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

Date: Friday 15 November 2024 **Time:** 10.00 am

Venue: Dunkirk and Beeston Suites - Highfields Fire Station, Hassocks Lane, Beeston, Nottingham. NG9 2GQ

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

A handwritten signature in black ink, appearing to read 'M. J. [unclear]'. The signature is written in a cursive style.

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

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Any councillor who is unable to attend the meeting and wishes to submit apologies should do so via the personal assistant to the Chief Fire Officer at Fire Services Headquarters on 0115 967 0880

If you need any advice on declaring an interest in any item above, please contact the Governance Officer shown on this agenda, if possible before the day of the meeting.

Governance Officer: Cath Ziane-Pryor
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Nottinghamshire and City of Nottingham Fire and Rescue Authority - Policy and Strategy

Minutes of the meeting held at Joint Fire / Police HQ, Sherwood Lodge, Arnold, Nottingham, NG5 8PP on 26 April 2024 from 10.00 am - 10.56 am

Membership

Present

Councillor Michael Payne (Chair)
Councillor Richard Butler
Councillor Sybil Fielding
Councillor Patience Uloma Ifediora
Councillor Nigel Turner

Absent

Councillor Tom Hollis
Councillor Jonathan Wheeler
(substituted by Councillor Richard Butler)

Colleagues, partners and others in attendance:

Leila Berry - Assistant Chief Fire Officer
Craig Parkin - Chief Fire Officer
Mick Sharman - Assistant Chief Fire Officer
Damien West - Assistant Chief Fire Officer
Laura Wilson - Senior Governance Officer

15 Apologies for Absence

Councillor Jonathan Wheeler (Councillor Richard Butler substituting)
Malcolm Townroe

16 Declarations of Interest

None.

17 Minutes

The minutes of the meeting held on 2 February 2024 were confirmed as a true record and signed by the Chair.

18 Governance Arrangements

Craig Parkin, Chief Fire Officer, presented the report detailing the updated arrangements for the provision of the Clerk and Monitoring Officer following the termination of the existing provision arrangements with Nottingham City Council, and highlighted the following points:

- (a) Since inception of the Authority in 1998 Clerking and Monitoring Officer arrangements along with governance services have all been provided by Nottingham City Council under a buy-back of services arrangement. Irrespective of this provision, the Authority still had to formally appoint the Monitoring Officer which it did with the current incumbent, Malcolm R. Townroe, in July 2005. Mr Townroe has now confirmed his retirement from Nottingham City Council with effect from 28 April 2024.
- (b) Following confirmation of the proposed retirement of Mr Townroe from Nottingham City Council the Chief Fire Officer, in consultation with the Chair of the Authority, served notice on Nottingham City Council to terminate the buyback of the Clerk and Monitoring Officer provision. This takes effect from the date of Mr Townroe's retirement. It does not affect the provision of governance services which will be the subject of further review going forwards.
- (c) Given that Mr Townroe has already been appointed to act as the Authority's Clerk and Monitoring Officer, it is proposed that he be appointed directly as an employee of the Authority on an annualised hours or part time basis immediately following his retirement from Nottingham City Council. This will ensure continuity of the current Clerk and Monitoring Officer provision and also provide an element of corporate memory around the governance agenda. Given that Mr Townroe is also a qualified solicitor his title with the Authority will be reviewed to reflect this.
- (d) The cost of employing the Clerk and Monitoring Officer directly will be contained within the existing financial envelope for the provision of Clerk, Monitoring Officer and governance services.

Members welcomed the continuity that the appointment will provide.

Resolved to note

- (1) The arrangements with regard to the direct employment of the Clerk and Monitoring Officer.**
- (2) That arrangements for provision of governance services will be reviewed in due course.**

19 10-Year Workforce Diversity Planning

Leila Berry, Assistant Chief Fire Officer, presented the report providing an update on the Service's progress in developing a 10-Year Workforce Diversity Plan, and highlighted the following points:

- (a) The Service's work to improve the diversity of its workforce has been ongoing for nearly two decades. Numerous reports produced by Central Government have been highly critical of the slow pace of change within the sector.
- (b) The Service commissioned its own review of equality, diversity and inclusion practice during 2021-22 and a revisit was undertaken at the end of last year. One of the recommendations was that 'Resources to match aspiration: shift from expecting Equality, Diversity and Inclusion (EDI) service delivery excellence and workforce

diversity to reflect the population whilst under-resourcing the work that it takes to achieve this, to a longer-term approach, with more courageous proactive positive action and engagement enabled by stable staffing and budget commitment to achieve success.

- (c) Whilst the pace of change has been slow, some encouraging progress has been made over the years, particularly in improving the numbers of female firefighters and employees who are Lesbian, Gay or Bisexual. However, progress in attracting racially marginalised groups to the Service is not where the organisation would want it to be. In particular, attraction rates of women of colour to employment at the Service remain low and this needs to be addressed as part of this work.
- (d) To improve performance in this area it is proposed that the Service develops a 10-Year Plan. To do this in a methodical way, the following phases will be used - analysis; plan; do; and review.
- (e) The analysis phase consists of three separate workstreams, the first of which involves analysis and insight of the most recent Census data commissioned via Nottingham Trent University (NTU). This work will support the Service's understanding of Nottinghamshire's changing communities and will inform both this programme of work relating to the attraction and recruitment of diverse talent, as well as supporting wider community engagement initiatives across the Service. This work started in March 2024 and will last approximately six months.
- (f) Whilst the quantitative work undertaken by NTU is important, the qualitative insights to be gained from talking to community members is as valuable. A second piece of work starting this month will enable NFRS to gain a better understanding of the perceptions of under-represented groups in Nottingham who may face barriers in accessing employment opportunities or services. The Service has data demonstrating that City residents are underrepresented in its workforce and so the focus will be on this geographical area and those groups who are under-represented in the workforce, including women and ethnic minorities.
- (g) A third party with expertise in this area will be delivering this work between April and July. They will present their findings and recommendations to the Strategic Leadership Team at the end of their field work. This work, alongside the work that NTU is supporting, will enable NFRS to build its diversity plan based on firm foundations. The final part of this work is a desktop review of the research papers and sector-based reports which are in the public domain. This will also be used to inform the planning process.
- (h) Socio-economic deprivation will also be a key area of focus for the Service during the analysis phase. As a result of independent EDI review this has now been added to the Service's equality impact assessment process and template.
- (i) By July 2024, the Service will have a better understanding of what conclusions have been drawn by the quantitative and qualitative studies and Members will be briefed via the Strategic Inclusion Board and the Human Resources Committee.
- (j) The outcomes of the analysis phase will also start to inform a short-term workplan for the newly established Community Engagement Team which will sit in the Fire

Prevention Department. The Community Engagement Team will include both uniformed and non-uniformed colleagues, with a focus on community safety and positive action activities, including youth engagement. The Service's positive action offering will become more comprehensive and consistent than it has been previously with a focus on a regular presence in communities, not just during firefighter recruitment campaigns.

- (k) Defining the ambition and setting smarter targets will happen post analysis phase. By the autumn of this year, the Service will have undertaken the analysis and insight necessary to formulate meaningful and measurable objectives as part of the 10-year plan. Members are a key stakeholder in this work and regular feedback will be sought.

During the discussion which followed, the following points were made:

- (l) It is important that the work of the team is commended, and it is recognised that this report demonstrates that the Authority is self-reflective as it highlights the further work required as well as the progress made to date.
- (m) There is a need to increase representation further, but the Plan is ambitious and falls within the remit of the Human Resources Committee for ongoing monitoring.
- (n) The Plan provides clarity and focus and will demonstrate results over time, which will re-instil confidence in the community.

Resolved to

- (1) Endorse a long-term commitment to workforce diversity via a 10-year Diversity Plan.**
- (2) Note the contents of the report.**
- (3) Agree to receive future updates via the Human Resources Committee.**

20 Manchester Arena Inquiry - Volume Two: Update

Damien West, Assistant Chief Fire Officer, presented the report providing an update on progress in relation to the recommendations within Volume Two of the Manchester Arena Inquiry, and highlighted the following points:

- (a) On 22 May 2017, a homemade explosive device was detonated in the foyer of the Manchester Arena following an Ariana Grande concert. 22 people were killed and 1,017 were injured, many of them being children, with several hundred more left suffering psychological trauma.
- (b) Volume Two of the Manchester Arena Inquiry was published on 3 November 2022. Volume Two focussed on the impact of any inadequacies in the planning and preparation by the emergency services and in the emergency response. This includes whether any inadequacies undermined the ability of the response to save life or contributed to the extent of the loss of life.
- (c) An initial report was first presented to the Policy and Strategy on 27 January 2023 which outlined the approach the Service was taking to implement the identified sector learning.

At that meeting, Members agreed to receive update reports to enable oversight and scrutiny against the Service's action plan.

- (d) The Service's Risk and Assurance Team led on the review of the report and is overseeing the Service's action plan, which has 53 recommendations. Each recommendation is defined as to the action required to deliver the improvement and has a timeframe of completion. Of the 53 recommendations, 32 have been completed and closed and 21 are being worked towards. Progress against all recommendations is on-track and are set to be completed by December 2024.
- (e) As an example of some of the learning that has been implemented, the Service has reviewed all of its operational policy and procedures relating to marauding terrorist attacks (MTA). Amendments have been made in collaboration with regional partners. The Service also has an agreed programme to roll out the new national guidance – Joint Operating Principles for MTA, Edition 3.
- (f) Internal scrutiny of the Service action plan is through the Community Risk Management Plan (CRMP) Assurance Board which is chaired by the Chief Fire Officer.
- (g) The National Fire Chiefs Council (NFCC) Operations Committee has also established a strategic board to ensure consistency in responses across all UK Fire and Rescue Services, with quarterly reporting established to track progress of individual fire and rescue services.
- (h) The Service is actively working with colleagues within the Nottinghamshire Local Resilience Forum (LRF) to implement the learning via a specifically created Manchester Arena Inquiry sub-group. NFRS chairs this sub-group, which has attendance from all Category One and relevant Category Two responders. This group has identified 55 recommendations from the Volume Two report with relevance to the LRF.
- (i) The LRF's action plan defines each recommendation and sets out the timeframe of completion for each. Whilst coordination and engagement across all partners has faced some initial challenges, full completion is anticipated to be by December 2024. Of the 55 recommendations, 33 have been completed and closed and 22 are being worked towards. Scrutiny of the work of the sub-group is through the LRF's Resilience Working Group, with exceptions reported to the full LRF meeting.
- (j) As well as learning from the Volume Two report, in February, colleagues from Manchester Fire and Rescue Service, who were involved in the Manchester Arena organisational debrief, came into Service and presented a case study on the incident, which gave a real insight into events that happened on the night, as well as highlighting some further learning. This learning will be reviewed alongside the MAI action plan.
- (k) In March the Service undertook a full scale, 'no-notice', exercise to test the application of some of the learning from the MAI action plan. This exercise involved the evacuation of around 7000 people from a sports venue, then a realistic MTA scenario, and involved all blue light partners. Special thanks are given to the Ice Arena, the Nottingham Panthers and their fans for their involvement.
- (l) The exercise is subject to a full review and formal debrief report. One key

area of assurance already known was the effective response of the Service's MTA capability, supporting resources and Officers, and initial on scene multiagency working, which is an area which received criticism in the inquiry report.

- (m) The Service will continue to progress the recommendations internally and across the LRF, reporting progress via the governance structure. Progress reports will be presented to the CRMP Assurance Board and to Fire Authority Members, through the Community Safety Committee, at key milestones, with a proposed final sign-off to the Fire Authority in December 2024.
- (n) His Majesty's Inspectorate of Constabulary and Fire & Rescue Services is expected to audit progress against the recommendations of the Volume Two report during the next tranche of inspections.
- (o) Specific MTA funding from Government has been reduced from £56,000 a year to £19,500 a year, as of April 2023. This reduction will lead to a requirement, after 2024, for the replacement of equipment and facilitation of training to be funded from Service budgets, which do not currently meet this requirement. The additional cost will be addressed as part of Service financial planning.

During the discussion which followed, the following points were made:

- (p) Thoughts are with those killed and injured during the horrific attack and their families.
- (q) The response from staff and practical testing of arrangements is commended.
- (r) The reduction in funding from £56,000 to £19,500, particularly given the recent attacks in Nottingham using a vehicle and knife, is unacceptable and representations will be made to try to get the decision changed.
- (s) In relation to the 55 recommendations identified by the LRF, communication with partners is ongoing regarding the deadline for completion.

Resolved to

- (1) Note the update and endorse the actions being taken by the Service in response to the Manchester Arena Inquiry.**
- (2) Receive further reports for the monitoring and scrutiny of the implementation of learning through the Community Safety Committee.**

21 Exclusion of the public

Resolved to exclude the public from the meeting during consideration of the following item in accordance with Section 100A of the Local Government Act 1972 (under Schedule 12A, Part 1, Paragraphs 3) 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.

22 Mobilisation Project Update and Mobile Data Terminal (MDT) Software Contracts Award

Mick Sharman, Assistant Chief Fire Officer, presented the report.

Resolved to approve the recommendations in the report, as amended at the meeting.

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NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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

SERVICE IMPROVEMENT – FUTURES 25 CLOSURE REPORT

Report of the Chief Fire Officer

Date: 15 November 2024

Purpose of Report:

To provide a closure report on the Futures 25 change and improvement programme, setting out the achievements and next steps to incorporate service improvement as part of business as usual activities.

Recommendations:

That Members note the contents of this report.

CONTACT OFFICER

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1. BACKGROUND

- 1.1 In May 2022, the Chief Fire Officer sought permission from the Policy and Strategy Committee to commence a programme of work to identify both pay and non-pay efficiencies to ensure the Authority was in a position to set a balanced budget for the financial year 2023/24. This scheme of work was titled as 'Futures 25'.
- 1.2 In July 2023, Phase 1 of the Futures 25 programme was completed and Members were presented with a report in July 2023 detailing the outcomes of the three areas within Phase 1 and the proposed focus areas for phase 2 of the programme.
- 1.3 At the Fire Authority meeting In February 2024, the final update report was presented to Members, detailing the current and future activities within the Futures 25 programme.
- 1.4 This report summarises the results of both phases of the Futures 25 programme to Members and formally closes the workstream.

2. REPORT

- 2.1 Phase 1 ran from May 2022 – March 2023 and identified three workstreams, primarily to identify both pay and non-pay efficiencies to ensure the Authority was in a position to set a balanced budget for 2023/24:
 - A workforce review of Green Book posts at Grade 5 and above;
 - A fire cover review;
 - A review of the flexi duty officer collective agreement.
- 2.2 In February 2023, Members were presented with a report summarising the outcome of the workforce review and the confirmation of savings of £250k from Green Book pay budgets being made permanent through the disestablishment of posts across several departments and the removal of vacant posts where these were no longer required.
- 2.3 This report also summarised the work completed with the fire cover review, most notably the proposals for consideration if £2m was required to be saved from the operational response model. Of the options presented, the Authority approved the conversion of Ashfield Fire Station from day shift crewed to wholetime fire cover. This was completed as part of Futures 25 Phase 2 in November 2023.
- 2.4 The Flexi Officer Review set out to review the Flexi Officer Collective Agreement to ensure that the command group structures were efficient and provided the levels of resilience of specialist functions required to mitigate operational risk. On commencing the review, it became clear that competing priorities including fire cover review and industrial action preparation, meant

that there was insufficient capacity, both organisationally and within the Officer cohorts, to deliver the changes required. This workstream has therefore been paused to be restarted at a future date.

- 2.5 Phase 2 of Futures 25 was outlined to Members in February 2023, based on the identified need for wider service improvement to support the ambition to be an outstanding fire and rescue service by 2032.
- 2.6 Specifically, the Phase 2 scoping options that were being considered were presented to Members, including the requirement for the completion of an annual efficiency and productivity plan requested by the Home Office. Work for Phase 2 was summarised into four key areas:
- Governance review;
 - Revenue budget management;
 - Service redesign;
 - Culture, EDI and Leadership.
- 2.7 The following sections set out a high level overview of the key outcomes from each part of the programme.

GOVERNANCE REVIEW

- 2.8 The strategic leadership structure has been reviewed, which has seen a reduction in substantive membership of the strategic leadership team from ten posts to nine. This has enabled investment into other functional delivery roles to respond to risk in other areas of the Service.
- 2.9 At the same time, governance structures have been reviewed and meeting structures streamlined. The review is estimated to have saved 600 hours per year of administrative time through more efficient business processes and systems.

REVENUE BUDGET MANAGEMENT

- 2.10 In February 2023, Chief Fire Officers and Fire Finance Directors were asked by the Home Office to submit annual efficiency and productivity plans. The National Fire Chiefs Council and the Local Government Association proposed that across fire and rescue services in England, the sector could create 2% of non-pay efficiencies and to increase productivity by 3%.
- 2.11 The productivity plan for financial year 2023/24 set out £1.1m savings plus £169k non cashable savings, well in excess of the 2% efficiencies required. For the financial year 2024/25 the plan identified a further 2% cashable savings totalling £219k.
- 2.12 The Service continues to develop improved ways of capturing and reporting cashable and non-cashable savings, and these are now embedded as business as usual within corporate and finance teams.

- 2.13 Changes to procurement thresholds have been implemented as part of the review of financial regulations to streamline procurement arrangements and reduce the bureaucracy associated with low risk low level spending. The full review of financial regulations will be completed by the end of 2024/25.
- 2.14 Within the finance team, the use of Star chambers to scrutinise departmental budgets is to be implemented as part of the budget setting process for 2025/26. In addition, as part of the functional review of the Service's Digital team, a zero-based budgeting exercise will be undertaken to drive non-pay efficiencies in this high-spend area.

SERVICE REDESIGN

- 2.15 As reported in the February 2024 report, the service redesign workstreams have formed the most significant portion of the service improvement programme.
- 2.16 The review of the prevention function was completed and the workforce changes enacted on 1 September 2024. The review has realised £102k of substantive savings, in addition to securing substantive funding for key roles including the Occupational Therapist and a dedicated community engagement team.
- 2.17 The delivery principles set by the prevention functional review are now being replicated in other areas, including people and organisational development and digital services, to ensure workforce resourcing aligns to risk and future business need in these areas. A digital maturity assessment has been commissioned as part of the Futures 25 programme to inform future capability requirements in this area.
- 2.18 Service redesign also encompassed a number of system and process improvements designed to drive efficiency and improve staff satisfaction with digital systems and processes. Of note, the Futures 25 programme funded a fundamental improvement programme of the CFRMIS database system, which is a core component of service delivery data management.
- 2.19 The CFRMIS workstream has delivered an improved partner referral process for safe and well visits. Work is ongoing to enhance mobile working arrangements for staff conducting safe and well visits and this element has been transferred to the ICT team for oversight and management through to closure.
- 2.20 The CFRMIS project has also delivered an electronic system that allows the Service to meet its statutory duties under the Fire Safety (England) Regulations 2022, where responsible persons are required to provide information to fire and rescue services to assist them to plan and, if needed, provide an effective operational response.
- 2.21 Relating to the CFRMIS project, a review of the mobile devices used by crews has also identified areas for improvement and new devices are currently being procured to roll out to appropriate teams within the Service.

CULTURE, EDI AND LEADERSHIP

- 2.22 The Service's focus on people, culture and leadership pre-dated the national reports from His Majesty's Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS), which have rightly focussed expectation on improvements in the areas of culture and misconduct within the sector.
- 2.23 The deliverables from the Futures 25 programme have included the commissioning of a comprehensive qualitative data analysis project to inform the Service's understanding of communities, and to ensure the Service is effective in engaging with those who have not yet been reached by the prevention and protection services.
- 2.24 The interactive mapping tool, designed with support from Nottingham Trent University and the Office for National statistics, is currently being evaluated by the Community Safety and Community Engagement Team, and the Fire Protection Team, and will be embedded as part of business as usual to ensure the Service is effective in targeting activities for best effect.
- 2.25 The Service has established a dedicated Organisational Development Business Partner to support aspirations around cultural and leadership improvement. In addition, resources have been made available through the redeployment of firefighters into the Community Engagement Team to ensure there is a sustainable delivery model for positive action to ensure the workforce reflects the communities of Nottinghamshire.
- 2.26 This long-term approach to workforce diversity planning is currently being integrated into medium term planning via the People and Culture Strategy 2025-27. This work has been supported by a listening and learning exercise commissioned as part of Futures 25 Phase 2 to gain insight and understanding of community perception towards Nottinghamshire Fire and Rescue Service.

3. FINANCIAL IMPLICATIONS

- 3.1 Futures 25 had an allocated earmarked reserve of £910k, of this £362k has been spent against this reserve. £93k of costs in relation to the Future 25 workstreams have been contained against existing revenue budgets.
- 3.2 There are further costs due to come from the earmarked reserve in 2024/25, this totals £179k. This consists of costs associated with the access and inclusion work at Ashfield fire station, and consultancy fees for the digital maturity assessment.
- 3.3 This leaves a balance on the reserve of £368k, which will be utilised to fund future efficiency work streams.
- 3.4 The cashable savings and efficiencies achieved by the Futures 25 workstreams are identified in the main body of the report.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

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

5. EQUALITIES AND ETHICAL IMPLICATIONS

- 5.1 This report outlines the work that has been undertaken to ensure that the Core Code of Ethics is at the heart of the Service's work, specifically around putting communities first in the delivery of services and achieving value for money, and ensuring equality, diversity and inclusion is considered throughout the Service's business as usual.
- 5.2 An equality impact assessment has not been undertaken because this is a closure report.

6. ENVIRONMENTAL AND SUSTAINABILITY IMPLICATIONS

There are no environmental or sustainability implications arising from this report.

7. LEGAL IMPLICATIONS

There are no legal implications arising from this report.

8. RISK MANAGEMENT IMPLICATIONS

There are no risk management implications arising from this report.

9. COLLABORATION IMPLICATIONS

There are no collaboration implications arising from this report.

10. RECOMMENDATIONS

That Members note the contents of this report.

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

None.

Craig Parkin
CHIEF FIRE OFFICER

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