



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Nottinghamshire and City of Nottingham
Fire and Rescue Authority

COMMITTEE OUTCOMES

Report of the Chief Fire Officer

Date: 16 February 2018

Purpose of Report:

To report to Members the business and actions of the Fire Authority committee meetings which took place between December 2017 and February 2018.

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1. BACKGROUND

As part of the revised governance arrangements the Authority has delegated key responsibilities to specific committees of the Authority. As part of those delegated responsibilities, the chairs of committees and the management leads report to the Authority on the business and actions as agreed at Fire and Rescue Authority meeting on 1 June 2007.

2. REPORT

The minutes of the following meetings are attached at Appendix A for the information of all Fire Authority members:

Personnel Committee	15 December 2017
Community Safety Committee	12 January 2018
Finance and Resources Committee	19 January 2018
Human Resources Committee	26 January 2018
Policy and Strategy Committee	02 February 2018

3. FINANCIAL IMPLICATIONS

All financial implications were considered as part of the original reports submitted to the committees.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

All human resources and learning and development implications were considered as part of the original reports submitted to the committees.

5. EQUALITIES IMPLICATIONS

An equality impact assessment has not been undertaken because this report is not associated with a policy, function or service. Its purpose is to update the Fire Authority on the outcomes of committee business.

6. CRIME AND DISORDER IMPLICATIONS

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

7. LEGAL IMPLICATIONS

There are no legal implications arising directly from this report.

8. RISK MANAGEMENT IMPLICATIONS

The Service's performance in relation to matters addressed through the committee structure is scrutinised through a range of audit processes. The Service needs to continue to perform well in these areas as external scrutiny through Comprehensive Performance Assessment and auditors' judgement is key to future Service delivery.

9. COLLABORATION IMPLICATIONS

There are no collaboration implications arising from this report, as the report seeks to provide Members with an update on the business and actions of Fire Authority committee meetings which have taken place in the last quarter.

10. RECOMMENDATIONS

That Members note the contents of this report.

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

None.

John Buckley
CHIEF FIRE OFFICER



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

PERSONNEL COMMITTEE

**MINUTES of the meeting held at Fire and Rescue Services HQ, Bestwood Lodge,
Arnold Nottingham NG5 8PD on 15 December 2017 from 9.28 am - 10.33 am**

Membership

Present

Councillor Michael Payne (Chair)

Councillor Mike Quigley MBE

Councillor Parry Tsimbirdis

Absent

1 APPOINTMENT OF CHAIR FOR THE MEETING

Councillor Michael Payne was appointed Chair for the meeting.

2 APOLOGIES FOR ABSENCE

None.

3 DECLARATIONS OF INTERESTS

None.

4 MINUTES

The minutes of the meeting held on 2 October 2014 were confirmed and signed by the Chair.

5 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 by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Act.

6 GRIEVANCE APPEAL

The Committee considered the submission from the Grievant and their representative, and sought clarity on some aspects of employment regulations from an HR advisor.

RESOLVED to dismiss the Grievance Appeal.



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

COMMUNITY SAFETY COMMITTEE

MINUTES of the meeting held at Fire and Rescue Service Headquarters, Bestwood Lodge, Arnold, Nottingham, NG5 8PD on 12 January 2018 from 10.10 am - 11.41 am

Membership

Present

Councillor Eunice Campbell (Chair)
Councillor Andrew Brown
Councillor Patience Uloma Ifediora
Councillor Parry Tsimbirdis
Councillor Jonathan Wheeler
Councillor Jason Zadrozny

Absent

Councillor Brian Grocock

Colleagues, partners and others in attendance:

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

16 TEMPORARY CHAIR

As Councillor Campbell was delayed, Councillor Grocock who was substituting for her, was appointed temporary Chair.

17 APOLOGIES FOR ABSENCE

Councillor Campbell sent apologies for lateness, during her absence, Councillor Grocock substituted.

18 DECLARATIONS OF INTERESTS

None.

19 MINUTES

The minutes of the meeting held on 6 October 2017 were confirmed as a true record and signed by the Chair presiding.

20 NOTTINGHAM TRAIN STATION FIRE

The Chair of the meeting was of the opinion that this item, although not included on the agenda, should be considered as a matter of urgency in accordance with Section 100B(4)(b) of the Local Government Act 1972, in view of the special circumstances that it is a significant on-going incident of which members need to be informed.

Wayne Bowcock, Deputy Chief Fire Officer, informed the Committee that a fire was reported at Nottingham Train Station at 6.30am this morning. The station was evacuated and closed and at the time of this report, there have not been any citizen or firefighter casualties.

Initially the fire started in the ladies toilets of the new building which links the train station with the tram stop and car park. Although initial firefighting was aggressive and fast, the fire rapidly spread to the Edwardian wooden concourse between platforms. At this time, the Art Nouveau section of the building has only been subject to smoke damage.

All trains have been suspended and East Midlands Trains are operating diversions and coach services. Tram services are not operating near to the station due to an unrelated incident elsewhere in the City.

At the height of the fire, 12 appliances were in attendance. The initial fire has been extinguished but firefighters are stripping back cladding and investigating ducts with thermal imaging equipment to ensure that the fire is fully extinguished and will not re-emerge elsewhere in the building.

Once the fire is confirmed fully extinguished, the smoke in the ticket hall will be removed by pressure ventilation and a full structural and electrical assessment, including the train lines and facilities, will be required and satisfied before the station can be reopened.

On responding to the fire, the National Co-Ordination Framework was implemented which includes informing the Home Office .

As a nationally reported incident, neighbouring Fire and Rescue Services were quick to offer support and there has been excellent partnership working between the Fire Service, Police, City Council and Highways to co-ordinate a response to the fire and the resulting disruption. A Tactical Co-ordination Meeting is to be held at 11am this morning at Fire HQ. Normally it would be held at a fire station close to the incident but due to the impact on access, it is easier for partners to travel to HQ.

Members will receive a further report to the next meeting.

21 SERVICE DELIVERY PERFORMANCE

In the absence of Area Manager Dan Quinn (who was involved in co-ordinating the response to the Nottingham Train Station fire), Wayne Bowcock, Deputy Chief Fire Officer, presented the report which updates members on the activity and performance of the Service Delivery Directorate between 1 June 2017 and 30 September 2017.

The report provides full details but the following points were highlighted and responses given to member's questions:

- (i) there were 3 fire fatalities in this period;
- (ii) the Service attended 2862 incidents, which is 89 more than the same period the year before;
- (iii) retained duty availability averaged 78% but some stations achieved more than 90% with Worksop availability at 95.65%;
- (iv) there were 11 more road fatalities so the focus on road safety promotion and awareness has increased and a specific road safety campaign is operating from November to February; a period when RTC statistics tend to increase. This will include the use of media, social media and visits to schools;
- (v) the Service was involved in and hosted a range of seasonal and on-going safety and engagement events (listed in the report) and generally received a very good response. The Christmas meal for particularly vulnerable and isolated older people was held at Loxley House with support from the London Road NFRS crews and members of the Prince's Trust. Participants thoroughly enjoyed themselves and it provided a valuable connection to ensuring that all received a home safety check whereas they may otherwise have been difficult to identify;
- (vi) with regard to the retained duty system availability data in Appendix A to the report showing that 'no driver was available', a percentage of crew were required to be drivers, but the Service has since moved away from this system. Crew members can volunteer to drive and are trained when training places become available. Although there is dependence and limitations on availability of potential drivers at a local level, this system is being reconsidered but it is recognised that not everyone wants the added responsibility of driving a LGV vehicle on blue lights.

Members of the Committee commended the often creative range of engagement safety promotion undertaken by the Service.

Councillor Campbell requested that her thanks were recorded to everyone who helped at the older persons Christmas meal.

RESOLVED to note the report.

At this point in the meeting Councillor Eunice Campbell resumed the Chair and Councillor Grocock remained in attendance as an observer.

22 PREVENTION ACTIVITIES: INTELLIGENCE LED WORKING

Wayne Bowcock, Deputy Chief Fire Officer, presented the report which updates members on how incident data is used to target specific vulnerable sections of the community and potentially dangerous behaviours with prevention education and activity.

The newly developed Incident Report System Query Tool (IRSQT) was devised by NFR Officers to identify incident patterns and trends. This information, which can be detailed to geographical areas, causes, and types of incident, then feeds into the Incident Reduction

Plan (IRP) to enable appropriate targeting of prevention activity to be undertaken, even aimed at individual profiles of the population, by local crews.

Members welcomed the IRSQT as a valuable asset to incident prevention.

RESOLVED to note the report.

23 NEW CROSS AND BROOMHILL PROJECT

Wayne Bowcock, Deputy Chief Fire Officer, presented the report which updates members on the current collaborative prevention work being undertaken at the New Cross and Broomhill projects, following a request from Councillor Jason Zadrozny of Ashfield District Council.

The New Cross project was set up in 2014 by Ashfield District Council as a multi-agency collaborative prevention team to work with troubled families and complex persons in response to their multifaceted social problems which demanded a high resource input from a range of agencies.

The project has been regularly independently reviewed and reports that for every £1 spent, a saving of £12 is collectively realised across the combined partner agencies. This could result in the predicted saving of public money totalling of £3.4 million by 2019. Specifically for NFRS, a contribution of almost £1 will provide savings to the Service of £1, resulting in a cost neutral contribution, although the broader social benefits are significant.

Since its establishment and success of the pilot model, a second site has been established at Broomhill to tackle the same issues.

NFRS continues to meet its commitment of funding to the value of £40,000 per annum (agreed for 3 years), at New Cross and a NFRS District Prevention Officer has been seconded to the Broomhill Project for a period of three years, to be reviewed every 12 months.

The resource and financial contribution from other partners is detailed within the report.

Members are presented with three potential options in the report and requested to determine which should be selected with regard to the future engagement and funding by the Service in the New Cross and Broomhill projects.

It is noted that with regard to option one, to maintain the current support, £40,000 is earmarked as a reserve and accounted for the current budget.

Councillors commented as follows:

- (a) with consideration to the economy of scale, it would be better to continue this work, and so option 2, 'continue with the year 3 financial support and withdraw the secondee' which gives the broader benefit, is preferred with a further report in 12 months' time;
- (b) further information is required as to the fire incident reduction achievement following NFRS's involvement;

- (c) consideration should be given to the broader positive social impact of the project and not just in relation to NFRS;
- (d) these projects are not an appropriate use of funding, do not achieve the savings claimed and actually result in a cost. £40,000 may be ring fenced but it could be better spent elsewhere to promote and improve fire safety. There is no evidence that the projects have saved lives; they appear to focus on enabling people to be happy in their home, which is not fire safety related. It is increasingly likely that the Clinical Commissioning Group (CCG) will withdraw funding to the projects in the next financial year and this will result in the collapse of the projects;
- (e) with this new information, members need to better understand the current situation before committing funding;
- (f) other options need to be presented to identify how effective and sustainable fire prevention work can be supported;
- (g) it's important to ensure that all areas of the county can benefit from this funding and not just population pockets within the Ashfield District Council area;
- (h) further information is requested prior to any decision as the Service needs to be robust in how every penny is spent to ensure the best outcomes;
- (i) confirmation from the CCG needs to be sought regarding their commitment to future funding before a decision is made for NFRS's commitment to funding. If the CCG are intending to withdraw, then option three, 'to withdraw from the project at the end of the current financial year', should be selected. If the CCG agreed to commit to a further year's funding, then it is reasonable for NFRS to commit a further one year funding but the position needs to be reviewed in a year's time;
- (j) this has been an excellent example of partnership working and consideration should be given to the achievements of the projects so far;
- (k) assurance should be sought regarding the benefits to the wider Nottinghamshire community of these projects.

RESOLVED

- (1) for the Deputy Chief Fire Officer to confirm the position of the CCG with regard to its future funding of the New Cross and Broomhill Projects;**
- (2) once the CCG funding position is clarified, to delegate authority to the Chair, in consultation with the Lead Opposition Member, to determine which of the options presented within the report, or if amended, recommended by the Chief Fire Officer, should be acted upon;**
- (3) for the Committee to receive an update report to the next meeting.**

24 PRIMARY AUTHORITY SCHEME

Wayne Bowcock, Deputy Chief Fire Officer, presented the report which updates members on the existing Primary Authority agreement between Boots UK and NFRS, and the potential expansion of the scheme to include two further organisations.

To date the Primary Authority Scheme has been working to the mutual benefit of Boots UK and NFRS. Whilst NFRS currently operates on a cost recovery basis by recharging Boots UK for the time and resources spent dealing with the organisation, Boots UK have the benefit of a single point of contact and a consistent approach to the fire safety advice and enforcement relating to all of its stores.

The arrangements to the Primary Authority Scheme were amended in October 2017 to enable easier access for small businesses to the scheme.

A further two large organisations within Nottingham /Nottinghamshire have approached NFRS to enquire as to be possibilities of becoming their primary authority. The implications of engaging with the additional large organisations are being considered.

It is noted that potential partnership working with Derbyshire Fire and Rescue Service is being considered with regard to providing a 'one-stop shop' to advise small businesses on fire with fire safety advice regarding risk assessments. This approach is supported by the Local Enterprise Partnership D2N2.

Councillors' questions were responded to as follows:

- (a) whilst there are no financial implications currently, if any do occur with regard to the expansion of the Services' operation of the Primary Authority Scheme, a report will be brought to the Committee. However it is intended that any additional work can be managed within existing resources on a cost recovery basis;
- (b) the scheme was initially established to provide a co-ordinated approach to fire safety for businesses, ensuring that they are required to comply with only one interpretation of fire legislation. It was not intended that the scheme would be profit-making as advising and enforcing fire safety legislation is considered a statutory duty for fire rescue services. However some Fire Services do operate slightly different cost recovery schemes;
- (c) the service provided through the Primary Authority Scheme is a statutory duty, so it is reasonable that the Service should operate on a not for profit basis;
- (d) if the position regarding statutory duty changes, then there may be profit-making potential but this would need to be through an arm's length organisation.

Some members of the Committee suggested that, when dealing with large organisations, consideration of a small profit margin should be considered.

RESOLVED to note the report.



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

FINANCE AND RESOURCES COMMITTEE

**MINUTES of the meeting held at Fire and Rescue Services HQ, Bestwood Lodge,
Arnold Nottingham NG5 8PD on 19 January 2018 from 10.01am - 11.08am**

Membership

Present

Councillor Malcolm Wood (Chair)

Councillor John Clarke

Councillor Brian Grocock

Councillor Francis Purdue-Horan

Councillor Mike Quigley MBE

Absent

Councillor Andrew Brown (observing)

Colleagues, partners and others in attendance:

John Buckley	- Chief Fire Officer
Craig Parkin	- Assistant Chief Fire Officer
Theresa Channell	- Interim Treasurer to the Authority
Becky Smeathers	- Head of Finance
Catherine Ziane-Pryor	- Governance Officer

21 APOLOGIES FOR ABSENCE

None.

22 DECLARATIONS OF INTERESTS

None.

23 MINUTES

Subject to the inclusion of Councillor Mike Quigley's apologies for absence due to leave, the minutes of the meeting held on 13 October 2017 were confirmed as a true record and signed by the Chair.

24 REVENUE AND CAPITAL MONITORING REPORT TO 30 NOVEMBER 2017

Becky Smeathers, Head of Finance, presented the detailed report which informs the Committee of the financial performance of the Service between 3 March 2017 and 30 November 2017 with variances from the budget identified.

It is noted that under the current and newly reviewed circumstances, dependant on the Authority's decisions regarding budgets, by the end of the financial year it will be necessary to utilise reserves which will result in an earmarked reserve of £2.1m and a general reserve balance of £7.3m.

Comments from members and responses to their questions included:

- (a) reserves are finite and it is not advisable to use them to support the budget in the longer term so allocation should be approached with caution;
- (b) there is no legal level of reserves to be maintained and it is for each Authority to determine the level which is believed to be appropriate against potential risks. It is anticipated that the Service will hold £7.3 million of general reserves at the end of this financial year but predicted that reserves will need to be further drawn upon in future years;
- (c) the Authority is aware of the level of Central Government funding to be provided up to 2020, and needs to ensure that the shortfall can be met by planning for the future;
- (d) in previous years the Authority has underspent in some areas which has enabled reserves to be topped up. With the current funds available and savings required it is not anticipated that underspends will occur to be able to replenish reserves.

RESOLVED to note the report.

25 BUDGET PROPOSALS FOR 2018/19 TO 2020/21 AND OPTIONS FOR COUNCIL TAX 2018/19

Becky Smeathers, Head of Finance, introduced the report which presents the Committee with budget proposals for 2018/19 to 2020/21 and the implications for Council Tax.

The report provides details (with assumptions clearly identified) on the predicted capital and revenue costs and known income. Also included are the projected potential income options resulting from below the referendum threshold rises in Council Tax, which Central Government has raised to 3%. It is noted that a Council Tax freeze grant is no longer available.

Theresa Channell, Interim Treasurer to the Authority, commented that Finance Team colleagues have worked hard, and continue to do so, to ensure the robustness of the budget, outcomes and ensure sustainability. Reserves are finite and flexibility is reducing and will be removed as reserves reduce. The current level of protected reserves of £4.4m will not be sustainable beyond 2018/19 if the council tax increase of 1.95% is applied, but will be sustainable into 2019/20 if an increase of 2.95% is applied, as illustrated in Appendix

C to the report. It is noted that any council tax increase will of course impact on future years budgets.

Questions from members of the Committee were responded to as follows:

- (a) the required savings target identified through the sustainability strategy is £1.65m. Whilst on course to make such savings in the longer term, unpredicted issues arising, such as the higher than expected pay rise and the increase of pay awards, strengthens the case for a rise in Council Tax;
- (b) savings in the region of £800,000 may potentially be achievable through mixed crewing proposals.

Members comments included:

- (c) it is premature to make a decision on reserves until it can be confirmed what level of savings can be achieved;
- (d) a 2.95% Council Tax increase is not unreasonable given the quality of services provided;
- (e) to ensure that all relevant information is considered further, more detailed information, including savings via collaboration, is required before a decision on recommendations to the full Authority should be made;
- (f) not all citizens can afford a rise to the extent of 2.95% and cumulatively financial impact on citizens will be significant;
- (g) the need to increase Council Tax is required due to the reduction of Central Government funding of the Service;
- (h) contrary to public perception, austerity measures are yet to be fully implemented. Frontline public services need to change but it is difficult to make a decision in the name of sustainability when the future is uncertain.

RESOLVED to make recommendations to the full Fire Authority to:

- (a) increase Council Tax to a maximum of 2.95%;**
- (b) approve the use of reserves as identified in the report to achieve a balanced budget as required by law.**

It is noted that Councillor Mike Quigley and Councillor Francis Purdue- Horan abstained from voting.

26 PRUDENTIAL CODE MONITORING REPORT TO 30 NOVEMBER 2017

Becky Smeathers, Head of Finance, presented the report which informs the Committee of the performance against prudential indicators for the quarter period ending 30 November 2017, with regard to capital accounting and treasury management.

It is noted that although earnings from interest were below that budgeted for, all prudential indicators remained within the parameters agreed by the Authority and there are no areas of concern.

RESOLVED to note the report.

27 ANNUAL AUDIT LETTER 2016/17

Becky Smeathers, Head of Finance, presented the Annual Audit Letter 2016/17 provided by KPMG LLP, the Authorities External Auditors for that period. It is noted that a summary was presented to the full Fire Authority at the meeting on 18 December 2017.

The Annual Audit Letter states that the Service achieved good value for money and had appropriate arrangements for securing economy, efficiency and effectiveness in the use of resources. KPMG LLP has issued an unqualified audit opinion which raises no significant concerns.

RESOLVED to note the report.

28 CORPORATE RISK MANAGEMENT

Craig Parkin, Assistant Chief Fire Officer, presented the report which informs the Committee of the Corporate Risk Management process and highlights the high and very high risks identified.

The following risks were highlighted and are detailed within the report with existing and additional responses outlined:

- (i) availability of resources with regard to maintaining business continuity. The Policy and Strategy Committee will be updated on this issue, but it is likely that further finances will be required;
- (ii) Emergency Services Network (ESN). A systems replacement has resulted in a 14 month delay on the initial schedule which is now expected to extend to 2 years. The transition funding from Central Government was received eight months late. There is however some progress on the devices used which will be government subsidised, but the Service currently partially subsidises the project. Once implemented the equipment will be as-good-as, if not better, than that already in use, but far more secure. The new system does not rely on radios but is cutting edge technology with rubberised mobile phone handsets connected to a commercial 4G network for which emergency responders will have priority usage. If a major incident occurs and overall demand increases, the system provides the option to shut out access for all non-emergency service users, ensuring the network remains effective for emergency services. It is still not clear to what extent fire authorities will be expected to fund the system, but if the final business case varies significantly from that agreed, it will be presented to members;
- (iii) GDPR (General Data Protection Regulation) will replace the current Data Protection Act and come into force on 25 May 2018 , requiring complete compliance;

- (iv) Road risk. This has recently been highlighted when a fire appliance driver who was responding to an emergency, killed a pedestrian and was charged with death by careless driving. This has a huge impact, obviously not only on the person who has died and their family, but can result in massive compensation claims.

RESOLVED

- (1) to note the report;**
- (2) for members of the Committee to be informed of any notable changes to the Risk Register during the period between meetings, particularly with regard to the Emergency Services Network;**
- (3) for the full risk register to be made available to members of the Committee.**

29 INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT) STRATEGY UPDATE

Craig Parkin, Assistant Chief Fire Officer, presented the report which provides an outline update on the ICT Strategy, including the progress made in improving cyber security within the Service.

It is noted that there is a focus on the following four connected work streams within a continually reviewed work programme which aims to maintain security (including from cyber-attacks) and ensure that robust systems are in place to support the work of the Service:

- (i) Unified Communications;
- (ii) Unified Collaboration;
- (iii) Connected Workforce;
- (iv) Emergency Services Network.

There has been a huge culture change in the Service since the strategic review and introduction of the ICT Strategy in 2013. Server operating systems are kept up-to-date and information is backed-up regularly. The age and abilities of equipment is monitored to ensure the required security of systems can be appropriately maintained and is able to support developing systems. An extranet is being developed which will further enable communication with secure and trusted partners to support collaboration.

Ensuring that security is maintained through workforce behaviour is an aspect where specific education has been applied to embed secure thinking into day to day working.

The expansion of the ICT Team has been necessary and specialists have been engaged on fixed term contracts to provide the necessary capacity to deliver services. Further posts have been required to support the achievement of the 'code of connection' required in preparation for the Emergency Service's Network (ESN). Although some grant funding (Section 31 grant) has been provided by the Home Office to support ESN work, the Service

has to absorb the remaining costs although it is hoped that further funding contributions will be provided as a result of the schedule slippage at Central Government level.

It is anticipated that further, modest funding in addition to the current budget will be required to support and ensure continued capability but the Committee will receive reports as and when required.

RESOLVED to note the report and agree to receive a further report to a future meeting to consider the outcomes of an assessment of risk and resources to proportionality manage identified risk.



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

HUMAN RESOURCES COMMITTEE

**MINUTES of the meeting held at Fire and Rescue Services HQ, Bestwood Lodge,
Arnold Nottingham NG5 8PD on 26 January 2018 from 10.01am - 11.19am**

Membership

Present

Councillor John Clarke (Chair)
Councillor Vaughan Hopewell
Councillor John Longdon
Councillor Jackie Morris

Absent

Councillor Liaqat Ali

Councillor Brian Grocock - substitute for Councillor Liaqat Ali

Colleagues, partners and others in attendance:

Wayne Bowcock - Deputy Chief Fire Office
Tracy Crump - Head of People and Organisational Development
Catherine Ziane-Pryor - Governance Officer

15 APOLOGIES FOR ABSENCE

None. In the absence of Councillor Liaqat Ali, Councillor Brian Grocock substituted.

16 DECLARATIONS OF INTERESTS

None.

17 MINUTES

The minutes of the meeting held on 20 October 2017 were confirmed as a true record and signed by the Chair.

18 HUMAN RESOURCES UPDATE

Tracy Crump, Head of People and Organisational Development, presented the report which updates the Committee on the key human resources metrics for the Quarter 3 period, 1 October 2017 to 31 December 2017.

Whilst the report provides full details, the following points were highlighted:

- (i) there was very little change in sickness levels compared to the previous quarter with 66% of sickness being considered as long-term illness;
- (ii) 20 members of staff have left the organisation (6 wholetime, 10 retained and 4 support staff) and 6 joined;
- (iii) there was 1 disciplinary.

Members of the Committee were interested in the reasons why staff left the Service and requested that this information (gathered at the optional exit interview) is provided to the Committee. It is noted that national work which includes examination of such reasons is taking place so it was agreed that a report would be submitted to the Committee once this work was completed as it would provide valuable comparison information.

RESOLVED

- (1) to note the report;**
- (2) for a report exploring the reasons why staff left the Service, to be submitted to a future meeting.**

19 PROPOSED RESTRUCTURE OF THE RISK AND ASSURANCE SECTION

Wayne Bowcock, Deputy Chief Fire Officer, presented the report which seeks approval for a restructure of the Risk and Assurance Section.

The following points were highlighted:

- (i) following the recommendations of a peer review which suggested that the Service would benefit from closer internal collaboration, and the results of functional analysis which identified areas of common work within the 'Corporate Risk Management' and 'Operational Assurance and Health and Safety Risk Management' Teams, a restructure is proposed;
- (ii) the required vacancies now exist to support a smooth transition with a single 'Risk and Assurance' manager;
- (iii) the proposed restructure would also involve changing a currently vacant full time CAD operative post to part time whilst providing an uplift to an administrative post. In year 1 this would provide savings of £12,367 but this figure would reduce as post holders advance through the post increment system.

It is noted that the high risks within the Corporate Risk Register are submitted for consideration to the Finance and Resources Committee every six months.

RESOLVED to approve the proposed restructure of the Risk and Assurance Section of the Service and receive an update reviewing the changes six months after implementation.

20 MAINTAINING A HEALTHY AND FIT WORKFORCE - FUTURE CHALLENGES

Wayne Bowcock, Deputy Chief Fire Officer, presented the report which outlines the work undertaken to maintain the health and fitness of the workforce, particularly in relation to additional challenges of an older workforce since the firefighter retirement age was extended to the age of 60 years.

The Service's Occupational Therapy Team have again excelled and now hold bronze, silver and gold awards in the Workforce Well-being Scheme for their preventative and health promotion work. It is noted that in addition to achieving recognition for valuable work, participating in the scheme is beneficial as it introduces new approaches and initiatives.

The following points were highlighted from the report:

- (i) musculo-skeletal injury accounted for 30.6% of absence in operational employees during 2017;
- (ii) a Wellbeing Strategy is being developed which will refer to a range of illnesses including mental health, stress and anxiety and depression;
- (iii) in addition to services and support provided by the Service, employees are also able to access support through MIND, Blue Light, and the Firefighters Charity. A peer support network of trained staff is increasing within the Service and proving useful as a first point of contact. The Employee Assistance Programme is also a potential route to access support;
- (iv) as the size of the service reduces and there are fewer posts, it becomes more difficult to find appropriate redeployment opportunities if personnel need to change their role through ill health or injury. Previously staff did not tend to transfer between roles covered by either the green or grey book, but this may now be a possibility due to the restricted availability of vacant posts, however it would result in changes to the employee's terms and conditions of employment, pay and pension;
- (v) an older workforce will result in additional care issues which need to be supported and which are likely to require additional financial investment in future years.

In response to a question from the Committee, if it is believed that an employee cannot be supported back into work with the Service, the Occupational Health Team will refer them to an independent Occupational Consultant who will assess that employee and provide an independent opinion, determining if they are unable to meet the requirements of their role or if they would be able to work elsewhere. If they are in a medically capable condition to find alternative employment outside of the Service, then they will not be eligible to receive ill health retirement, but if alternative work is not possible, even in the longer-term, they will receive ill health retirement but benefits are dependent on a range of circumstances including length of service.

Councillor's comments included:

- (a) the implications of an aging workforce need to be specifically highlighted with Her Majesty's Inspectorate (HMI);
- (b) while there may need to be additional support for older firefighting employees, it's important that the Service doesn't give the impression that younger employees are valued more than older ones as this is not the case;
- (c) in the majority of instances where mental trauma is experienced, if timely support is received, this can provide the best outcomes;
- (d) it is beneficial to the individual and the Service if an alternative role within the Service can be found if the employee is unable to continue in their role. There is a wealth of knowledge and experience in the workforce which is often the result of the Service's investment in training of employees; this needs to be recognised and valued.

RESOLVED to note the report and applaud the Occupational Health Team for their award winning work.

21 UPDATE ON APPRENTICESHIPS

Tracy Crump, Head of People and Organisational Development, presented an update to the Committee on the development of Apprenticeships.

The cost of the apprenticeship levy is in the region of 0.5% of the National Insurance collected from any organisation with over 250 employees, so NFRS is expecting to pay approximately £115,000 during 2017/18, but can draw back these funds to training apprentices.

As a result of the Public-Sector Apprenticeship Target Regulations 2017, the Service will need to annually engage apprentice's equivalent to 2.3% of workforce or be reported to the Secretary of State, although it is unclear what the penalty will be for non-compliance. Whilst NFRA are working to meet this target with appropriate, not age-restricted apprenticeship schemes, other fire authorises have declared that they do not intend to take part in the scheme and will be 'writing off' the apprenticeship levy as a cost.

NFRS has developed a new Operational Firefighter Apprenticeship and applied to become a recognised employer provider on the register of approved training providers to ensure the levy funds can be drawn upon.

It is anticipated that new Firefighter Apprentices will be recruited in the autumn of 2018, be paid to national firefighter grades and undertake a 2 year apprenticeship. Further apprenticeships in Business Fire Safety and Community Safety Advisor are also likely to be developed.

It has been agreed that the Service will also draw on the levy to fund ILM Level 5 Operations/Departmental Manager apprenticeship with Sheffield College for 10-12 middle managers for a 2-year course in management and leadership.

As NFRS is a fairly small organisation, there is not an expectation to employ the apprenticeships after their 2 years, but NFRS intends to engage all successful graduating

firefighter apprentices where at all possible. This may not be an option in other areas of the Service, such as ICT and Finance, where employment will be dependent on vacancies occurring at the appropriate time.

The Service is not able to host apprenticeships on behalf of other Fire Authorities unless an arm's length organisation is created, so the feasibility of this is being investigated.

The majority of the levy paid in Year 1 will need to be written off as there was not enough time available to enable NFRS to develop their scheme, so this will need to be explained to the Secretary of State. It is disappointing that the retained firefighter post is not eligible for the apprenticeship scheme due to the level of their contracted hours.

RESOLVED

- (1) to note the report;**
- (2) for a report to be submitted to the Full Fire Authority with reference to the disappointing apprenticeship eligibility criteria which does not allow the scheme to be available to potential retained firefighters.**

22 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.

23 EXEMPT MINUTES

Subject to providing the correct membership details, the exempt minutes of the meeting held on 20 October 2017 were confirmed as a true record and signed by the Chair.



**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 2 February 2018 from 10.00am - 11.39am**

Membership

Present

Councillor Brian Grocock (Chair)

Councillor Andrew Brown

Councillor Sybil Fielding

Councillor Michael Payne

Councillor Malcolm Wood

Councillor Francis Purdue-Horan (substitute for Councillor Jonathan Wheeler)

Absent

Councillor Jonathan Wheeler

Colleagues, partners and others in attendance:

John Buckley - Chief Fire Officer

Craig Parkin - Assistant Chief Fire Officer

Malcolm Townroe - Clerk and Monitoring Officer to the Authority

Becky Smeathers - Head of Finance

Catherine Ziane-Pryor - Governance Officer

18 APOLOGIES FOR ABSENCE

Councillor Jonathan Wheeler – Leave (Councillor Frances Purdue-Horan substituting)

19 DECLARATIONS OF INTERESTS

The Chair, Councillor Brian Grocock, and the Chief Fire Officer, John Buckley, both declared pecuniary prejudicial interests in agenda item 6, 'Croatian Ceremony of Thanks' (minute 23) insofar as the report sought approval for them both to attend a ceremony of thanks in Croatia. Both stated their intention to withdraw from the meeting for the duration of the item.

20 MINUTES

The minutes of the meeting held on 10 November 2017 were confirmed as a true record and signed by the Chair.

21 FIRE AND RESCUE NATIONAL FRAMEWORK FOR ENGLAND CONSULTATION

Craig Parkin, Assistant Chief Fire Officer, presented the report on the 'Fire and Rescue National Framework for England Consultation' which provides the full copy of the consultation and proposed responses for submission before the consultation closes on 14 February 2018.

It is noted that Nottinghamshire Fire and Rescue Service (NFRS) Officers recently attended a Policy Event hosted by Her Majesty's Inspectorate (HMI) at which it was indicated that NFRS was scheduled to be inspected by HMI for compliance to the final version of the Framework with the second tranche of Authorities, during the autumn/winter of 2018/19.

The Policy Event enabled further discussion on the inspection in so much as it appeared to follow an approach similar to that of Police Constabularies but the governance of Fire and Rescue Authorities is totally different in that the Fire Authority is the decision making body consisting of locally elected members who rely on advice provided by NFRS officers, and Chief Fire Officer does not have the same decision making powers as his counterpart in the Police Service. It appears that now this governance point has been highlighted, the inspection is likely to include consideration of the governance arrangements of the Authority and that inspectors may request to meet with some Authority members.

Changes from the 2004 Framework to the proposed Framework are outlined in the report along with the proposed priorities and objectives against which Fire and Rescue Services will be inspected.

It is predicted that ensuring evidenced compliance to the new framework will require significant work and resources from Service although there is confidence that the Service is already performing well and meeting, if not excelling against many of the proposed requirements.

Members of the Committee were concerned at the proposal that Service reserves should not exceed more than 5% of the budget and suggested that any required justification should reflect the temporary necessity to facilitate the transition to a significantly reduced Service funding model.

RESOLVED

- (1) to note the content of the report and receive future reports as the revised National Framework is agreed and implemented;**
- (2) to support the response to consultation proposed by the Chief Fire Officer on behalf of Nottinghamshire Fire and Rescue Service.**

22 FIRE AND RESCUE SERVICES INSPECTION PROGRAMME AND FRAMEWORK CONSULTATION

Craig Parkin, Assistant Chief Fire Officer, introduced the report which, further to the previous item, presents the opportunity to respond by consultation on the proposed Fire and Rescue Service inspection programme and framework, and which outlines the proposed inspection process. The Committee's approval is sought for the Chief Fire Officer's proposed response to be submitted to the consultation.

It is noted that Senior NFRS Officers are broadly supportive of the proposed framework and that the Service performs well and is open and transparent in its governance.

As previously stated with regard to framework compliance, meeting the requirements of the inspection will also demand additional work and resources.

The grading categories for Fire Services will include outstanding, good, requires improvement, and, inadequate. The criteria by which Services will be assessed are set out within the report.

Continued networking with other Fire and Rescue Services, and even the Police Service, which is subject to similar assessments, has proved useful and enlightening and will continue to ensure the best understanding of the process and requirements can be achieved. This is particularly relevant with regard to the Suffolk, Staffordshire and West Yorkshire Fire and Rescue Services which are undergoing a pilot inspection.

It is anticipated that NFRS's inspection will take place during the autumn/winter of 2018/19 with a 50% focus on operations. Once the inspection is complete, the Chief Fire Officer will receive the inspection report, which he can check for accuracy, before returning. It will then be published on HMI's website. It is not currently clear how often inspections will be undertaken, but it is predicted that there will be a random element with regard to visits.

As previously stated, it has been highlighted to HMI by Fire and Rescue Authorities and also the Local Government Association (LGA) that the proposed assessment of governance is not conducive to assessing governance of Fire and Rescue Services which operate under the control of Fire and Rescue Authorities.

Members of the Committee expressed concern that whilst the involvement of members of the Authority in the assessment is welcomed, by July 2018 the membership of the Authority may be substantially changed due to local elections and include Councillors with little or no previous knowledge or experience of the Fire Authority and Service.

RESOLVED

- (1) to note the content of the report and support the response to consultation proposed by the Chief Fire Officer on behalf of Nottinghamshire and City of Nottingham Fire and Rescue Authority;**
- (2) to receive update reports on the progress being made in readiness for HMICFRS inspections.**

23 CROATIAN CEREMONY OF THANKS

Prior to consideration of this item Councillor Brian Grocock, Chair, and John Buckley, Chief Fire Officer, withdrew from the meeting having declared interests, the details of which are included within minute 19. Neither returned to the meeting until the item had concluded.

In the absence of the Chair, Councillor Michael Payne, Vice-Chair to the Authority, temporarily took the Chair for the duration of the item.

Following the Authority's donation of four appliances and obsolete equipment to the Fire Service in Varazdin County in the Republic of Croatia, followed by the discounted sale of a further two appliances, the Mayor of Ludbreg has invited the Chair of the Authority, the Chief Fire Officer,

and the Fleet Maintenance Manager, to attend a ceremony of thanks and unveiling of a nameplate in the town square to recognise the support given by the Authority.

The total cost of the above-mentioned attending the ceremony is anticipated to be approximately £2,000, which can be met from the 2018/19 conference attendance budget.

The Committee unanimously supported the recommendation.

RESOLVED to approve the attendance of the Chair, Chief Fire Officer and Fleet Maintenance Manager at the ceremony in Croatia as detailed in the report.

24 EMERGENCY SERVICES NETWORK (ESN) UPDATE

Craig Parkin, Assistant Chief Fire Officer, presented the quarterly report which updates the Committee on the progress of the Emergency Services Network.

As the existing radio contract nears an end, Central Government has undertaken a project to replace the current system with leading edge technology, which has not been applied anywhere else in the world. It is anticipated that the new system will be far more secure than the current system and enable all Emergency Services to easily communicate with each other to support the provision of efficient and effective collaborative working.

It is noted that whilst this is a Central Government driven programme, there is an element of escalating risk to the Authority due to development delays. Central Government has paused the project for further consideration and re-planning, the results of which may be available during the summer. It is anticipated that a revised business case will also be issued, confirming that the initial transition date of September 2018 will not be met and suggesting that full transition to the revised Emergency Services Network is unlikely to take place within the next two years, and may take up to six years for a full transition across the country.

The Authority initially agreed to participate in principle in the program during 2015, but as the project evolves, changes will be reported to the Committee.

Whilst continuation of the current contracts and use of equipment is confirmed, the longer term financial implications to the Service are unknown and therefore considered a risk. On engaging with the program, the Service employed specialist staff to work towards ensuring that the ICT applied by NFRS would be appropriate to enable transition to the new network. Whilst Central Government funding has been provided (although 8 months later than indicated), with the delays, the funding received will not cover the Service's engagement costs beyond this year, which is when the network was initially due to be implemented. It is unclear what, if any, further funding will be made available by Central Government and what proportion of the development work already undertaken by NFRS will remain relevant.

A further risk has been identified as Central Government has indicated an expectation that Services will transition to the new network as soon as they are able. However, this may result in an initial inability to appropriately communicate with other services and co-ordinate collaborative action if different networks are in use while transition is staggered.

Members of the Committee noted the anticipated need for the Service to allocate additional funding to support the transition programme and requested that the earmarked £200,000 is

reviewed once clarity is provided by Central Government regarding the revised programme timescale and cost implications.

RESOLVED to note the contents of the report and agree for the Committee to receive further updates as the project develops, including to the Chair of the Finance and Resources Committee.

25 TRI-SERVICE CONTROL UPDATE

John Buckley, Chief Fire Officer, introduced the report which updates the Committee on the progress of the Tri-Service Control Programme.

It is noted that whilst the Systel system has proven to be stable, significant issues have arisen with network maintenance, in that there have been multiple interrupting events. This is being investigated by the network provider.

The Systel product is considered to be top of its field and has now been commissioned by other Authorities. NFRS maintains a good working relationship with the Systel Project Team.

Members of the Committee welcomed the nearing completion of the project.

RESOLVED to note the contents of the report on the progress made with the Tri-Service Control Programme.

26 COLLABORATION UPDATE

Craig Parkin, Assistant Chief Fire Officer, presented the report which updates the Committee on current work to establish and strengthen collaborative working with other Emergency Services.

Networking and relationship building across all levels continues. Progress has been made with regard to potential shared estates in that a feasibility study has been undertaken with regard to the Police, Fire, and Ambulance Service estates, the outcome of which will be reported to the Strategic Collaboration Board.

Consideration of potential learning and development collaboration has identified the common area of leadership skills and potentially community engagement, but, as expected, there is very little common ground regarding specialist operational skills. Further consideration is required to develop appropriate multi-service learning models.

NFRS intends to rebrand the welfare unit to enable it to also support the Police Service at major incidents.

NFRS continues to proactively examine potential collaboration areas within all aspects of the Service and is involved in the National Working Group, which has proved important for networking and information/ idea sharing.

A Register of Collaboration has been established and shows that NFRS is already very active, including sharing space with Neighbourhood Policing Teams and with ambulance/paramedic stop points at a number of the Service's fire stations.

There will now be fresh focus on satisfying Central Government's requirement within the proposed framework, to ensure that the Service is doing as much as possible to benefit communities.

The importance of collaboration has been communicated to the workforce, external partners, the local press and social media, specifically following the excellent collaborative work undertaken during the Nottingham Train Station fire.

Members welcomed the enthusiastic approach to collaboration, but it was noted with disappointment by a member of the Committee that in one instance where the Police and Fire and Rescue Services have collaborated by sharing facilities, some valuable voluntary support from the community had been lost due to the combined restricted access policies required by each service.

RESOLVED to note the report and receive further updates.

27 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.

28 RESILIENCE ARRANGEMENTS UPDATE

John Buckley, Chief Fire Officer, and Craig Parkin, Assistant Chief Fire Officer, jointly presented the report.

RESOLVED to approve the recommendations as detailed within the report.