



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

**Date:** Friday, 6 July 2018

**Time:** 10.00 am

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

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

A handwritten signature in black ink, appearing to read "M. J. [unclear]".

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

### **AGENDA**

### **Pages**

#### **1 APOLOGIES FOR ABSENCE**

#### **2 MEMBERSHIP**

- (a) to note that Councillor Sybil Fielding has been appointed to the Authority by Nottinghamshire County Council in place of Councillor Nicki Brooks;
- (b) to confirm the appointment of Councillor Sybil Fielding as a member of the Policy and Strategy Committee;
- (c) to reappoint Councillor Sybil Fielding as the Fire Authority Member representative to the Local Firefighter Pension Board and ACFO Craig Parkin as the Principal Officer representative to the Board;
- (d) to appoint a further elected member as a substitute member of the Local Firefighter Pension Board.

#### **3 DECLARATIONS OF INTERESTS**

#### **4 MINUTES**

Of the meeting held on 11 May 2018 (for confirmation)

3 - 8

<b>5</b>	<b>SHAPING OUR FUTURE ORGANISATIONAL HEALTH UPDATE</b> Report of the Chief Fire Officer	9 - 16
<b>6</b>	<b>EMERGENCY SERVICES NETWORK UPDATE</b> Report of the Chief Fire Officer	17 - 24
<b>7</b>	<b>EXCLUSION OF THE PUBLIC</b> To consider excluding the public from the meeting during consideration of the remaining items in accordance with Section 100A(4) of the Local Government Act 1972 on the basis that, having regard to all the circumstances, the public interest in maintaining the exemption outweighs the public interest in disclosing the information by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Act.	
<b>8</b>	<b>EXEMPT MINUTES</b> Of the meeting held on 11 May 2018 (for confirmation)	25 - 28
<b>9</b>	<b>RESILIENCE UPDATE</b> Report of the Chief Fire Officer	29 - 34
<b>10</b>	<b>COMMERCIAL REVENUE OPPORTUNITIES</b> Report of the Chief Fire Officer	35 - 42

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

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

Constitutional Services Officer: *Catherine Ziane-Pryor*  
0115 8764298  
*catherine.pryor@nottinghamcity.gov.uk*

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<http://committee.nottinghamcity.gov.uk/ieListMeetings.aspx?CId=219&Year=0>



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

### **POLICY AND STRATEGY COMMITTEE**

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

#### **Membership**

##### Present

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

##### Absent

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

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

### **29 APOLOGIES FOR ABSENCE**

None.

### **30 DECLARATIONS OF INTERESTS**

None.

### **31 MINUTES**

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

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

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

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

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

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

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

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

Members commented that:

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

### **RESOLVED**

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

## **33 INSPECTORATE UPDATE REPORT**

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

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

## **RESOLVED**

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

## **34 COLLABORATION UPDATE**

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

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

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

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

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

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

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

**RESOLVED to note the report.**

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

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

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

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

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

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

Member's questions were responded to as follows:

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

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

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

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

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

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

### **37 RESILIENCE UPDATE REPORT**

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

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

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# **SHAPING OUR FUTURE ORGANISATIONAL HEALTH UPDATE**

Report of the Chief Fire Officer

**Date:** 06 July 2018

**Purpose of Report:**

To updates Members on organisational development and inclusion activities taking place within the organisation.

## **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**

In 2016, it was agreed that the Human Resources Committee would receive performance updates on workforce and recruitment data via an equalities monitoring report and the Policy and Strategy Committee would receive a more narrative-based report on the organisational development and inclusion activity taking place across the organisation. The last report of this type was presented to this committee in July 2017.

## **2. REPORT**

- 2.1 During the last 12 months, Nottinghamshire Fire and Rescue Service (NFRS) has made further progress in moving forward the workstreams within its Organisational Development and Inclusion Strategy and its Sustainability for 2020 Strategy. This paper seeks to provide Members with an update on progress and appraise them of future objectives.
- 2.2 The Strategic Leadership Team (SLT) have three key areas which they focus on to ensure that the organisation maintains high levels of commitment and prioritises work in the appropriate way. These three areas are:
- An engaged and motivated workforce;
  - Deliver high quality services;
  - Good governance and financial sustainability.

### **LEADERSHIP AND DEVELOPMENT**

- 2.3 The Aspiring Leaders Programme aimed at firefighters and other non-leaders in the organisation was launched in October 2017. 32 applications were received and these included wholetime and on-call firefighters, support and Control employees. Just under a third of these are women which is positive considering the make-up of the organisation. The programme included an induction, personal action planning sessions, coaching and mentoring opportunities, personality diagnostics and e-learning provided by the Open University.
- 2.4 360-degree feedback for middle and senior leaders has also been rolled out since the last update and the second cohort is nearing completion. This enables managers to complete a self-assessment, but they also receive feedback about their management skills and styles from their teams, peers and line manager. This leads to a 1:1 feedback session and action plan for the manager.
- 2.5 Embedding a coaching culture remains a central part of the Service's approach to developing individuals, teams and the organisation. NFRS continues to train employees to become coaches and mentoring will be a

central part of the induction process for new wholetime firefighters entering the workforce in January 2019.

- 2.6 The 'Little Acorns' staff suggestion scheme is now embedded and has become core work for the Organisational Development and Inclusion Team. Since the last update to the Policy and Strategy Committee there have been 60 more suggestions from employees. The suggestions encompass a wide range of themes including using NFRS vehicles more creatively to advertise services and key messages, ending the use of 'single-use' plastic cups, translation and interpretation services, amongst many others.

## **LGBT+ EQUALITY - STONEWALL**

- 2.7 The Service was unfortunately unable to maintain its Stonewall Top 100 employer status this year, but continues to work hard to promote LGBT+ equality both internally and with partners. Rainbow Flags were again flown for International Day Against Homophobia and Transphobia with positive feedback on social media. The Service is rolling out e-learning on Trans equality so that employees and managers can gain a greater understanding of this subject in the workplace and the service delivery environment.

## **DIVERSE WORKFORCE**

- 2.8 The Service has been undertaking a comprehensive programme of positive action for the last 12 months in readiness for the wholetime firefighter recruitment campaign which opened in March of this year. In the run-up to this, NFRS has hosted a range of targeted firefighter awareness days on stations and at the Service Development Centre. These events, in the main, were open to all but were supported by targeted advertising to attract higher numbers of women and people from black, Asian and minority ethnic backgrounds to the role.
- 2.9 Gym sessions aimed at female candidates have been running since September and have, so far, demonstrated to be successful in improving strength and fitness.
- 2.10 Positive action and arrangements for this campaign have been supported by Nottingham City Council, Nottingham Jobs and Futures. Mentoring sessions regarding the process have also taken place. A report on the outcomes of this firefighter campaign will be presented to members of the Human Resources Committee later in the year.

## **BRITISH SIGN LANGUAGE (BSL) CHARTER**

- 2.11 The Service has been working with the British Deaf Association (BDA) to improve the way in which NFRS delivers services to people who are deaf or hearing impaired. During May, the Service's Strategic Leadership Team agreed to sign up to the British Sign Language (BSL) Charter. NFRS will be exploring, with the BDA and colleagues at Derbyshire and Leicestershire Fire and Rescue Services, to see if a joint signing and commitment can be

undertaken. This will compel NFRS to deliver improvements in a range of areas, particularly in relation to communication and customer service.

## **STAFF SURVEY 2018**

- 2.12 The Service engaged a third-party supplier, Quality Health, to deliver the Staff Survey for 2018. This was launched in March and closed at the end of April.
- 2.13 One key objective was to try to increase participation in the survey. The response rate achieved was 55% which was a large increase from 40% in 2015. Also, 2018's survey has been more representative of the workforce with a larger proportion of wholetime firefighters completing the questionnaire.
- 2.14 Given the efforts that have gone in to developing and rolling out the Service's new values in the last two and a half years. The results of the survey demonstrate some real positives in a range of areas as well as some areas for development which need to be addressed. Some headline results include:
- 90% of respondents said that they know and understand the Service's values;
  - 90% of respondents also agreed that they understand the need for change at the Service;
  - 84% would recommend the Service as a place to work;
  - 79% are proud to tell others they work for the Service;
  - 83% agree that their line manager recognises when they do a good job;
  - 15% have witnessed inappropriate or discriminatory workplace conversations;
  - 34% disagree that morale is high with the people they work with;
  - 36% agree that middle managers communicate well;
  - 51% agree that behaviour of strategic leaders is consistent with the organisation's values.
- 2.15 Over 70 respondents stated that they were happy to be contacted about their responses and so Quality Health have contacted those people to invite them to be part of the action planning process. An action plan will then be developed for implementation over the next two years.
- 2.16 At the beginning of this year a survey aimed only at female staff was produced. An action plan highlighting a range of issues has now been produced and work is in progress to address the actions.

## **SUSTAINABILITY STRATEGY 2020**

- 2.17 The Sustainability Strategy workstreams continue to be progressed with the Crewing Collective Agreement having been agreed in May. Proposals regarding different delivery models (including 'mixed crewing') have been agreed by the Fire Authority and are in the process of being implemented.

## **COLLABORATION**

- 2.18 The Shaping our Future Team continues to work on workstreams relating to the collaboration agenda with local partners including fire services in the region, East Midlands Ambulance Service, Nottinghamshire Police and other local agencies. In particular a range of workstreams are being considered with Nottinghamshire Police (joint headquarters) and Derbyshire Fire and Rescue Service (joint control room at DFRS).

## **HER MAJESTY'S INSPECTORATE OF CONSTABULARY AND FIRE AND RESCUE SERVICES (HMICFRS)**

- 2.19 The Service is in the process of sending information to HMICFRS in readiness for the inspection expected to take place in the autumn of this year. The Service is in the second tranche of inspections following the pilots which took place earlier in the year.

## **COMMUNICATION**

- 2.20 Staff engagement and surveys have historically highlighted communication as a challenge within the Service. Within the last 12 months more middle manager briefings have taken place and the third round of staff conferences has been completed. The Strategic Leadership Team has also visited fire stations to discuss recent Sustainability Strategy proposals and to communicate the Service priorities as well as listen to views from staff. Communication has been highlighted by employees as an issue in the Staff Survey 2018 and so this will remain a key priority going forwards.

## **CONCLUSION**

- 2.21 NFRS continues to make progress against its organisational development and inclusion workstreams. The outcomes of the staff survey demonstrate positive feedback in a range of areas including change management and Service values, but there are also areas which require improvement and attention.
- 2.22 An additional source of information and reference can be found in the People Strategy Update which was presented to Human Resources Committee in May 2018.

## **NEXT STEPS**

- 2.23 The Organisational Development and Inclusion Strategy is at its mid-point and is being reviewed to ensure that it remains in line with the Service's strategic objectives moving to 2020 and beyond.
- 2.24 The inclusion elements of the strategy will focus on the action plans coming from the female survey, whole Staff Survey 2018, BSL Charter and Stonewall feedback.

### **3. FINANCIAL IMPLICATIONS**

There are no financial implications arising from this report.

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

Human resources and learning and development implications for the workstreams outlined above are addressed by the owners of each project, workstream or initiative.

### **5. EQUALITIES IMPLICATIONS**

An equality impact assessment has not been undertaken because this is not a policy, function or service. This report is a part of the agreed reporting arrangements for equalities activities.

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

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

### **7. LEGAL IMPLICATIONS**

Some of the work described above will help the organisation to meet its obligations held within the Public-Sector Equality Duty of the Equality Act (2010).

### **8. RISK MANAGEMENT IMPLICATIONS**

There are no risk management implications arising from this report.

### **9. COLLABORATION IMPLICATIONS**

Collaboration workstreams have been highlighted within the report. There is an aspiration to sign up to the British Sign Language Charter in partnership with Derbyshire Fire and Rescue Service and Leicestershire Fire and Rescue Service.

## **10. RECOMMENDATIONS**

It is recommended that Members:

- 10.1 Note the progress made in the organisational development and inclusion agenda.
- 10.2 Agree to receive further annual updates in this area.

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

None.

John Buckley  
**CHIEF FIRE OFFICER**

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# **EMERGENCY SERVICES NETWORK UPDATE**

Report of the Chief Fire Officer

**Date:** 06 July 2018

**Purpose of Report:**

To provide an update on the progress of the Emergency Services Network programme by Nottinghamshire Fire and Rescue Service.

## **CONTACT OFFICER**

**Name :** Craig Parkin  
Assistant Chief Fire Officer

**Tel :** (0115) 967 0880

**Email :** craig.parkin@notts-fire.gov.uk

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

## **1. BACKGROUND**

- 1.1 The Emergency Services Mobile Communications Programme (ESMCP) is intended to provide the next generation communication system for the three emergency services and other public safety users as the contract for Airwave expires by 2020. This system will be called the Emergency Services Network (ESN) and provides integrated critical voice and broadband data services for the emergency services.
- 1.2 The programme has three key objectives it aims to achieve:
  - Better – integrated service, functionality and coverage;
  - Smarter – more flexible and pay only for what is used;
  - Cheaper – address budget pressures and leverage market forces.
- 1.3 The Fire Authority previously received (March 2016) a financial information and sign off pack which provided information about participation in the ESMCP and that the lead government department was committed to provide all reasonable transition funding, this agreement was signed and returned to Department of Communities and Local Government prior to the 25 March 2016 deadline, committing the Fire Authority to ESMCP.
- 1.4 An update report was initially presented to the November 2016 Policy and Strategy Committee meeting and highlighted that further reports would be provided at subsequent meetings to ensure that the Fire Authority is fully briefed on the ESN work as a critical national project.
- 1.5 East Midlands fire services have an established regional programme board with representatives from all Services and Nottinghamshire Fire and Rescue Service's Assistant Chief Fire Officer (ACFO) is the lead officer on behalf of East Midlands FRS. An Area Manager is seconded from Lincolnshire as the Regional Fire Programme Manager (RPM), with a major day-to-day role on behalf of the East Midlands and works closely with the ACFO.
- 1.6 The Area Manager Corporate leads on behalf of Nottinghamshire Fire and Rescue Service (NFRS) project structure, co-ordinating key roles across the organisation and works closely with East Midlands colleagues to seek opportunities for mutual support to deliver the ESN.
- 1.7 The ACFO attends regular Fire Customer Group (FCG) meetings; this forum is the sounding board for the fire sector strategic leads to feed into the national programme team within the Home Office. The ACFO has recently taken chair of the Regional Programme Manager Forum (RPMF), which brings together all national fire programme managers with meetings currently being hosted in Nottinghamshire.

- 1.8 Alongside the ESN work, NFRS has already commenced work as part of the previous Authority agreed ICT strategy to demonstrate compliance with the Public Services Network (PSN) as this will better prepare the Service to deliver ESN and a team have been recruited to discharge the highlighted actions for PSN compliance.
- 1.9 PSN compliance will ensure that the Service has a robust ICT infrastructure, with greater levels of security; this will require additions to policies and procedures, but more crucially, a change to working practices for all members of staff to maintain compliance. This will also provide confidence in NFRS as a trusted partner, as it seeks to look for future collaborative opportunities, an additional report has been received by the Finance and Resources committee recommending a review of resources and structure within the ICT function.

## **2. REPORT**

- 2.1 Members will be aware from previous reports of the significant delay in delivery of ESN and this report focuses on those key implications, relating to the full business case (FBC), reset of the national plan and current value for money (VfM) exercise. This will be completed and returned by the end of July 2018 and will inform future grant funding that NFRS will receive, taking in to account underspends and how these have delivered benefit when focussing on ESN activities.
- 2.2 Given the delay a review of the FBC is under way that not only delivers next generation communications for the emergency services, but also provides a more proportionate distribution of cost between government and user organisations (UO). A new Programme Director, Bryan Clark, was appointed in March 2018 bringing an extensive background in delivering change and digital programmes for Government and in the private sector. Consequently, under new leadership ESMCP is moving to a more product based and customer focussed philosophy.
- 2.3 The Home Office has confirmed that the ESN code of connection is now awaiting final sign off, once confirmed all UOs will have a much clearer understanding on what their remediation work needs to focus on following the IT Health Checks (ITHC).
- 2.4 The preferred option to deliver ESN is now incremental, which for the fire and rescue sector would mean the opportunity to take up data elements early before any full transition, including critical voice communications. Despite the potential for an incremental delivery, the likely dates for adoption of ESN will be much later than previously anticipated.
- 2.5 Following payment in 2017/18 of the Local Transition Resource and Control Rooms Transition Section 31 Grants, the Home Office is required to assess how value for money is being, and will be, achieved for the ESMCP grant funding paid to date, from April 2015 to March 2018, namely:

- Local transition funding;
- Control Room upgrades;
- IT health check and remedial action plan funding;
- Direct network service provider funding

The Home Office is particularly interested in the outcomes – ie: what has been achieved in terms of:

- Output/deliverables;
- Benefits;
- Efficiencies (financial and non-financial) that are being realised;
- Savings;
- How value for money is being achieved;
- How the work and spend is being monitored locally.

- 2.6 Collaboration opportunities continue to be pursued in the delivery of ESN across the East Midlands, including coverage assurance, device management, training and equipment installation, procurement was previously an area with the Police that is now paused. This is a key expectation of the government programme team to ensure that commercial benefits are delivered both nationally and locally.
- 2.7 As fire lead for the East Midlands, the ACFO has regular meetings with the East Midlands Police lead and they are currently considering recommendations for collaboration prior to a future report being presented to the Authority, however, the delays to programme are also likely to delay any benefits from collaboration.
- 2.8 On behalf of East Midlands FRSs, the ACFO previously asked that any outcome of the business case review be shared with fire authorities as a matter of urgency. The business case forms the basis under which the Authority signed up to the principle of transition to ESN in March 2016.
- 2.9 Members will still need to consider that significant delays may have implications on the replacement of communications equipment before the delivery of ESN and the impact this may have upon the Authority's financial planning. This aspect was specifically mentioned in a previous Public Accounts Committee, in that, these are considered a matter for UOs standard delivery of services, however, uncertainty from ESN clearly has a direct impact upon the governance of the Service, for example, should it make longer-term procurement decisions that later require additional funding due to ESN delays.

### **3. FINANCIAL IMPLICATIONS**

- 3.1 An earmarked reserve of £200k was originally established for the supporting work required to prepare for PSN compliance, significant spend against it has been used in conjunction with government transition funding to address remediation plans. This has focused upon assuring the infrastructure of NFRS

is ESN ready, increased timescales will clearly protract the financial implications for the Authority.

- 3.2 The ESN programme has always set a clear expectation that government will only fund the like for like replacement of the current Airwave infrastructure – eg: radios – although Services are able to fund any additional elements of functionality themselves. At present only one handheld device has satisfied the national procurement process, therefore reducing choice for UOs.
- 3.3 The Authority will continue to receive transition funding from government for preparation and implementation. However, the 2017/18 payment was only received at the end of November 2017 following ministerial sign off. This aspect is of concern as the Authority works towards reducing budgets and continues to place a degree of uncertainty for the Authority to best manage resources. This is also added to by the review of the full business case nationally.
- 3.4 As previously reported, the programme of work has increased demands upon the Service, these will only be partially funded from government and this continues to be closely monitored, indeed the current Home Office VfM process will feed into any future funding received. This theme of technological demand continues to increase pressure on the Service and forms part of a report to the Finance and Resources Committee.
- 3.5 On behalf of the East Midlands FRSs, the ACFO was asked to initiate a full review of the regional programme structures and approach, to ensure they are fit for purpose to assure transition to the ESN and provide value for money. This work is now complete and the report is being considered following on from the national fire gateway review being led by the NFCC central team.

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

- 4.1 The ESN programme has requirements for staff training and these will be addressed as part of the implementation phase across the East Midlands and offers potential opportunities for wider collaboration, this area formed part of the March 2018 workshop and the outcomes have now been collated and being discussed with police and ambulance services to consider.
- 4.2 ESN continues to place increasing demands upon most support departments, this has resulted in many fixed term arrangements being put in place, specifically across the procurement, corporate and ICT functions. These have all been delivered within the Service's existing policy framework, but it is anticipated that capacity will need to increase further in the build up to transition to ESN and members will need to consider longer term implications as further delays are anticipated.
- 4.3 Consideration of the longer-term implications of both PSN and ESN are already beginning to highlight additional skill requirements, for example,

information security, which is currently being delivered with a fixed term appointment and was further included in the ICT update report to the Finance and Resources Committee 19 January 2018 and further updated at the June 2018 committee.

- 4.4 An East Midlands lead for training has now been identified from Leicestershire Fire and Rescue Service, who will be liaising with NFRS in the coming months to ensure a consistent approach is taken and the learning and development team will need to consider ESN support as part of its business plan and delivery of the proposed national training strategy for ESN.
- 4.5 Continued delays to transition timelines have increasing potential to impact upon the retention of employees and in some organisations, has seen a delay in appointment to posts that will support transition to ESN. This is under review in NFRS and is dependent upon future funding decisions that the Authority may need to consider, balanced against the need to deliver ESN.

## **5. EQUALITIES IMPLICATIONS**

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

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

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

## **7. LEGAL IMPLICATIONS**

There are no legal implications arising from this report.

## **8. RISK MANAGEMENT IMPLICATIONS**

- 8.1 The ESN programme presents an escalating high-risk potential for the Authority solely dependent on external factors beyond its day-to-day control, the main issue being slippage at a national level following announcement that a re-plan is underway, timelines are being considered in relation to the sustainability of Airwave.
- 8.2 Tri-Service Control implementation issues have a direct implication for NFRS and its Tri-Service partners to be able to connect to ESN, this will continue to place a protracted demand upon the organisation, with a separate report to the Finance and Resources Committee on 19 January 2018 highlighting the risk from ESN and likely resource requirements to better manage this specific risk. This will now need consideration following the requirement to provide options for a joint Fire Control function with Derbyshire.

- 8.3 The Service is engaged with ESN regionally and has previously reviewed the East Midlands ESN risk register, it is further included within the Corporate Risk Register, which has been reviewed and informed Service department leads to ensure risks are communicated and work is planned to manage and or mitigate risk. Within the East Midlands a programme review exercise has now been completed to whether it is fit for purpose and offers value for money.
- 8.4 Regular project meetings are led by the Area Manager Corporate and these monitor changes in any areas of risk and update both the Service project and inform the regional lead to monitor progress made by Nottinghamshire. A previous report highlighted a new item of potential risk as 'Incremental transition' and this now appears to be a likely preferred option, clarity on what implications this may have will be provided in future reports.
- 8.5 Members should be aware that the ESN places a demand upon the organisation and 'programme governance' is a key risk highlighted within the latest update to the Corporate Risk Register and officers are obliged to monitor the capacity of the Service to ensure they deliver upon its commitments. As the project delays continue and financial pressures impact upon the Service this risk will require scrutiny.
- 8.6 With the now significant delay in transition timelines and funding, it is recommended that the risk of ESN to NFRS is maintained at an increased level and the ACFO will look to ensure that this is reflected in the Services governance arrangements. The Chief Fire Officer will also receive information directly through the NFCC and these will inform the Service's position in future.

## **9. COLLABORATION IMPLICATIONS**

- 9.1 Following discussion and workshops with East Midlands Police and Fire strategic leads, five areas had been developed over the last year, including: training, procurement, devices, installation and coverage assurance, business cases are progressing in all areas with the exception of procurement at this time.
- 9.2 Following discussions with the East Midlands strategic police lead, agreement was reached to introduce a joint strategic board with terms of reference now finalised.
- 9.3 Future collaboration between Fire and Police will prove complex, not least given this spans ten separate organisations, however, Members will be aware of the statutory duty to collaborate following introduction of the Policing and Crime Act 2017. This collaboration will not hold any one of the organisations to mandatory inclusion and any future commitments will be reported to Members for consideration and decisions as appropriate.

## **10. RECOMMENDATIONS**

That Members note the contents of this report and agree to receive further updates as the project develops.

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

None.

John Buckley  
**CHIEF FIRE OFFICER**



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