



NOTTINGHAMSHIRE & CITY OF NOTTINGHAM FIRE & RESCUE AUTHORITY

POLICY AND STRATEGY COMMITTEE

Date: Friday, 16 November 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. T. Davey".

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

AGENDA

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To consider excluding the public from the meeting during consideration of the remaining 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. | |

8 EXEMPT MINUTES

27 - 30

Of the meeting held on 6 July 2018 (for confirmation).

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.

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

**MINUTES of the meeting held at Fire and Rescue Services HQ, Bestwood Lodge, Arnold
Nottingham NG5 8PD on 6 July 2018 from 10.00 am - 11.08 am**

Membership

Present

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

Absent

Councillor Michael Payne

Colleagues, partners and others in attendance:

John Buckley - Chief Fire Officer
Matt Sysmey - Equality and Diversity Officer
Ian Pritchard - Head of Procurement and Resources
Catherine Ziane-Pryor - Governance Officer

1 APOLOGIES FOR ABSENCE

Councillor Michael Payne – Unwell
Malcolm Townroe

2 MEMBERSHIP

RESOLVED

- (1) to note that Councillor Sybil Fielding had been appointed to the Authority by Nottinghamshire County Council in place of Councillor Nicki Brooks;**
- (2) to confirm the appointment of Councillor Sybil Fielding as a member of the Policy and Strategy Committee;**
- (3) to reappoint Councillor Sybil Fielding as the Fire Authority Member representative to the Local Fire Fighter Pension Board and ACFO Craig Parkin as the Principal Officer representative to the Board;**
- (4) to appoint Councillor Francis Purdue-Horan as a substitute member of the Local firefighter Pension Board.**

3 DECLARATIONS OF INTERESTS

Although not required to do so, Councillor Andrew Brown and Councillor Wheeler declared that with regard to Agenda item 10, Commercial Revenue Opportunities (minute 10) they are both Authority appointed Directors of 'Nottinghamshire Fire Safety Limited'. This did not preclude them from speaking or voting on the item.

4 MINUTES

The minutes of the meeting held on 11 May were confirmed as a true record and signed by the Chair.

5 SHAPING OUR FUTURE ORGANISATIONAL HEALTH UPDATE

John Buckley, Chief Fire Officer, presented the report which updates members on organisational development and inclusion activities taking place within the organisation. Matt Sysmey, Equality and Diversity Officer, was in attendance to respond to questions.

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

- (a) the report provides an overview of the organisational cultural and behavioural values change to date;
- (b) there has been a focus on aspiring leaders at every level of the Service. There were 32 applications for the aspiring leaders course, the majority of which were female. As a result several secondments are underway and coaching is taking place as part of a holistic approach to developing careers;
- (c) a trial of 'three hundred and sixty degree' appraisals, with input from senior and junior colleagues, has been welcomed by staff as improving awareness and inclusiveness and will now be rolled out;
- (d) the staff suggestion scheme 'little acorns' continues to receive valuable suggestions at every level;
- (e) the focus on a diverse workforce is not merely about numbers but also progressing diversity of thinking and behaviours change;
- (f) the comprehensive programme of positive action has resulted in applications from 40 candidates during the recruitment drive, 13 of which are female and 7 are from a Black, Asian, Minority Ethnic (BAME) background, which is the most diverse result yet;
- (g) 55% of staff responded to the staff survey which is an increase on last year's response of 40%. 84% of respondents would recommend the Service as a good place to work but only one third were happy with middle management. A working group will be established to develop an action plan to respond to and address the issues raised in the survey;
- (h) the Service is no longer listed in the Stonewall Top 100 Employers but this is due to the positive progress of other organisations;

- (i) the recruitment process is still at an early stage so there are no guarantees that all candidates will succeed. However, a female firefighter is actively supporting female candidates by running gym fitness sessions in preparation of the fitness tests;
- (j) communication with staff is regular and in different formats such as bulletins and via the intranet. It is appreciated that not all retained staff will regularly access such information, so a face-to-face communication approach with managers is to be promoted. The staff survey was helpful in understanding how staff prefer to receive communications;
- (k) staff may provide their details but the staff survey can be completed anonymously. It is hosted by an external company and every measure is taken to ensure that individuals cannot be identified. However, some staff remain sceptical.

Councillor Andrew Brown and Councillor Johnathan Wheeler reported that they had visited fire stations local to their constituencies and met crews. It was a concern that it appeared that there were some areas where communications needed improving to ensure that staff were informed of current circumstances, positions and activity. Meeting staff in person had proved a valuable experience which should be promoted to all members of the Authority.

The Chair welcomed as valuable both the positive and negative feedback by members of the Authority following their visits to stations and meeting with staff, emphasising the importance of staff being as open as possible in raising issues, suggestions and concerns.

RESOLVED

- (1) to note the progress made in the organisational development and inclusion agenda;**
- (2) to agree to receive further annual updates in this area.**

6 EMERGENCY SERVICES NETWORK UPDATE

John Buckley, Chief Fire Officer, presented the report updating members on the progress of the Emergency Services Network (ESN) programme by Nottinghamshire Fire and Rescue Services.

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

- (a) the programme business case is being reviewed by the new programme Director, Bryan Clark. It is hoped that the outcome of the review will be issued by the end of July, before Central Government's Summer recess;
- (b) in summary there are 2 potential options, either close the programme down altogether or deliver it incrementally. It is suspected that the incremental introduction will be chosen;
- (c) the programme is currently 9 months behind schedule and further slippage is expected which presents a financial risk to the Authority in that the Section 31 Grant from Central Government for the programme is still set to expire in December 2019 and it is unlikely that the programme will be ready for implementation by then but it is yet to be clarified if any further funding will be available;

- (d) full records of the Service spend on ESN are maintained and include the engagement of temporary specialist staff. With uncertainty around future funding and the requirement to support a resilient ICT section, NFRS is reviewing the ICT structure.

RESOLVED to note the content of this report and to receive further updates as the project develops.

7 EXCLUSION OF THE PUBLIC

RESOLVED to exclude the public from the meeting during consideration of the remaining items in accordance with Section 100A(4) of the Local Government Act 1972 on the basis that, having regard to all the circumstances, the public interest in maintaining the exemption outweighs the public interest in disclosing the information by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Act.

8 EXEMPT MINUTES

The exempt minutes of the meeting held on 11 May 2018 were confirmed as a true record and signed by the Chair.

9 RESILIENCE UPDATE

John Buckley, Chief Fire Officer, presented the resilience update report.

RESOLVED to approve the recommendation within the report.

10 COMMERCIAL REVENUE OPPORTUNITIES

John Buckley, Chief Fire Officer, presented the report informing members on current income streams and potential opportunities for the future. Ian Pritchard, Head of Procurement and Resources, was also in attendance to respond to members' questions.

RESOLVED to approve the recommendations set out in the report and added to in the meeting.



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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

DEPUTY CHIEF FIRE OFFICER VACANCY

Report of the Chief Fire Officer

Date: 16 November 2018

Purpose of Report:

To inform Members that the current Deputy Chief Fire Officer has tendered his resignation from the Service, and to seek approval to recruit a suitable candidate to the impending vacancy.

CONTACT OFFICER

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Chief Fire Officer

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1. BACKGROUND

The current Deputy Chief Fire Officer (DCFO) has been successfully appointed as the Chief Fire Officer in another fire and rescue service and has therefore resigned from Nottinghamshire Fire and Rescue Service. The contractual notice period for Principal Officers is six months.

2. REPORT

- 2.1 The resignation of the DCFO creates an opportunity to review the current structure and give consideration to potential changes.
- 2.2 The role of DCFO has three distinct facets, namely; the direct leadership and responsibility for a significant number of functions within the organisation; provision of strategic operational cover as part of the Brigade Manager on-call rota; and finally, the nominated deputy in the absence of the Chief Fire Officer.
- 2.3 In 2013 the then Chief Fire Officer undertook a review of the senior team, which at that time consisted of five Principal Officers. That revision led to one of the Assistant Chief Fire Officer roles being deleted in May 2014.
- 2.4 In October 2015 a further review under the current Chief Fire Officer led to the deletion of the Assistant Chief Officer role and a redistribution of functions to the remaining three Principal Officers. A number of changes were also made to the posts at the level below Principal Officer, in that individuals' responsibilities were increased and parity was created across 'Head of Department' roles.
- 2.5 Since 2015 additional challenges have emerged in terms of the Government's reform agenda, expectations contained within the Policing and Crime Act 2017 and the inspection regime by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services.
- 2.6 In recognition of the recent reductions within the number of strategic roles, and the growing expectations placed upon the Service, it is proposed that the current level of three Principal Officers is maintained. This is consistent with many other Services of a similar size.
- 2.7 The selection process for the DCFO post is extensive and will involve the convening of the Appointments Committee to assess the candidates and provide recommendations to the full Fire Authority, with an expectation that an appointment could be confirmed at the meeting in February 2019.
- 2.8 To support the process and ensure the relevant expertise is in place, it is proposed that external recruitment specialists are contracted to assist in the appointments process. A budget of £20k will be created from anticipated in year underspends to support this.

- 2.9 The service that the DCFO is moving to has asked for consideration to be given to reducing the six-months' notice period. If either an internal or external candidate is appointed to the vacant post in Nottinghamshire, it is likely that a deficiency will be created for a short period of time that will need to be managed internally.
- 2.10 Considering internal factors, releasing the DCFO on 11 March 2019 (six weeks early) is unlikely to affect any interim arrangements that may be required.

3. FINANCIAL IMPLICATIONS

- 3.1 The use of external consultants to support the process is likely to cost in the region of £15-20k. This will be funded from anticipated in year underspends within the revenue budget.
- 3.2 The salary range for the post is £113,853 to £126,503 with the current post holder paid at top of scale. Appointment to the post would normally be at the lowest point and increase over two years so there is potential for short term revenue savings to be realised.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

There are significant human resources implications arising from this report, but all can be managed by the internal human resources team with the assistance of specialist external support for which a budget of £20k has been identified.

5. EQUALITIES IMPLICATIONS

An equality impact assessment has not been undertaken as this report does not suggest any changes to policy or service delivery functions.

6. CRIME AND DISORDER IMPLICATIONS

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

7. LEGAL IMPLICATIONS

The main aspects of this process will need to comply with appropriate employment and equalities legislation.

8. RISK MANAGEMENT IMPLICATIONS

The loss of such a senior role within the organisation carries the potential risk of loss of continuity and capacity. This will be managed by ensuring that all ongoing work is suitably carried by others during the transitional period. Any delay in the appointment has the potential to exacerbate this risk and the Chief Fire Officer will give consideration to this issue if required, and advise the Authority accordingly.

9. COLLABORATION IMPLICATIONS

There are no collaboration implications arising from this report.

10. RECOMMENDATIONS

It is recommended that Members:

- 10.1 Task the Chief Fire Officer to work with the Clerk to the Authority to put in place a recruitment process for the impending Deputy Chief Fire Officer vacancy.
- 10.2 Give consideration to the request to reduce the notice period to four and half months and release the current incumbent on 11 March 2019.

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

None.

John Buckley
CHIEF FIRE OFFICER



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HOME SAFETY CHECK CUSTOMER SATISFACTION SURVEY 2017-18

Report of the Chief Fire Officer

Date: 16 November 2018

Purpose of Report:

To provide Members with the results of the Home Fire Safety Check Customer Satisfaction Survey undertaken by Opinion Research Services.

CONTACT OFFICER

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1. BACKGROUND

- 1.1 As part of Nottinghamshire Fire and Rescue Service's (NFRS) commitment to maintaining high quality services, it undertakes customer satisfaction surveys to measure satisfaction and perception of the services received. These surveys also help the Service to understand how effective their fire prevention services might be.
- 1.2 In order to assure objectivity, a third party (Opinion Research Services (ORS)) is commissioned to undertake telephone interviews with people who have received home safety check services. ORS have produced a report (Appendix A) for the telephone interviews they carried out between 1 December 2017 and 1 March 2018. The Service also commissions ORS to do postal surveys after domestic fires have occurred.
- 1.3 This work also helps NFRS to fulfil one of the key priorities within the Fire and Rescue Framework for England – 'be accountable to communities for the service they provide'. One of the key lines of enquiry of the inspection framework overseen by HMICFRS asks 'how effective is the Fire and Rescue Service at preventing fires and other risks?'. These customer satisfaction surveys help NFRS to demonstrate the measurement of outcomes in preventing fire and improving perceptions of safety. This work also demonstrates the Service's 'We are Professional' and 'Value and Respect' values in the delivery of its services by its staff.

2. REPORT

- 2.1 The telephone survey for home fire safety checks (HSCs) covers a range of themes including:
 - Before the check – first contact, levels of politeness, method of contact, ease of making an appointment;
 - During the check – kind of fire safety advice provided, quality of service provided, individual needs met;
 - After the check – does the individual feel safer, have they changed their behaviour, how the service could have been improved, general satisfaction rates.
- 2.2 The demographics of the 426 people interviewed were broadly reflective of the groups the organisation is trying to target. Survey respondent figures can be found against the figures for all home safety checks in the table below. 61% were retired and 24% were 'otherwise not working'.

	All Home Safety Checks (by NFRS staff) 2017/18	Telephone Survey
Over 55 years old	58% (2175)	76%
Declared a disability	45% (1696)	57%
Occupants from a BAME background	7.5% (285)	11%
Total HSCs/respondents	100% (3776)	100% (426)

- 2.3 It is particularly encouraging that the % of HSCs delivered to disabled people is approximately double the population in Nottinghamshire as a disability or long-term health condition can increase the risk of fire in the home. 13% of those surveyed lived in households with children.
- 2.4 The Executive Summary of the ORS report includes a 'Key Findings and Recommendations' section. Some of the headlines from this section include:
- 85% of respondents felt safer after the check;
 - Around half (51%) said that their expectations of the service had been met, while just under half (45%) said that their expectations had been exceeded;
 - Almost all respondents said that the staff who carried out the visit were polite and courteous;
 - Almost all (99%) respondents were satisfied with the service they received from NFRS with the vast majority (92%) being very satisfied;
 - 8% decrease since 2015-16 in the proportion of respondents that have made improvements/changes to the fire safety measures in their home.
- 2.5 The vast majority of respondents (86%) said that when they first contacted NFRS or when NFRS first contacted them, they were able to make an appointment at the time. 14% were not able to make an appointment at the time. In 70% (32) of cases it took over three days to arrange the appointment. In 18 of those cases it took over a week.
- 2.6 Although this does not seem to have adversely affected satisfaction rates, this is something that NFRS will review. ORS recommends ensuring that the message manages expectation, but advise that the Service could consider a mechanism for booking events 'real time' in to station diaries.
- 2.7 Another interesting observation highlighted is that those most likely to make changes or improvements to fire safety in the home were 'otherwise not

working', in receipt of state benefits and aged 16-54, whereas those who did not make changes were retired and do not receive state benefits.

- 2.8 As an outcome from the survey, a range of recommendations have been proposed and these will now be progressed, with the aim of improving customer experience for those who use the services NFRS provides.
- 2.9 This survey provides the organisation with evidence that service users are making changes to their safety measures at home as a result of the service NFRS has delivered. The majority of respondents also feel safer as a result of the home fire safety check. The high levels of satisfaction of the services delivered by NFRS employees and partners should also be noted.
- 2.10 Now that safe and well visits have replaced home fire safety checks, future surveys will reflect the new format and ensure that any changes are fully evaluated.

3. FINANCIAL IMPLICATIONS

Customer satisfaction surveys are funded by existing budgets. Any additional funding requirements arising from the proposals will be subject to a separate business case and approval, as part of the budget setting process.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

There are no direct implications for human resources or learning and development implications arising from this report.

5. EQUALITIES IMPLICATIONS

An equality impact assessment has not been undertaken because this is a survey of customers. No disproportionate impact in terms of satisfaction rates for protected characteristics was evident.

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

Failure to measure and act upon feedback from the public may have a detrimental impact upon the reputation of Service. These results enable the organisation to assure the quality of services provided.

9. COLLABORATION IMPLICATIONS

Neighbouring fire and rescue authorities have similar arrangements in place. Initial discussions are taking place with them to see whether there is an opportunity to collaborate in the future.

10. RECOMMENDATIONS

That Members note the contents of this report.

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

- Nottinghamshire Fire and Rescue Service, HFSC Final Report of Findings, Opinion Research Service report – available at the meeting.

John Buckley
CHIEF FIRE OFFICER

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Policy and Strategy Committee

EMERGENCY SERVICES NETWORK UPDATE

Report of the Chief Fire Officer

Date: 16 November 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

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1. BACKGROUND

- 1.1 The Emergency Services Mobile Communications Programme (ESMCP) is intended to provide the next generation communication system for the three emergency services and other public safety users as the contract for Airwave was scheduled to expire by 2020, this has now been extended until 2022. 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 (July 2018) a progress update report detailing the implications of ESN project delays and the national review of the full business case and value for money exercise that was being undertaken. This work is now complete and the report provides an overview of the latest position.
- 1.4 As was previously agreed, members will continue to be provided with further updates as the project progresses to ensure that the Fire Authority is fully briefed on the ESN work as a critical national project.

2. REPORT

INCREMENTAL ADOPTION

- 2.1 Following a Government review of options for the future direction of ESN the Home Office announced on Friday 21 September that ESN will be implemented using an incremental approach. This decision requires additional verification by specialists within Government which will be provided by a series of assurance reviews.
- 2.2 The Full Business Case will be amended to reflect this updated approach and will be subject to a further governance and assurance review before formal endorsement and sign-off. It is anticipated that this process will be concluded in early 2019.
- 2.3 The first part of the commercial Heads of Terms negotiations with the major suppliers to enable ESN to be delivered in an incremental way, as well as extending the existing Airwave service, are now complete. The Airwave agreement will extend the network on substantially similar terms for three additional years to the 31 December 2022, with the option to be further extended.

- 2.4 The incremental approach will allow an element of choice around adoption of ESN products prior to full implementation and switch-off of Airwave. The aim being to allow the emergency services to access many of the data service benefits and capabilities of ESN ahead of the full suite of products being available.
- 2.5 Under the new plan the existing Airwave service will be shut down only once all emergency services are using each ESN product or service they require and can demonstrate that they can safely operate without Airwave.
- 2.6 An overall report has been produced to reflect East Midlands incremental adoption position. The sector has stressed that more clarity is required around ESN products before further planning work both regionally and locally can be undertaken. This is now recognised by the programme and work is underway to develop additional product descriptor information.

ESN PRODUCTS

- 2.7 As part of the incremental approach there are a number of products available, descriptors of these have been released to ESN teams as detailed below:
- ESN Assure – Beta Product to enable internal programme users and customers to validate ESN coverage – due Q4 2018;
 - ESN Connect – SIM-only offer, to connect vehicle Modems with the ESN Data service – due January 2019;
 - ESN Connect+ - a package of telephony, messaging and data services over the ESN network, running on an approved Commercial Off The Shelf handset or the Galaxy ESN ruggedised handset – due February 2019;
 - ESN Direct Alpha – Press to Talk (PTT) and Public Safety Messaging on Galaxy ESN pre-production handsets (Demo/Trial) – due Q4 2018;
 - ESN Direct 1.0 – PTT including full network priority and pre-emption – due Q2 2019;
 - ESN Direct 2.0 – as above but including integrated Control Rooms and Interworking with Airwave – due Q3 2019;
 - ESN Direct 3.0 – as above but including Public Safety Video – due Q1 2020;
 - ESN Prime – Full Featured Public Safety Communications Suite of applications on the dedicated 4G Emergency Services Network. With full mission critical KPIs and Service Regime, including the convergence of all necessary Services – due November 2020.

VALUE FOR MONEY EXERCISE

2.8 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 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.

2.9 The Home Office is particularly interested in the outcomes – i.e: 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.

2.10 During June and July 2018 Services have reviewed their ESN funds and submitted their current position through to Fire and Resilience Directorate. In parallel with this exercise work has been carried out on developing the future funding requirements for the Fire Sector. A report will go the Fire Customer Group for their approval before going to the Minister for sign off and reflected in the Full Business Case.

PROPOSAL TO APPOINT LEAD USER ORGANISATIONS

2.11 As part of the delivery of ESN user services the Programme has now taken the decision to replace the Wave 7000 mission critical push to talk (MCPTT) application originally proposed, with Kodiak 3GPP standards-based push-to-talk (PTT) software solution. This will have a significant impact on Control Room System vendors, many of whom have been developing solutions to enable their customer's control rooms to interface with Motorola's Wave 7000 application. Some have been working on this since the first half of 2016.

2.12 In view of this the NFCC is proposing and have released a draft paper around the Programme's proposal to appoint Lead User Organisations to work with Control Room system suppliers. This proposal was sent out to regions for feedback, the general returns being that this approach may not save time, that user organisations may not have the technical expertise to undertake the role, the risk of progress of the new development and associated costs would fall to the user organisations, and there is a concern that the process will be challenging and may erode or be detrimental to vendor/customer relations.

- 2.13 The NFCC conclusion is that whilst the concept of the Lead Organisation has merit and may contribute to achieving the objectives, it is extremely complex and will require a great deal of effort to implement successfully.
- 2.14 Nottinghamshire Fire and Rescue Service have made it clear in our feedback that we would not be putting ourselves forward as a Lead User Organisation for Systel, notwithstanding the concerns highlighted above, with the proposal for a joint Fire Control function with Derbyshire it is felt that the Service may not meet the criteria required for a Lead User Organisation.

TECHNICAL ISSUES

- 2.15 ESN Code of Connection standards remain an outstanding concern. A Code of Connection standard and Architecture document have been developed and endorsed by Fire Customer Group, however the full suite of documents is still not finalised to progress a review of remedial action work. Once Services have full clarity, work will begin on realignment of remedial action plans, and commencement of compliance/security activity to enable ESN accreditation.
- 2.16 The full design specification for Kodiak version 9 is due shortly, this version is mainly to enable the prioritisation of voice within the ESN network, and there are also changes to the user interface. Discussions on refining the detailed designs for remaining software releases continues.

REGIONAL 3ES COLLABORATION

- 2.17 Collaboration opportunities continue to be pursued in the delivery of ESN across the East Midlands, including coverage assurance, device management, training and equipment installation. As previously reported a Joint Board has now been set up and terms of reference for the board have been agreed and signed off. Work has commenced on collaborative coverage activities around assurance of the network within the East Midlands in advance of Assure being available.
- 2.18 This is a key expectation of the government programme team to ensure that commercial benefits are delivered both nationally and locally.

REGIONAL ESN PEER REVIEW

- 2.19 At the October 2017 strategic CFOA meeting it was agreed, due to the possibility of reduced funds from the Home Office, that a Regional review of the programme within East Midlands would take place. This review has been undertaken and a report submitted. The outcomes of the report show the current governance and structure is still fit for purpose and cost effective. The current sector proposal is to continue with regional structures and funds have been requested to enable the necessary local transition funding.

COVERAGE AND COVERAGE ASSURANCE

- 2.20 A Coverage Steering Group has been established to engage with all the Coverage related work areas within the programme. The group are in the process of agreeing Terms of Reference and, as a priority, create an overarching Coverage Strategy. A Coverage Assurance Strategy is also being developed.
- 2.21 The ESN Assure product is an app that will be installed onto ESN testing devices to assess coverage on the ESN network. An Assure soft launch in November will involve three to four regions receiving a limited number of devices to prove the processes being designed around deployment and use of the device and third party Geographical Information System GIS and reporting systems. Lessons learned will further inform the full roll out of Assure 1.0 and 2.0. early 2019.

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 – e.g.: 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.
- 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 Value for Money process will feed into any future funding received. This theme of technological demand continues to increase pressure on the Service.

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.
- 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 is in post from Leicestershire Fire and Rescue Service, who will be liaising with East Midlands FRS's 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.
- 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 and will 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.
- 8.4 Regular project meetings are led by the Head of 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.
- 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 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.

- 9.2 Following discussions with the East Midlands strategic police lead, agreement was reached to introduce a joint strategic board with terms of reference.
- 9.3 Future collaboration between Fire and Police will prove complex, not least given that this spans ten separate organisations, even more so now that the Programme has adopted incremental delivery.

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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