Whilst carrying out fire protection activities, the Service uses a 'risk based inspection programme' to ensure all dealings with properties are relevant and proportionate to the risk it perceives the premises presents to the community.

Two priorities are hospital/care facilities and sleeping accommodation (flats, bedsits etc.) above businesses. NFRS is working pro-actively with businesses and landlords to reduce the risk.

NFRS actively engages with local businesses through the Growth Hub and Local Enterprise Partnerships through D2N2. The Service's business education advocate organises workshops, seminars, training and advice sessions to publicise the assistance NFRS can provide to support business resilience and the local economy.

The Service has been working closely with the National Fire Chiefs Council to address the issues that arose out of the Grenfell Tower tragedy. Continuing to work closely with Local Authority housing providers and other responsible persons who own or manage tall buildings to ensure the continued safety of those who live or work in these buildings. Where appropriate, the Service has audited tall buildings with other regulators to ensure their compliance with fire safety legislation. An Independent Review of Building Regulations and Fire Safety was announced by Government in July 2017 following the Grenfell Tower tragedy and was led by Dame Judith Hackitt. Its purpose was to make recommendations that will ensure:

- A sufficiently robust regulatory system for the future;
- Residents feel that the buildings they live in are safe and remain so.

It examined building and fire safety regulations and related compliance and enforcement with the focus on multi-occupancy high-rise residential buildings. NFRS awaits to see if and how the Government intends to implement the recommendations made within the review and will act appropriately when these are known. NFRS is in a primary authority scheme with three Nottinghamshire based organisations. These partnerships allow the Service to provide assured advice to organisations in support their activities nationally and demonstrates commitment to providing clear, consistent support to local and national businesses, whilst similarly respecting the advice given to other businesses who are in primary authority schemes with other fire and rescue services.

In 2017/18, the Service has worked closely with the Leicestershire and Derbyshire Fire Services' Control Rooms and have introduced new governance which ensures end users from all three Control Rooms meet regularly to share best practice and influence change, harmonisation and strong working relationships.

Priority 2 – Employees and Workforce

The last 12 months has seen the agreement of new front-line service delivery models and changes to the crewing of appliances following a protracted period of negotiation with the trade unions. This will result in night time cover being provided by on-call crews at two stations (mixed crewing) and on-call crews responding to more low risk incidents (alternative crewing). Once fully implemented the mixed crewing model will result in significant savings for the service and alternative crewing

will improve initial response times in areas covered by on-call stations. Changes to the Rostering Collective Agreement will also result in long-term savings once fully implemented. The period 2018-19 will see the implementation of these changes to service delivery and the realisation of efficiency savings.

The overall workforce reduced from 912 to 902 during 2017-18, mainly due to the deletion of 16 vacant fire-fighter roles in January 2018 as part of a workforce planning strategy. These reductions were achieved through natural turnover.

A concerted effort has been made to increase the on-call workforce and 36 new trainees commenced their training during 2017-18 and have now been allocated to 13 stations across the county. Priority will continue to be given to on-call recruitment and retention over the next year.

Planning commenced for the first intake of whole-time fire-fighter roles since 2012, and a recruitment campaign opened in March 2018. The Service is seeking to recruit up to 40 additional fire-fighters into front-line roles as part of succession planning in line with workforce projections to cover retirements and turnover over the next two years. Positive action events have been undertaken to promote a career with the fire and rescue service and particularly to encourage women and those from Black and Asian Minority Ethnic (BAME) backgrounds to apply. Both women and BAME employees are under-represented in the workforce compared to the general local population.

A full programme of training activity is undertaken by in-house trainers to ensure acquisition of competence for new fire-fighters, maintenance of operational competence and up-skilling of personnel in the use of new equipment or changing requirements, in line with national guidance. This is based upon the National Operational Framework and is accredited through Skills for Justice. NFRS's virtual reality training suite provides a simulated environment for incident commanders to develop and test their command skills, and this year it has received accreditation as a Centre of Excellence.

The Service launched its e-learning site during 2017, which facilitates access to a range of learning modules and ensures that technical knowledge and guidance is readily available and accessible to all employees. Many of the e-learning modules are developed in-house, with access to a library of resources across a range of topics. This is an effective way of sharing knowledge and forms part of the blended learning approach.

Particular focus has been placed on developing leadership to support existing managers and to develop those with potential to be future leaders. An in-house Aspiring Leaders Programme has been introduced, and an Apprenticeship in Leadership has also commenced this year in partnership with Sheffield College.

The health and welfare of the workforce is a key priority, and the occupational health and fitness team provide a full range of support for employees. Ensuring the fitness of operational personnel is critical given the environment and demands faced on the incident ground, and a dedicated Fitness Advisor and a network of physical training instructors help to maintain high levels of fitness, with gym facilities available at all stations.

Particular emphasis has been placed on prevention of musculo-skeletal injury and mental health this year, with the introduction of an on-site physiotherapy service, a new Employee Assistance Programme and peer support network. This ensures that employees have access to a range of facilities to support their physical and mental well-being. The health promotion and prevention work undertaken by the occupational health team has received Gold Standard accreditation this year through the Well-Being at Work Award Scheme.

Whilst sickness absence has slightly increased during 2017, from 7.63 to 8.05 days per employee, the Service is ranked 16th of 30 fire and rescue services and remains below the sector average of 8.18 days (the lowest average being 2.76 days and the highest 14.46 days). Emphasis continues to be placed on reducing sickness absence, with measures to prevent ill-health and a range of support for employees to enable them to recover from illness and return to work at the earliest opportunity.

A number of initiatives have been introduced to understand and address the different needs of employees, and to raise awareness of equality issues through development modules and programmes. More detailed information is available in Section Six.

A survey has been undertaken to encourage employees to provide feedback on a range of issues relating to their experience of being employed by NFRS, and work is on-going to address any areas that can be improved.

The Service continues to place emphasis on the core values (One team, professional, value and respect for others, open to change) and to reflect these values in all that we do.

Priority 3 – Improvement and Governance

With increasing demand for services likely across the public sector, NFRS will be required to base its decisions upon robust intelligence and work alongside its partner/agency service providers in a more collaborative manner.

A new inspection programme will take place for all fire and rescue services, carried out by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS). The inspection framework has been developed and designed to look at three core areas, efficiency, effectiveness and people. A HMICFRS team has been created to support the process and ensure it runs smoothly.

A Continuous Improvement Framework has been written and agreed. There is currently a project underway to develop a new dashboard to capture, display and report performance information to support emerging cultures. This will aid the Service in expanding use and co-ordination of information with appropriate partners and support a more intelligence-led decision making process.

The formation of a Shaping Our Future Team has helped support the outcomes of the Organisational Development and Inclusion Strategy and Sustainability Strategy, which were written, agreed and implemented by the Service. This demonstrates the commitment by the Service for the long-term.

In order to achieve the transformational changes set out within the Service's Organisational Development Strategy, the Service has developed a People Strategy which ensures leadership development programmes reflect the changing requirements of management and leadership roles across the Service, and are aligned to the Service's commitment to be a learning organisation.

With cyber-attacks on the increase, the Service has identified some organisational security risks. These were identified early and will be managed appropriately. A new business continuity management policy around cyber-attacks is currently being drafted. This year the Service has also achieved a 'Cyber Essentials Plus' certification.

The Service carried out a review of the information it regularly publishes as part of the new intranet/internet project. The Information Governance Team is looking at current trends in freedom of information request to try and publish information that appears to be of interest to the public. An external communication strategy has been developed and implemented. Many stations have created their own social media platforms on Twitter and Facebook.

Joint Emergency Services Interoperability Principles (JESIP) have been implemented and embedded within the Service in conjunction with multi agency partners, with these principles being embedded within all multi agency plans. NFRS actively participates in regular multi-agency exercises and debriefs. NFRS received a positive JESIP audit, which identified areas of good practice, including strategic level managerial support for JESIP, and the principles being embedded through the organisation to operational personnel. Plans and procedures were also outlined as notable good practice both within NFRS and the wider responding organisations.

Lessons learned from national events via National Operational Learning, Joint Organisational Learning and other sources, e.g. Kerslake, Coroner Reports etc are identified and actioned via NFRS's critical event action log to ensure any gaps are identified and addressed in conjunction with Local Resilience Forum partners where required.

Priority 4 – Engagement and Partnerships

The Service continues to work closely with a wide range of partners and community organisations to identify and keep safe those members of Nottinghamshire's communities who are most at risk.

In 2017/18, an Occupational Therapist (OT) from Nottinghamshire Healthcare NHS Trust was seconded into the Service's Persons at Risk Team to investigate new ways of reducing risk for those in communities who are most vulnerable. The secondment has been extremely successful and has resulted in many positive outcomes. The OT promotes an individual's independence using strategies, techniques and adaptive equipment. When applied in a setting where an individual is at risk of fire, the OT's interventions have proved to be extremely effective in reducing the risks in a suitable, timely and person-centred manner. As well as better outcomes for service-users, the secondment has resulted in financial, time and

resource savings for NFRS, and has also potentially reduced demand on health services, social care and other emergency services.

During 2017/18 the Service has worked more closely than ever with Nottinghamshire Police to deliver joint operations targeting rural safety, road safety and youth engagement. It has continued to build on its joint-working approach with City and County safeguarding teams; has undertaken some innovative work on hoarding including the delivery of group, and one to one, support sessions alongside a counsellor; and has continued to develop a collaborative approach to water safety with the district councils, the Royal National Lifeboat Institution and Royal Life Saving Society.

Priority 5 – Environment

NFRS is committed to minimising the Service's impact on the environment by integrating environmental considerations into all aspects of the Services work by meeting legal standards, seeking competent advice and adopting best practice.

During 2017-18, the Service's health and safety department has developed an environmental strategy and policy statement that has set targets for the reduction of waste produced by the Service, with the ultimate aim of sending zero waste to landfill. The vehicle replacement strategy will reflect the aim of the Service to ensure the most suitable type of vehicles are procured for their purpose, taking into consideration fuel efficiency and emissions. The Service has installed charging electric points at multiple sites and has two electric vehicles as part of its fleet.

The Service has also reduced the overall numbers of light vehicles within its fleet by eleven vehicles and replaced around 40% of the remaining older, more polluting vehicles, with the latest Euro 6 standard vehicles to help reduce harmful emissions. As the electric charging network is expanding across Nottinghamshire, NFRS is planning to introduce a further five electric vehicles in 2018 to replace some of the older diesel cars and vans. All new vehicles are fitted with a real-time asset tracking system to identify where future efficiencies can be made in the potential reduction of road travel and carbon emissions through the effective management of vehicle use.

The station replacement programme continues in-line with the property strategy, Newark fire station was completed in July 2018 and the new station at London Road completed in late 2016. The new stations incorporate increased thermal insulation, energy efficient lighting systems and photovoltaic cells for electricity generation. London Road fire station is linked to Nottingham City's district heating system, which will contribute to reducing CO2 emissions by over a third compared with similar buildings.

Other strategies being incorporated by the Service to address its environmental responsibilities are the completion of Skype for business roll out, which will reduce the need for business travel through the provision of telephone and video conferencing functionality

Priority 6 – Inclusion and Equality

NFRS continues to maintain a strong commitment to inclusion and equality. During 2017-18, the Service began a positive action programme for wholetime fire-fighter recruitment, its first in five years. This built on the blueprint established in 2012 and included more comprehensive and targeted support for candidates including those from under-represented groups. This has included targeted advertising, interviews, social media, fire-fighter awareness days, mentoring sessions and ‘Firefit’ gym sessions. The recruitment process began in March 2018 and outcomes for 2018-20 are positive.

NFRS continues to support LGBT+ service users and staff and maintains its commitment to the Stonewall Workplace Equality Index – the Service maintained its top 100 employer status until January 2018. NFRS had maintained this status for three consecutive years which was an excellent achievement. Stonewall is now placing more emphasis on trans equality and this is helping NFRS to improve its policies in this area.

The Service continues to work with partners across Nottinghamshire and the fire sector. NFRS was part of a multi-agency group producing a role models film on mental health and one which is yet to be launched for BAME communities. In partnership with colleagues, conferences were delivered covering themes and issues in relation to bisexual staff and service users, and another focusing on International Day of Disabled People both aiming to raise awareness of minority issues.

NFRS has also been meeting with the British Deaf Association (BDA) to begin discussions about becoming a more inclusive organisation for the deaf population. The BDA’s British Sign Language Charter has five pledges and NFRS is finding out more with a view to signing up to the Charter during 2018-19.

As a public sector organisation, it is part of NFRS’s responsibility to encourage the organisations it works with and, purchase goods and services from, to improve their working practices in relation to equality. This is why NFRS has produced a ‘Working with NFRS’ document which shows businesses and potential suppliers what the Service does to promote equality and how they might do the same in their organisations.

A programme of training on diversity issues forms part of the core training prospectus and inclusion forms a key part of the Shaping our Future organisational development programme. Respect for others is one of the central principles of [NFRS’s core values](#) and is reflected in the expectations of the way that employees conduct themselves and engage with the county’s diverse communities.

Framework Requirements

In May 2018, the Department for Communities and Local Government published the current Fire and Rescue National Framework for England. This document sets out the Government's priorities and objectives for fire and rescue authorities in England. The Framework sets out high level expectations and does not prescribe operational matters. Operational matters are best determined locally by fire and rescue authorities, working in partnership with their communities; local citizens, businesses, civil society organisations and others.

Planned Improvements

In 2018-2019 NFRS will develop and consult on a new IRMP. This plan will balance prevention, protection and response activities to reduce the impact of risk on communities in a cost-effective way. It takes into account the risk analysis completed by local and regional resilience forums and NFRS's own internal risk analysis. There will also be a greater focus on changes at a national level such as collaboration, resilience and the HMICFRS inspection regime.

The Service is faced with finding further savings of up to almost £1.3 million between now and 2020. In addressing this, the Authority approved the recommendations contained within the NFRS [Sustainability Strategy](#) report which presented proposals, highlighted strategies and sought approval for actions to ensure the Authority is in the best position possible to meet the financial pressures within the anticipated constraints to 2020. Much work will be required over the next year to help support and implement mixed crewing and the alternative crewing models.

With collaboration playing a big part of the Service's future, work around a possible joint headquarters with Nottinghamshire Police is under way. Potential options and sites have been outlined and identified. NFRS and Derbyshire Fire and Rescue Service are currently looking at options around combining their Fire Controls. Visits to other Services that have combined have taken place and lessons learnt. Options will be put forward to the Authority, with a view of a combined Control function in 2019/2020.

NFRS now has electrical car charging points at eight sites throughout the County, thus supporting its continued commitment to an environmentally friendly future. Two electric vehicles have been purchased and more are planned for 2019/10.

Work continues around the Service's SharePoint intranet site 'MyNet'. Workshops are currently being held with all departments to identify workstreams, with a view of providing a more seamless information flow between departments.

The regional National Operational Guidance team is still aiming to align operational guidance with regional partners to improve efficiency and effectiveness of Service Delivery.

The Service continues to plan for the introduction of the new 'safe and well checks' in 2018, an initiative which supports the health and wellbeing agenda, with the fire service taking on a broader role when undertaking home safety checks. This will

mean that not only will support be given to make someone's home safer from fire, but that the Service may also give out advice such as fall prevention, winter warmth and home security, or signpost people to other services such as smoking cessation and drug and alcohol interventions.

The Organisational Development and Inclusion Strategy remains a key element of the transformational programme, and will form a major part of the work being carried out by the newly formed transition team. This team will oversee the implementation of the Sustainability Strategy during 2019/20.

NFRS will be introducing a new Continuous Improvement Framework and is currently working to create a performance dashboard. This will enable departments to utilise data from partners and provide more transparency of the Service.

The Grenfell enquiry will continue to impact on the Service for a considerable period of time. It is expected that the outcomes of the public enquiry will influence policy and procedures at NFRS especially around Fire Protection.

Our Community Engagement

How you can become involved

Nottinghamshire and City of Nottingham Fire Authority is a body of 18 elected members (six from the City Council and twelve from the County Council) that exists to supervise and direct the work of the Service and hold it to account to ensure it performs efficiently in the best interests of the community.

Members of the public can get involved with the work of the Fire Authority by attending the public meetings that are held regularly by the Authority and its sub-committees at NFRS headquarters. You can find out more about the Fire Authority, its work and access documents from previous and future meetings via the link. NFRS values the views of the communities we serve to ensure we are providing you the service you need. We consult formally on the ways in which we propose to deliver services – particularly when developing the IRMP, which sets out how we intend to manage the Service for the next five years. More information about NFRS's consultation activities is available here.

Much of the Service's work with the public is done face-to-face by fire fighters and community safety staff, whose aim is to make communities safer. You can see how we do this, find advice on making yourself safer at home, work or play in the county or contact us for more information by visiting our website.

You can also find us on Facebook

And; on Twitter by searching for: @nottsfire

Access to information

Details regarding our arrangements in respect of access to data and information can be found on the NFRS website.

How to make a compliment or a complaint

NFRS aims to make it as easy as possible for the people we serve to let us know their views. Through listening and learning we improve the quality of the services we provide, and encourage and recognise good practice by staff.

We want to hear from people if they:

- Have a suggestion on how we might improve services.
- Would like to compliment us on a job well done.
- Feel we have fallen short of their expectations.
- Feel we have fallen short of the standards we set ourselves in dealing with complaints.

There are a number of ways in which you can compliment, comment or complain about our services:

- Email us on enquiries@notts-fire.gov.uk
- Phone us on 0115 967 0880
- In person by calling into one of our stations or headquarters
- By post, to:

Nottinghamshire Fire and Rescue Service
Bestwood Lodge, Arnold, Nottingham NG5 8PD

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NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Nottinghamshire and City of Nottingham
Fire and Rescue Authority

INTEGRATED RISK MANAGEMENT PLAN

Report of the Chief Fire Officer

Date: 28 September 2018

Purpose of Report:

To present Members with a draft copy of the Integrated Risk Management Plan 2019 to 2022 to approve for public consultation.

CONTACT OFFICER

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1. BACKGROUND

- 1.1 Each Fire and Rescue Authority is required to produce an Integrated Risk Management Plan (IRMP) which identifies and assesses all foreseeable fire and rescue related risks that could affect its communities, including those of a cross-border, multi-authority and/or national nature. The plan must also have regard to community risk registers produced by the Local Resilience Forum and any other local risk analyses as appropriate.
- 1.2 The principle of an IRMP is now well embedded since its introduction and inclusion in the Fire and Rescue Services Act 2004 and supporting National Framework Documents (NFD). The 2018 NFD states every fire and rescue service must produce an IRMP which covers at least three years, is publicly available, reflects consultation and uses up to date risk information.
- 1.3 In 2010, the Fire Cover Review introduced additional methods for assessing and communicating risk, at the same time Nottinghamshire Fire and Rescue Service (NFRS) began to publish operational activity on its website, allowing communities to better access and understand the demands upon resources.
- 1.4 The Authority is required to prepare an IRMP which sets out the vision and Service objectives for the organisation, reflecting effective consultation throughout its development and at all review stages with the community, its workforce, representative bodies and partners.
- 1.5 The latest NFD and Her Majesty's Inspectorate of Constabulary and Fire and Rescue Service's inspection framework have been considered in the planning and production of this draft IRMP.

2. REPORT

- 2.1 Each Fire and Rescue Authority must take account of the NFD in the development of its IRMP, which must:
 - Be easily accessible and publicly available;
 - Reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies, and partners;
 - Cover at least a three-year time span and be reviewed and revised as often as it is necessary to ensure that fire and rescue authorities are able to deliver the requirements set out in this Framework; and
 - Reflect up to date risk analyses and the evaluation of service delivery outcomes.

- 2.2 The Service used Opinion Research Services (ORS) to assist with the engagement of the community in its drafting of the new IRMP. In total, there were 30 diverse participants at three focus groups, these were held in May 2018. In addition to this, engagement with the workforce took place at each of the spring conferences and was a topic for discussion during the Strategic Leadership Team visits to stations.
- 2.3 This IRMP gives an overview of the services recent past including how we keep people safe and focuses on the areas identified within the NFD. It then touches on key areas that NFRS feels is important in delivering the service which are summarised under the key priorities:
- Prevention;
 - Protection;
 - Response.
- 2.4 A full copy of the draft document is appended to this report for Members' approval for consultation.
- 2.5 It is proposed the Service will commence a 12 week consultation process starting 28 September 2018 and finishing 21 December 2018. The priority throughout this process will be to demonstrate that effective communication is delivered with key stakeholders and will be delivered using the Authority's agreed and reviewed consultation framework.
- 2.6 The consultation process will be facilitated by ORS and will ensure that the proposals are widely communicated to provide the community and all other stakeholders the opportunity to respond.
- 2.7 As part of the consultation process, the naming of the IRMP will be covered to ensure that the community not only relates to the document, but understands what is contained within it.
- 2.8 The IRMP will be supplemented with an annual service plan; a working document which links performance measures to priorities and reinforces the strategic vision. The plan should be flexible enough to meet an ever-changing environment, yet balance some of the benefits from a longer-term plan.
- 2.9 If agreed by Members this document will be consulted upon with regard to the Fire Authority's adopted consultation framework, with an outcome report and recommendations being brought to February 2019 Fire Authority, in time for the plan to be launched from 1 April 2019. An objective of the medium term financial plan is 'to show how resources support the Authority's Service Plan over its full term'. By presenting Members with both the IRMP and medium term financial plan at the same meeting will demonstrate the alignment of resources to the plan and identified risk.

3. FINANCIAL IMPLICATIONS

- 3.1 The Service continues to face financial pressure and the IRMP will be integral in demonstrating how it prioritises and directs its resources, to the most vulnerable in communities whilst maintaining an effective and resilient response function.
- 3.2 A budget of £45k has been established in 2018/19 for public consultation, as more information and experience is gained, formal proposals for resources will be developed and progressed through the normal governance arrangements where appropriate.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

- 4.1 Whilst there are no direct implications contained within this report, as issues arise from the IRMP process these will be included in future update reports as necessary and business planning processes.
- 4.2 The preparatory work will be co-ordinated by Corporate Support, but will require substantial resources from across the whole organisation. The Strategic Leadership Team will ensure the demand is balanced across the Service, ensuring that timescales are met.

5. EQUALITIES IMPLICATIONS

Whilst an equality impact assessment will be completed for the final IRMP, equality implications have been factored into all stages during the development.

6. CRIME AND DISORDER IMPLICATIONS

Extensive opportunity for partner agencies to engage in the consultation have been integral to the IRMP process. Such liaison is intended to have a positive impact within communities and the Authority's duty within the Social Value Act 2012.

7. LEGAL IMPLICATIONS

- 7.1 It is a statutory duty to prepare an IRMP under the NFD, this framework is issued by the Secretary of State under the provisions of Part 3, Section 21 of the Fire and Rescue Services Act 2004. This report seeks to re-assure Members that this is being considered in development of the IRMP.
- 7.2 The Police and Crime Act 2017 also provides a statutory requirement to consider opportunities to collaborate. These will be considered as part of the development of the IRMP with key stakeholders, further discharging the duties of the Authority.

8. RISK MANAGEMENT IMPLICATIONS

- 8.1 The Fire Authority is required under the national fire and rescue framework to produce an IRMP. The plan identifies, prioritises foreseeable risks the community faces within Nottinghamshire. The purpose of the plan is to prevent and mitigate the fire and rescue related risks and keep Nottinghamshire communities safe.
- 8.2 Failure to develop and implement an IRMP which lays out the Authority's intentions could leave the Service open to criticism both through formal means and through the wider stakeholder engagement.

9. COLLABORATION IMPLICATIONS

Statutory duties placed on NFRS by the Police and Crime Act 2017 provides a renewed focus to consider collaboration opportunities with other emergency services. The IRMP is an opportunity to implement the Service's strategic collaboration intent and to meet its legal duty.

10. RECOMMENDATIONS

That Members approve the draft IRMP for wider public consultation over a twelve-week period.

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

None.

John Buckley
CHIEF FIRE OFFICER



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Strategic Plan

2019-2022



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Welcome from the Chief and the Chair

It is our pleasure to present to you our Service's strategic plan for the next three years, which sets out how we are going to ensure that we create safer communities across Nottinghamshire.

It is a document that also outlines how we will meet the National Framework 2018, which sets out the Government's expectations and responsibilities for fire and rescue authorities.

Our last plan highlighted that we were going to maintain and support our workforce, continue to improve upon previous achievements, ensure that our Service has an appropriate infrastructure for governance to support our future successes and develop and maintain our strategic partnerships. We also aimed to reduce our impact on the environment and invest in new technologies, whilst making sure that our services were tailored to meet our communities and their needs through promoting equality and diversity.

It is pleasing to see that we have made great progress in all of these areas, however we know there is still work to be done to increase efficiencies, maintain our high-quality services and our strong governance and financial sustainability, and ensure that our workforce remain engaged and motivated.

Our plan for 2019 – 2022 builds on our achievements and sets out how we will navigate the next three years as a modern fire and rescue service, adapting to the demands of evolving risks.

We know that there are some challenging times ahead, but we are confident that our plan considers risks from all areas and outlines how we intend to move your Service forward.

We look forward to building on the aims and actions set out in this plan to provide you with a safer Nottinghamshire for the next three years and beyond.

John Buckley
Chief Fire Officer

Councillor Brian Grocock
Chair of the Fire Authority



Who are we?

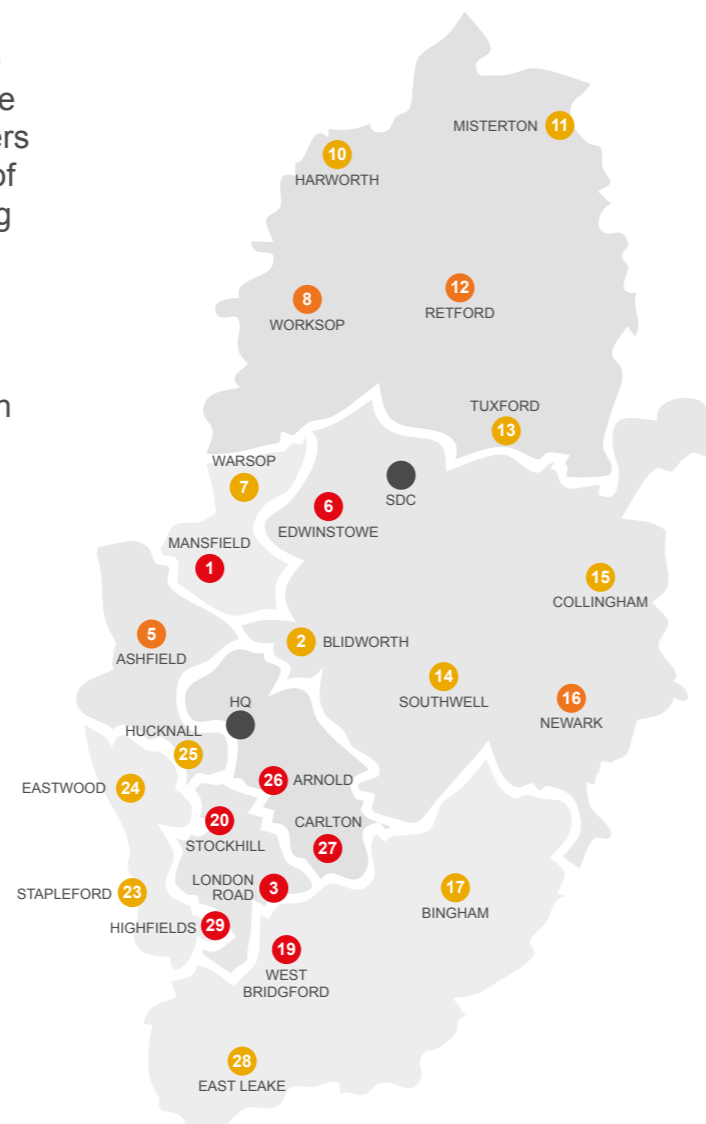
Nottinghamshire Fire and Rescue Service (NFRS) is dedicated to the safety, care and protection of the County's 1.15 million residents through the delivery of high quality services which are responsive to local need, accessible to all citizens – especially the most vulnerable - and effective in keeping people safe and well.

Since the introduction of the last plan, we have seen an overall decrease in the number of fires we have attended and we are working hard to reduce these numbers even further. Putting safety at the heart of our delivery has meant we are increasing our focus on prevention and protection, whilst ensuring we respond to the ever-changing demands and requirements of those we serve. We aim to maintain the unique level of trust we have built up with the residents of Nottinghamshire.

Fire stations and premises

- Wholetime
- Wholetime & on-call
- on-call
- Non Station

Number in circle = Station Number



Our vision:

Our vision is to create safer communities across Nottinghamshire, and throughout the life of this plan and beyond, we will work to provide the best possible service to you, with the resources that we have.

Everything that we do is supported by our four values, which recognise that we work

with integrity; that we are open to change and new ways of working; that we value and respect our staff and those we serve; and that we are committed to working as one – whether that is with other emergency services or with you to make sure you are safe, whether you live, work or travel within Nottinghamshire.



Our people

It would be impossible to protect our communities without the dedicated and professional staff that we employ across our Service.

Our workforce is our biggest asset, and we are absolutely committed to continuing to develop and improve them to meet the demands of a modern, diverse fire and rescue service.

Our People Strategy underpins this commitment. Aligning itself to the National Fire Chief Council's requirements for training and development, our Strategy is focused on ensuring we have the professional and skilled workforce needed to deliver high quality services, that are resilient and flexible to respond to current and future challenges.

The Strategy also recognises our aspiration to become a more representative organisation to better reflect our communities, and it is a priority of ours to improve the diversity of our workforce.



What we do

What does creating safer communities actually mean? If you see us in your community, we will be doing one of the following: preventing, protecting or responding to incidents.

Our staff are involved in a variety of roles from education, to raising awareness about safety, to working with other emergency services.

Prevention:

Every part of our Service feeds into the work that we do to prevent incidents from happening. Our Prevention Team as well as our operational firefighters, covering the whole of Nottinghamshire, brings the focus of this work right into our communities.

Working with residents to raise awareness is a key part of our work. Through the lifetime of our 2014-2019 plan, our prevention activities saw our staff deliver road safety education in schools, work with partner agencies to raise awareness of water safety, and run campaigns in response to incidents in communities.

Through the continued delivery of Safe and Well Checks, education programmes, community events and our work alongside our partner agencies to target the most vulnerable, we ensure that our safety messages are far-reaching, raise awareness of everyday risks and help to keep our citizens safe.



Protection:

Providing and enforcing fire safety advice is an important part of our role, and our Fire Protection Team has a statutory responsibility for auditing premises and enforcing fire safety legislation, under the Regulatory Reform (Fire Safety) Order 2005.

We work with local businesses, landlords and those responsible for public buildings (such as hospitals) to reduce risk and ensure compliance with safety regulations. We also undertake extensive planning so that we are prepared for incidents should they arise. This role extends to professional engagement during the planning of new buildings and the redevelopment of existing ones across Nottinghamshire, to build in fire safety.

Response:

Our front-line response, undertaken from 24 fire stations across the county, provides cover in response to emergency calls. The majority of this response is to fire or traffic collisions, but our fire crews also attend rescues ranging from water, height and confined spaces, to incidents involving chemicals and other hazardous materials.



Incident response figures



Fire

2017/18	3,300
2016/17	3,250
2015/16	3,366
2014/15	3,483
2013/14	3,708



Person Rescue

2017/18	1,293
2016/17	1,317
2015/16	779
2014/15	506
2013/14	517



Road Traffic Collisions

2017/18	506
2016/17	511
2015/16	511
2014/15	522
2013/14	509



False Alarm

2017/18	4,369
2016/17	4,415
2015/16	4,040
2014/15	4,191
2013/14	4,137



Other

2017/18	1,109
2016/17	1,517
2015/16	1,051
2014/15	827
2013/14	883



Totals for each year

2017/18	10,577
2016/17	11,010
2015/16	9,747
2014/15	9,529
2013/14	9,754

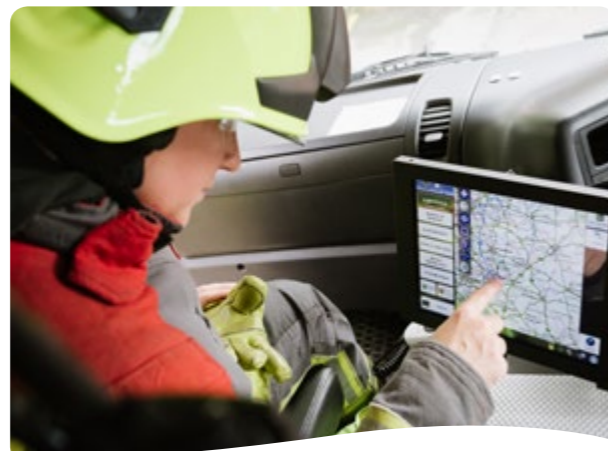


Our journey so far

In our previous plan we set out the challenges we faced during a time of change for the emergency sector. Over the last five years we have worked hard to maintain the services we provide, to ensure they are professional, effective and deliver value-for-money.

Since 2010, we have reduced our operating costs by 25% while still making sure that we are there for you when you need us. We have looked at all areas of the Service to make savings and increase efficiency and effectiveness, such as:-

- ➔ Introducing new ways to deliver our services, for instance through a 'mixed crewing' model at Ashfield and Retford fire stations.
- ➔ Exploring collaboration with other emergency partners by sharing premises with the police and ambulance services and working more closely with neighbouring fire and rescue services.
- ➔ Actively reducing operating costs of our sites by rationalising the estate and the use of efficient green technologies.
- ➔ Replacing our older vehicles with more economical vehicles in conjunction with reducing the number of vehicles we operate within our fleet.



Potentially far-reaching and fundamental changes now being implemented across the emergency sector mean we need to look at new ways of working, progressing initiatives that will transform our service delivery and ensure a greater degree of accountability and transparency.

The Policing and Crime Act 2017 provides a framework for these changes, including a new statutory duty to collaborate for each emergency service. Our 2019-2022 plan will keep this requirement in mind as we set out our priorities on how we will keep you safe for the next three years.

How our budget is spent

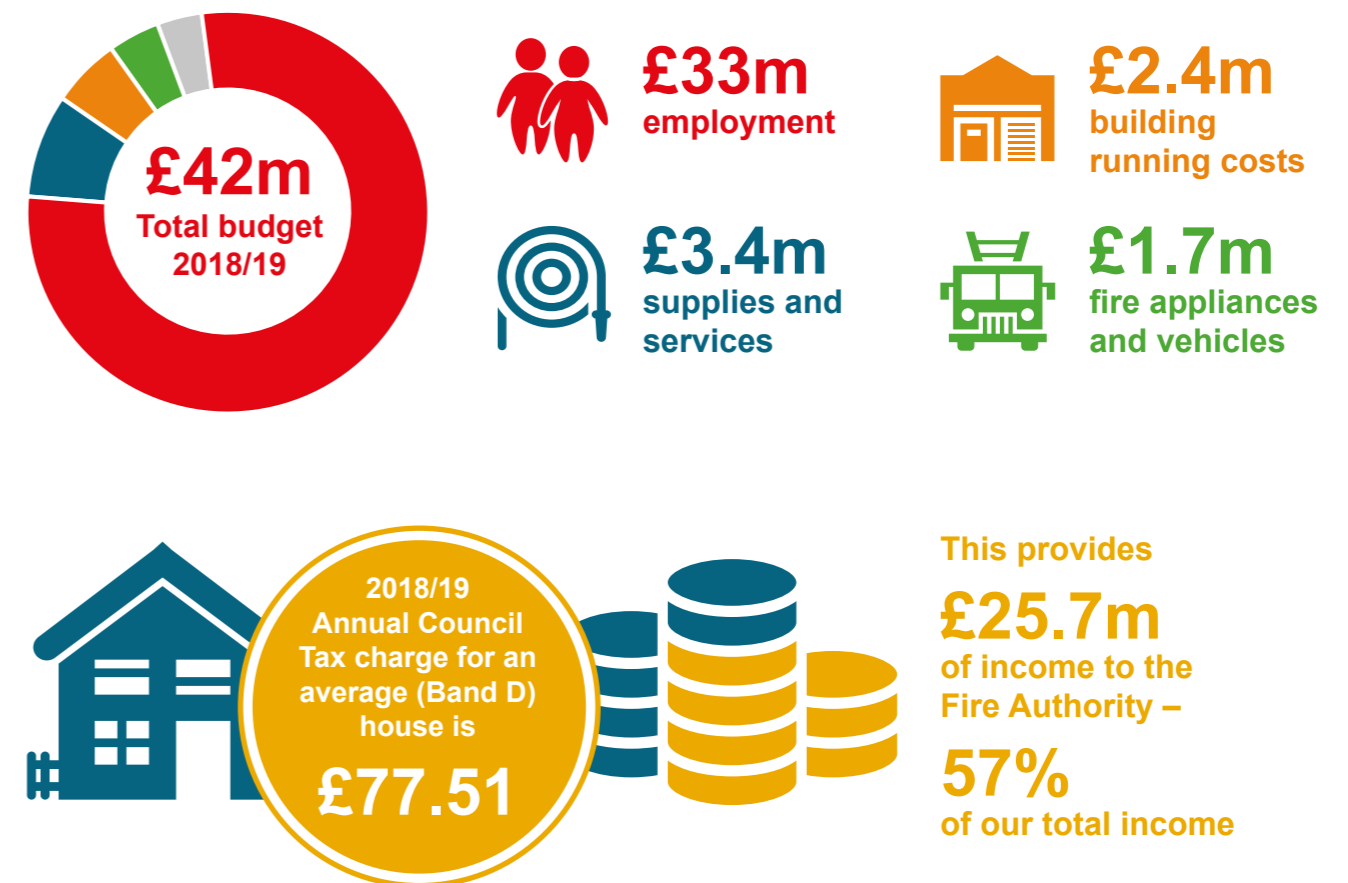
The budget for providing the fire and rescue services for Nottinghamshire in 2018/19 was £42m.

Over £33m, or 78%, of our income is spent employing the people who provide our fire and rescue services to the public. £3.4m is spent on supplies and services which includes equipment, protective clothing, training equipment, consumables and ICT licence costs, etc. The running costs of our 24 fire stations, development centre (training) and Headquarters are £2.4m and running fire appliances, specialist vehicles and cars costs £1.7m.

The 2018/19 Annual Council Tax charge for an average (Band D) house

is £77.51 (this equates to 21p a day). This provides £25.7m of income to the Fire Authority – 57% of our total income. Other income comes from Business Rates and government grants.

As part of its budget management, the Authority produces a Medium Term Financial Strategy (MTFS) covering a four-year period. The MTFS is updated annually to reflect emerging local, regional and national issues and makes informed assumptions about issues such as future pay, inflation, government funding and Council Tax levels and future risks. The MTFS forms the basis for setting the annual budget for the Service.



How do we keep you safe?

Our county covers 838 square miles and is home to major transport networks, large scale businesses and industries, national sporting venues and sites of heritage which all present their own unique risks.

To prepare for this, we use both local and national registers to help us plan for, and adapt our resources to future risks. The National Risk Register helps us to identify risks that could happen within the next five years where the consequences would lead to a civil emergency, and the Community Risk Register assesses the main risks across our county.

We are also able to analyse our own risk information to map the areas of most risk across our county.

The last 20 years has seen our response times to fires increase gradually, and this is due to a range of reasons. When you need us in an emergency, you will be speaking to one of our highly-trained Fire Control team, who will take the details of your location and the incident, mobilising a response vehicle immediately.

Details are then passed onto the nearest suitable resource, and while they are on their way, our Fire Control team will often remain on the phone with you until the fire crews arrive to give you advice and support.

It is our aim to attend all incidents within an average of eight minutes or less from the time we send a fire engine to you, and throughout the life of this plan, we will continue to aim for this standard.



Water risk:

Drowning accounts for the largest percentage of accidental deaths nationally. Consequently, we analyse all areas of open water in Nottinghamshire and the risks associated with them, playing an active role in our local water safety partnership to highlight the dangers.

With a variety of rivers, canals, lakes, reservoirs and weirs across our county, it is not unusual for us to attend water rescues and searches with our specialist boat and highly trained crews.

Since 2014, we have attended 236 incidents involving water, and nationally, there has been an increase in water related fatalities. We have led various campaigns to raise awareness of the dangers and will continue to educate our communities about staying safe around the county's waterways in the future.

Property fires:

No two properties are the same, and that's why we analyse and train to lessen the risks to both you and our firefighters for all kinds of properties, including flats, houses, commercial buildings, derelict properties or those that are home to vulnerable people.

It is important that we are aware of the hazards these properties might present to us when attending an incident. We regularly train at sites across Nottinghamshire to familiarise ourselves with locations, and to share best practice with each other to inform ourselves of the risks we might face.





Transport risk:

Nottinghamshire is home to a stretch of the M1 motorway, a large section of the A1 from Newark up to Harworth, as well as other roads including the A52 which links us to Derby and Grantham. Recent years have seen an increase in fatal road traffic collisions in our county, so we continually analyse incident data to plan initiatives and target areas which present the most risk.

But it's not just roads which make up our transport risk. Being located on the border of Leicestershire means we are close to East Midlands Airport and are likely be called to assist with an incident here. That's why we make sure we are prepared to respond to all kinds of incidents, even though many are rare.



A large rail network runs through our county, as well as a tram system through Nottingham City Centre and surrounding areas. Working alongside agencies responsible for the maintenance and management of these systems, we make sure we familiarise ourselves with their structure should we be called to an incident involving either a train or a tram.

The future looks set to bring a high-speed rail network through Nottinghamshire and this will require our Service to be involved in the planning process.

High rise risk:

Nottinghamshire has a number of buildings which are over six floors in height. These buildings present their own set of risks, and following the fire at the Grenfell Tower in London in June 2017, there has been an even greater focus nationally on the associated risks. We recently reviewed our high-rise procedure and risk analysis, and following this, we increased our 'standard' attendance of resources that would be mobilised if there was a confirmed fire at these locations.



Heritage risk:

Thankfully, incidents involving our most historic and treasured buildings across the county are rare. Wollaton Park, Newstead Abbey, and Nottingham Castle to name just a few are considered to be sites of local heritage, and to ensure we are familiar with their layout and structure, we are provided with their salvage plans. This enables us to limit damage to these sites in the event of a fire or other emergencies.



National risks:

National risks affect local communities, which in turn affect how we, as a Service, allocate some of our resources.

Issues including mental health, smoking and drugs and alcohol are becoming more and more recognised. We know that smoking accounts for 8.5% of fatal fires nationally, and that drug and alcohol abuse and mental health problems can put people at a higher risk of being affected by fire, and that's why we deal with these issues at a local level.

As an emergency service, a significant national risk is whether our future funding will allow us to sustain the level of resources and services we provide to keep you safe. The recent financial climate has brought some uncertainty to all public sector organisations, and to prepare for this risk, we are always reviewing and monitoring our finances and will continue to make sure that we provide the most efficient and effective services, whilst providing value- for-money.



Terrorism:

We are all aware of the increasing threat of terrorism. These events have led us to prepare our response in the event of such an attack here, or in one of our neighbouring counties.

In conjunction with our partners, our firefighters play a role in preparing for and responding to acts of terrorism, and as the risks change, we continually review our procedures and capabilities to ensure we are able to act effectively and safely.

Operationally, we work together with our partner agencies to prepare and plan for risks, and a joint response to such risks means that we can share best practice with other services as well as a greater level of communication and coordination across all that we do.



National resilience

As a UK fire and rescue service, we also have a responsibility in ensuring national resilience. We have a number of 'national assets', which can be deployed outside of Nottinghamshire to deal with anything from flooding to terrorism. We also have agreements in place should our neighbouring fire and rescue services need our assistance and, vice-versa, we are able to call on other services to provide resources and personnel.

We are also part of the Local Resilience Forum, which is a group made up of agencies including councils, fellow emergency services and health bodies. Playing an active role in this group means that we help to plan and take part in multi-agency exercises based on real risks to Nottinghamshire residents.

Cyber risks:

The risk of cyber-attacks threatens our operational capabilities. We know that recent years have highlighted how ICT infrastructures have been breached in public services, and that is why we have made significant investments in ensuring our systems are safe. As a result, we have been awarded a Cyber Security Essentials Plus certificate, which means that we have a strong security network in place.

What are we going to do?

Over the next three years, we are going to continue to make sure that we are always ready to work with you to prevent incidents from happening, protect you from hazards in the community and respond to you in an emergency.

Our commitment to continuous improvement means we will be in the best position possible, to face new and emerging challenges and opportunities. This is of particular importance in the light of the HMICFRS inspections introduced in 2018 and the National Framework, which seek greater transparency and accountability from all fire and rescue services. In addition, the Home Office, which has responsibility for national fire policy, has been clear about its intention to reform the way in which fire and rescue

authorities provide their services, focusing on improving efficiency and effectiveness.

The instability of the national economy will continue to impact on our finances. At present the Authority is working hard to make efficiencies to ensure that services can be maintained within anticipated funding levels. If funding restrictions continue into the future then it may be necessary to review how our services are delivered to the communities of Nottinghamshire.



Preventing incidents:

Safe and Well visits across Nottinghamshire.

We know that as a Service we have a trusted reputation within the communities we serve. We are working closely with other agencies to support early intervention for those who are most vulnerable, particularly where this would help people to live independently and safely in their homes.

Our targeted Safe and Well visits offer information on a number of factors which may increase vulnerability to fire or injury, such as smoking cessation, alcohol addiction, falls prevention and keeping warm during winter, in addition to fire safety advice. We will continue to refine our targeted approach and work with our partners to identify emerging needs, looking for ways to increase the volume of visits to the most vulnerable.

As the scope for Safe and Well visits develop nationally we will also look to review what we offer within



Nottinghamshire. We want to make sure you are as safe as possible, and by working alongside our partner agencies, we aim to make every contact count for those in need.

Identify who is most at risk:

We know there are factors which put someone more at risk from fire, and that's why we have launched a campaign, working alongside partner agencies, to help and support these people in their homes and communities. Our CHARLIE (Care and support, Hoarding, Alcohol, Reduced mobility, Lives alone, Inappropriate smoking, Elderly (65+)) profile lists everything we think has a direct link with being at risk from fire, and while thankfully, fatal fires are rare, sadly, most of those we have dealt with over the last few years have involved someone with one or more of these characteristics.



Protecting you:

Hazard spotting

Knowing about hazards and risks before we are called to deal with emergencies is a vital part of our prevention and protection role. As our crews have a unique knowledge of the communities they serve, we will utilise their skills and knowledge to implement what we call 'hazard spotting' in local communities. This means that firefighters will go out to premises and assess how safe they are from fire and, if an incident should take place, our Fire Control staff will have better knowledge of the hazards involved and will be able to send the most appropriate resources.



Reviewing our prevention and protection departments

Our prevention and protection teams are one of the main points of contact between us and our communities, and our focus will be on making them more accessible. That is why we plan to review our prevention and protection teams to make them even more effective, building a stronger working relationship with our partner agencies.

Implementing recommendations post-Grenfell

In June 2017, the fire at the Grenfell Tower led to the loss of many lives. Since then, there has been an increased focus on how fire services protect the public from fire, particularly in high rise buildings, and how fire safety measures are assessed. We will be working to make sure that we implement the outcomes of the Dame Hackett enquiry and the Grenfell Judicial review once published.



Responding to you:

Strengthen the sustainability of on-call

Over a third of our operational staff are on-call firefighters. Working in primary employment and devoting time to keeping our communities safe is a big commitment. As a Service we recognise this, and will continue to do so, as we focus on the future sustainability of our on-call provision.

We will do this by investing in the training and development of our on-call staff. The life of this plan will see these staff play a role in helping us to deliver mixed and alternative crewing, and we will continue to develop and support this part of our workforce to deliver services within the communities that they live and work.

Review our operational resourcing:

Making sure that we have the best equipment to deal with the challenges we face and also to keep our firefighters safe is another ongoing priority for us. We carried out a fundamental fire cover review in 2010, and then again in 2015.

In 2020, we will carry out another fire cover review to look at where our resources are and to consider whether these need to be re-evaluated depending on risks and the needs of our communities.

Our fleet will also be reviewed with the safety of our staff being at the forefront of any decisions made. We will continue to evaluate how fit for purpose our resources are and will identify areas over the next three years where our equipment and fleet could be developed to better respond to risks in Nottinghamshire.

Resilience and business continuity:

Because our service to you is 365 days a year, we make sure that we have plans in place to detail how we are going to keep things running in the event of a significant disruption.

We will continue to review these plans to ensure that we can maintain essential functions in the event of planned or unforeseen events, and it is our commitment to you that we will do all that we can to remain resilient.





Deliver the Emergency Services Network:

As technology moves forward, we need to keep up to date with this across our Service. Part of this will be a transition to the new Emergency Services Network (ESN), which will replace our existing Airwave Radios with the latest mobile communications technologies.

Developed nationally but delivered regionally, ESN will be a shared technology with all emergency services across the country, and will allow us to communicate seamlessly across all blue light services at incidents.

Collaborating to provide a better service

Through the Policing and Crime Act 2017, there is now a legal requirement for UK fire and rescue services to seek out ways to collaborate with other emergency services. This is likely to bring some

changes to the way we operate and bring about a greater integration of services.

Throughout the life of this plan, we will make sure that we review all opportunities to collaborate, whether this is through sharing estates and equipment or running joint campaigns to raise awareness of safety messages.

We are actively seeking collaboration, not just because we have to, but because we believe that it is the most efficient way to ensure we keep our communities safe.

Professional standards

The National Framework outlines the Home Office agenda to develop a coherent and comprehensive set of professional standards across all areas of fire and rescue services', drawing on existing standards where appropriate.

The development of new national standards will be on an ongoing basis and we will work to ensure that this Service aligns itself to the national agenda.

Looking after your Service

We are proud to be an organisation which provides our staff with modern technologies, access to health and wellbeing services and opportunities to develop within their roles, and we will carry on ensuring that everyone who is part of our Service remains engaged and motivated across the life of this plan.

We recognise that the Service is currently not representative in terms of the number of women, LGBT and Black and Minority Ethnic employees, particularly in operational roles, and that this is a long-standing issue. We will work to improve the diversity of our workforce by promoting the benefits of a career in the Fire and Rescue Service, understanding the particular issues which impact upon those who are under-represented in our workforce, and continue to implement positive action measures to support

applications from the widest range of applicants. A more inclusive and more representative Service is able to positively draw upon a wider range of perspectives, experiences and viewpoints to better serve our communities.

To perform at their best, we will also actively promote employee well-being, supporting our employees to maintain their physical, emotional and mental health. The extension of the normal retirement age will bring challenges aligned to a longer working life, and maintaining good health and fitness will be central to positive employee engagement and good employee morale. This also includes ensuring that the Service promotes opportunities to enhance job satisfaction, personal development, work-life balance and a culture of workplace inclusion which is underpinned by our core values.





NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Nottinghamshire and City of Nottingham
Fire and Rescue Authority

REVIEW OF STATEMENT OF INTENT

Report of the Chief Fire Officer

Date: 28 September 2018

Purpose of Report:

To advise Members that Nottinghamshire Fire and Rescue Service's Written Safety Policy Statement of Intent has recently been reviewed to ensure that it remains current in terms of content and signatories.

CONTACT OFFICER

Name : Wayne Bowcock
Deputy Chief Fire Officer

Tel : 0115 967 0880

Email : wayne.bowcock@notts-fire.gov.uk

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

1. BACKGROUND

- 1.1 Nottinghamshire Fire and Rescue Service (NFRS) is required to produce and then periodically review and revise a Written Safety Policy (WSP) which outlines its approach to identifying the hazards and associated risk to employees and others who may be affected by the work of the Service.
- 1.2 An important part of the WSP is its initial Statement of Intent which indicates the commitment of the organisation to a high standard of health and safety risk management.
- 1.3 The Statement of Intent must indicate the approach to be taken and be endorsed by signature by those who represent the organisation, its employees and its values.
- 1.4 The Service's current Statement of Intent was last considered and endorsed by the Fire Authority on 19 December 2014.

2. REPORT

- 2.1 The content of the current Statement of Intent accurately reflects NFRS's approach to discharging its duty of care to its employees (and others affected by its work activities), but it has been revised to indicate the role of the Deputy Chief Fire Officer in enacting day-to-day responsibility on behalf of the Chief Fire Officer and to address some minor changes in terminology.
- 2.2 The document is underpinned by further details within the Service's Written Safety Policy. Together, the two elements form an auditable approach to achieving and maintaining safe systems of work.

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 implications associated with the report. Current learning and development provision takes into account health and safety risk management issues as defined by the Statement of Intent.

5. EQUALITIES IMPLICATIONS

An equality impact assessment has not been undertaken because equality issues arising have been previously identified and addressed.

6. CRIME AND DISORDER IMPLICATIONS

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

7. LEGAL IMPLICATIONS

The production of a Written Safety Policy – inclusive of the Statement of Intent, is a requirement under the Health and Safety at Work Act 1974.

8. RISK MANAGEMENT IMPLICATIONS

The Statement of Intent provides a basis for the organisation's commitment to identifying hazards, quantifying risk and applying proportionate risk controls as a means of reducing loss to ensure it maximises its reducing budget.

9. COLLABORATION IMPLICATIONS

There are no collaboration implications arising from this report.

10. RECOMMENDATIONS

That Members endorse the Statement of Intent

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

None.

John Buckley
CHIEF FIRE OFFICER



Statement of Intent

Nottinghamshire Fire and Rescue Service [NFRS] is committed to ensuring the health, safety and welfare of all its employees - and the health and safety of those non-employees affected by its work activities - and has devised a Safety Management System which is detailed in its Written Safety Policy. Application of this Policy will contribute to improved service delivery.

This Statement of Intent forms the first of the three parts to the Written Safety Policy, the contents of which continue to be developed, discussed and adopted. They are audited, reviewed and then revised as necessary.

It is NFRS's intention to strive to ensure a safe and healthy working environment as part of its wider risk management initiatives and to pursue progressive improvements in health and safety risk management performance. Its employees are a key resource and have a vital part to play in implementing the Policy.

To achieve this the Service will consider:

- the equipment that is used by employees to do their work;
- the premises where they carry out their work;
- the information, instruction, training and supervision they receive;
- the substances they use and encounter;
- the suitable and sufficient risk controls they need to follow - as indicated by objective risk assessment;
- occupational health and fitness matters;
- the competence of employees in terms of health and safety;
- the need for effective communication of health and safety risk management information.

The following approach will be applied:

- constructive dialogue with employee representatives;
- recognition that legal requirements are the minimum;
- ultimate responsibility for matters of health, safety and welfare resting with the Chief Fire Officer with the Deputy Chief Fire Officer having delegated day-to-day responsibility;
- provision of the necessary expert advice when needed;
- inclusion of best practice as identified in other organisations;
- linkage of risk assessments to site specific risk information, incident monitoring and incident debrief.
- application of risk assessment to the procurement of equipment and services;
- identification of targets for improvements in risk management;
- inclusion of risk management aims in the organisation's Integrated Risk Management Plan;
- recognition of the importance of health and safety risk management objectives in relation to other service objectives;
- recognition that failures of health and safety risk management controls are not necessarily the fault of individual employees;
- integration of risk management considerations into all management decisions;
- auditing of compliance with the standards given in the Written Safety Policy;
- annual consideration of health and safety performance by the Combined Fire Authority.

All employees will play a part in the Safety Management System and resources will be made available to achieve the necessary safety culture based on risk assessment and the "safe person" concept.

The standards outlined in the Written Safety Policy will be applied in the spirit of fairness and dignity and the above Statement of Intent applies to future legal requirements as well as current ones.

Endorsed by the Combined Fire Authority at its meeting of 28 September 2018.

Signed	Chief Fire Officer	Signed	FOA
Signed	Chair of CFA	Signed	FRSA
Signed	FBU	Signed	UNISON

Dated 16th August 2018



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Nottinghamshire and City of Nottingham
Fire and Rescue Authority

ANNUAL REPORT OF INFORMATION GOVERNANCE

Report of the Chief Fire Officer

Date: 28 September 2018

Purpose of Report:

To give the Fire Authority an annual update on information governance at Nottinghamshire Fire and Rescue Service (NFRS).

CONTACT OFFICER

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Deputy Chief Fire Officer

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1. BACKGROUND

- 1.1 Data protection and public sector transparency continue to be priorities for the Government. In May 2018, new data protection requirements entered UK law (the Data Protection Act 2018 and the General Data Protection Regulation). Risks from non-compliance include significant fines from the Information Commissioner and potential harm to the reputation of Nottinghamshire Fire and Rescue Service (NFRS).
- 1.2 NFRS shares information with other agencies to reduce fire risk and to protect communities. Members are aware of the growing requirement for multi-agency working and the increasing role of technology within the day to day delivery of a public service. These factors make the operating environment more complex, demanding a greater focus on risk controls that are applied and sustained.
- 1.3 In 2017, the Policy and Strategy Committee agreed that NFRS would provide an information governance report annually to the September meeting of the full Fire Authority, covering:
 - Overview of freedom of information requests;
 - Overview of environmental information requests;
 - Data protection areas of interest;
 - Report on Regulation of Investigatory Powers Act (RIPA) activity or inactivity.
- 1.4 This second annual report covers information governance for April 2017 – March 2018.

2. REPORT

FREEDOM OF INFORMATION

- 2.1 The Freedom of Information Act 2000 provides public access to information held by NFRS. It does this in two ways:
 - The Service must publish certain information about activities, for example, financial information and Service performance;
 - Members of the public can request any information the Service holds. There are limited reasons to refuse such requests, for example, national security or a high cost to comply with the request.
- 2.2 Transparency, and having the 'right to know', is widely acknowledged as a key part of ensuring public confidence and trust from communities.

- 2.3 From April 2017 to March 2018 the Service had 112 Freedom of Information (FOI) requests. These requests covered a wide range of information including high rise inspections, wild fires, fleet lists, and ICT contracts.
- 2.4 93% of FOI requests were replied to within 20 working days. This is within the Information Commissioner's target of 90%.
- 2.5 NFRS publishes a selection of FOI replies on the NFRS public website, alongside information published regarding Service performance and finance. This approach further enhances the Authority's support for transparency and are grouped into four categories:
- Incidents and fire safety;
 - Finance and spending;
 - Staffing;
 - Governance and other.

ENVIRONMENTAL INFORMATION REQUESTS

- 2.6 The Environmental Information Regulations 2004 sit alongside the Freedom of Information Act to ensure public access to environmental information held by public bodies.
- 2.7 The Regulations affect NFRS in two ways:
- The Service must make environmental information available proactively. For example, publish on the website policies, plans and programmes relating to the environment;
 - Members of the public can request environmental information the Service holds. There are limited reasons to refuse such requests, for example, national security or it would cost too much to comply with the request.
- 2.8 No information requests received during the period April 2017 – March 2018 were classified as environmental information requests.

DATA PROTECTION

- 2.9 NFRS values the correct use of personal information as critical to successful operations and in keeping the confidence of the public, employees and stakeholders.
- 2.10 Data protection responsibilities affect all staff at NFRS, as all teams potentially deal with information about people – whether it is information about staff or the public.
- 2.11 Responsibilities for correct use of personal information about individual members of the public and members of staff are set out in the Data Protection Act 2018 and the General Data Protection Regulation (GDPR). These law changes in May 2018 move many data protection good practices

into legislative requirement. The GDPR also increases maximum fines for non-compliance.

- 2.12 In the year April 2017 to March 2018 work was undertaken at NFRS to prepare for GDPR, including privacy notices for the public, staff and pensioners. All NFRS premises were visited to check physical and information security with priority actions approved. All NFRS staff completed Civil Service eLearning on information security, with completion continuing for new and returning staff. Work has also been undertaken to revise data sharing agreements with other organisations which will be concluded by December.
- 2.13 This work continues past March 2018, to keep NFRS responding to data protection requirements. For example, business planning processes include privacy impact assessments where required, and the NFRS information register used to check compliance. Materials and processes for GDPR preparation have been actively shared across the fire and rescue sector wherever possible.
- 2.14 Due to the importance of protecting information the Service uses, including personal information, work is continually undertaken to keep NFRS cyber security measures up to date. The ICT department has attained Cyber Essentials Plus certification (only three fire and rescue services in the country have attained this certification) and continue to work towards the adoption of recognised industry standards such as ISO27001, developing compliant policies and procedures as part of the on-going work in relation to the Emergency Services Mobile Communication Programme (ESMCP). The adoption of these new policies will significantly improve the Service's cyber security and the protection of information and data within NFRS ICT systems.
- 2.15 As a public authority, the Service has a Data Protection Officer under GDPR. The Data Protection Officer for NFRS can be contacted at DataProtection@notts-fire.gov.uk. From August 2018, the Deputy Chief Fire Officer now has the role of Senior Information Risk Owner at the Service.

REGULATION OF INVESTIGATORY POWERS ACT 2000 (RIPA)

- 2.16 NFRS is authorised by the Regulation of Investigatory Powers Act 2000 (RIPA) to undertake directed surveillance for the prevention or detection of crime, the prevention of disorder, or in the interests of public safety.
- 2.17 There were no applications for directed surveillance investigations at NFRS under RIPA from April 2017 to March 2018.

3. FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

All NFRS staff are required to complete information security training every two years, with an awareness activity in the alternate year to help manage data protection information risk. NFRS reached 100% completion of information security eLearning, with quarterly completion checks now run for new and returning staff.

5. EQUALITIES IMPLICATIONS

An equality impact assessment has not been undertaken because this is an information report with no recommended changes.

6. CRIME AND DISORDER IMPLICATIONS

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

7. LEGAL IMPLICATIONS

This report is designed to give the Fire Authority assurance that the Service is meeting its legal duties under Freedom of Information, Data Protection and RIPA.

8. RISK MANAGEMENT IMPLICATIONS

- 8.1 The Information Governance Manager role helps ensure the Service meets Freedom of Information requirements, including the recommended 90% of replies within the legal time frame.
- 8.2 Work across the Service, supported by the Information Governance Manager in the role of Data Protection Officer, helps NFRS meet duties under data protection law. Measures include an information register, privacy notices, information sharing agreements and training for all staff. These measures help the Service protect personal information and reduce the risk of non-compliance with data protection requirements, reducing the risk of reputational damage and/or of fines under the General Data Protection Regulation.
- 8.3 Procedures are in place to help identify any data loss or near miss, with clear incident response and risk assessment processes. Arrangements are in place to ensure Data Protection Officer advice within the statutory window of 72 hours to report a serious personal data breach, including outside usual office hours for bank holidays as NFRS is a 24-hour service.

- 8.4 Regular RIPA training is provided for all NFRS officers potentially involved in applying or authorising covert surveillance under RIPA. This reduces the risk of non-compliance and reduces the risk of prejudicing the value of any evidence gathered under RIPA.

9. COLLABORATION IMPLICATIONS

- 9.1 The GDPR includes a new duty for notification of serious personal data breaches to the Information Commissioner. The Information Governance Manager advises if notification is needed within a set timescale. NFRS has a nil-cost Service Level Agreement with Derbyshire Fire and Rescue Service and South Yorkshire Fire and Rescue Service ensuring bank holiday and absence cover for information breach reporting to the Information Commissioner (where needed within 72 hours).
- 9.2 The Information Governance Manager continues to share good practice and sample documents, and explore future collaboration, with other fire and rescue services, regionally and across England and Wales.

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
Fire & Rescue Service
Creating Safer Communities

Nottinghamshire and City of Nottingham
Fire and Rescue Authority

INSPECTION OF FIRE AND RESCUE SERVICES IN ENGLAND

Report of the Chief Fire Officer

Date: 28 September 2018

Purpose of Report:

This report updates Members on Her Majesty's Inspectorate for Fire and Rescue Services (HMICFRS) inspection activity and preparations.

CONTACT OFFICER

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Deputy Chief Fire Officer

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(0115) 967 0880 therese.easom@notts-fire.gov.uk

1. BACKGROUND

- 1.1 Members will be aware from previous reports that the new inspection regime for fire and rescue service's (FRSs) arose from the Fire Reform Programme, initiated by Theresa May as the then Home Secretary. The Fire Reform Programme is predicated on three pillars of reform, namely:
- Efficiency and collaboration;
 - Accountability and transparency (including a commitment to a 'rigorous and independent' inspection regime);
 - Workforce reform.
- 1.2 The inspections will not include an assessment of corporate governance or the accountability structures provided by the fire and rescue authority. The inspection will focus upon the Service, although it is possible that Members may be involved during the inspection process.
- 1.3 The inspection is centred around three key questions:
- How efficient is the FRS at keeping people safe and secure from fire and other risks?
 - How effective is the FRS at keeping people safe and secure from fire and other risks?
 - How well does the FRS look after its people?
- 1.4 Assessments will include graded judgments of performance, designed to enable the public to see how each fire and rescue service's performance changes over time and in relation to the performance of other Services. The categories of graded judgment are:
- Outstanding;
 - Good;
 - Requires improvement; and
 - Inadequate.
- 1.5 Nottinghamshire Fire and Rescue Service (NFRS) will be inspected by HMICFRS in tranche two, and this will take place over four visits scheduled for January and February 2019.

2. REPORT

- 2.1 Since the last update to Members, the Chair of the Fire Authority and the Chief Fire Officer have attended an event hosted by HMICFRS. The event included feedback from the three pilot FRSs, as well as an explanation from Zoe Billingham on lessons learned from the pilots and subsequent changes to the inspection process. At the end of August, HMICFRS completed inspections of the 15 FRSs in tranche one.
- 2.2 Since the last report, the Service Liaison Lead (SLL) from HMICFRS allocated to NFRS to assist in preparation for inspection has returned to their Service. An interim SLL has been appointed by HMICFRS to assist the Service with their upcoming inspection, Davinder Johal from Derbyshire Fire and Rescue Service.
- 2.3 Preparations are underway as it known that the inspection process will involve the following:
- A self-assessment based on a series of diagnostic and sub diagnostics;
 - Provision of data to HMICFRS;
 - A field visit undertaken by inspectors. This is will be an intense process where a number of inspectors spend a week in each Service testing it against the diagnostics;
 - An initial feedback session to senior managers;
 - Provision of a draft report allowing confirmation or challenge of facts.
 - Provision of a final report which will be published in the public domain.
- 2.4 Officers have visited other FRSs who were part of the pilot and those who have been inspected in tranche one as well as Police colleagues to better assess the resource implications on delivering on the HMICFRS expectations.
- 2.5 To date NFRS has submitted two data requests in April and July, provided over 50 documents to HMICFRS for inspection, and submitted the Service's self-assessment. Preparations for the next data request in October are underway and include working towards more automation of ICT systems to report on the metrics requested by HMICFRS. This will alleviate the pressure on resources within departments who are currently compiling data manually.
- 2.6 Following the inspection and the final outcome being published by HMICFRS, Members of the Authority will be provided with the report, to enable the development of any response and potential action plan.

3. FINANCIAL IMPLICATIONS

An earmarked reserve of £50k has been established for 2018/19 in anticipation that additional resources may be required in terms of data system and/or people. As more information and experience is gained, formal proposals for resources will be developed and progressed through the normal governance arrangements where appropriate.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

The preparatory work is being co-ordinated by Corporate Support, but requires substantial resources from within other departments of the organisation. It is highly likely that resources will need to be redirected into this priority area and details of these will be reported to the Authority in a future report.

5. EQUALITIES IMPLICATIONS

There are no equalities implications arising from this report as it only serves to provide Members with an update on 'Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services'.

6. CRIME AND DISORDER IMPLICATIONS

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

7. LEGAL IMPLICATIONS

The Police and Crime Act (2017) Chapter 4 Section 11 outlines that the English inspectors must inspect, and report on the efficiency and effectiveness of fire and rescue authorities in England.

8. RISK MANAGEMENT IMPLICATIONS

Any fire and rescue service that HMICFRS deems to be failing under the new inspection regime, may be subject to intervention. Furthermore, if NFRS was to receive an unfavourable inspection report there is a risk of reputational damage to the Service.

9. COLLABORATION IMPLICATIONS

NFRS has been working with Nottinghamshire Police and other FRSs to gain knowledge and experience of preparation for these inspections. This area is currently one of the workstreams within the Authority agreed collaboration strategy

with Nottinghamshire Police and progress will be reported through the established governance framework now in place.

10. RECOMMENDATIONS

That Members note the contents of the report and agree to accept future reports once the initial inspection has been completed.

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

None.

John Buckley
CHIEF FIRE OFFICER

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NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Nottinghamshire and City of Nottingham
Fire and Rescue Authority

REVIEW OF STATEMENT OF INTENT

Report of the Chief Fire Officer

Date: 28 September 2018

Purpose of Report:

To advise Members that Nottinghamshire Fire and Rescue Service's Written Safety Policy Statement of Intent has recently been reviewed to ensure that it remains current in terms of content and signatories.

CONTACT OFFICER

Name : Wayne Bowcock
Deputy 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 Nottinghamshire Fire and Rescue Service (NFRS) is required to produce and then periodically review and revise a Written Safety Policy (WSP) which outlines its approach to identifying the hazards and associated risk to employees and others who may be affected by the work of the Service.
- 1.2 An important part of the WSP is its initial Statement of Intent which indicates the commitment of the organisation to a high standard of health and safety risk management.
- 1.3 The Statement of Intent must indicate the approach to be taken and be endorsed by signature by those who represent the organisation, its employees and its values.
- 1.4 The Service's current Statement of Intent was last considered and endorsed by the Fire Authority on 19 December 2014.

2. REPORT

- 2.1 The content of the current Statement of Intent accurately reflects NFRS's approach to discharging its duty of care to its employees (and others affected by its work activities), but it has been revised to indicate the role of the Deputy Chief Fire Officer in enacting day-to-day responsibility on behalf of the Chief Fire Officer and to address some minor changes in terminology.
- 2.2 The document is underpinned by further details within the Service's Written Safety Policy. Together, the two elements form an auditable approach to achieving and maintaining safe systems of work.

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 implications associated with the report. Current learning and development provision takes into account health and safety risk management issues as defined by the Statement of Intent.

5. EQUALITIES IMPLICATIONS

An equality impact assessment has not been undertaken because equality issues arising have been previously identified and addressed.

6. CRIME AND DISORDER IMPLICATIONS

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

7. LEGAL IMPLICATIONS

The production of a Written Safety Policy – inclusive of the Statement of Intent, is a requirement under the Health and Safety at Work Act 1974.

8. RISK MANAGEMENT IMPLICATIONS

The Statement of Intent provides a basis for the organisation's commitment to identifying hazards, quantifying risk and applying proportionate risk controls as a means of reducing loss to ensure it maximises its reducing budget.

9. COLLABORATION IMPLICATIONS

There are no collaboration implications arising from this report.

10. RECOMMENDATIONS

That Members endorse the Statement of Intent

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

None.

John Buckley
CHIEF FIRE OFFICER



Statement of Intent

Nottinghamshire Fire and Rescue Service [NFRS] is committed to ensuring the health, safety and welfare of all its employees - and the health and safety of those non-employees affected by its work activities - and has devised a Safety Management System which is detailed in its Written Safety Policy. Application of this Policy will contribute to improved service delivery.

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It is NFRS's intention to strive to ensure a safe and healthy working environment as part of its wider risk management initiatives and to pursue progressive improvements in health and safety risk management performance. Its employees are a key resource and have a vital part to play in implementing the Policy.

To achieve this the Service will consider:

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- recognition that legal requirements are the minimum;
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The standards outlined in the Written Safety Policy will be applied in the spirit of fairness and dignity and the above Statement of Intent applies to future legal requirements as well as current ones.

Endorsed by the Combined Fire Authority at its meeting of 28 September 2018.

Signed	Chief Fire Officer	Signed	FOA
Signed	Chair of CFA	Signed	FRSA
Signed	FBU	Signed	UNISON

Dated 16th August 2018

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