

Public Document Pack



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

Date: Friday, 28 April 2017 **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

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

<u>AGENDA</u>	<u>Pages</u>
1 APOLOGIES FOR ABSENCE	
2 DECLARATIONS OF INTERESTS	
3 MINUTES To confirm the minutes from the meeting on 3 February 2017.	3 - 8
4 DEVELOPMENT OF THE CORPORATE PLAN Report of the Chief Fire Officer	9 - 12
5 THOMAS REVIEW ANALYSIS Report of the Chief Fire Officer	13 - 34
6 COLLABORATIVE ESTATE FEASIBILITY STUDY Report of the Chief Fire Officer	35 - 42
7 LOCAL FIREFIGHTER PENSION BOARD ANNUAL REPORT 2016/17 Report of the Chief Fire Officer	43 - 58
8 EMERGENCY SERVICES NETWORK (ESN) UPDATE Report of the Chief Fire Officer	59 - 64

- 9 TRI-SERVICE CONTROL UPDATE** 65 - 70
Report of the Chief Fire Officer
- 10 EXCLUSION OF THE PUBLIC**
To consider excluding the public from the meeting during consideration of the remaining item(s) 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 in the public interest in disclosing the information.
- 11 EXEMPT MINUTES** 71 - 72
To confirm the exempt minutes of the meeting held on 3 February 2017.

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

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

Constitutional Services Officer: *James Welbourn*
0115 8763288
james.welbourn@nottinghamcity.gov.uk

Agenda, reports and minutes for all public meetings can be viewed online at:-

[\[http://committee.nottinghamcity.gov.uk/ieDocHome.aspx?bcr=1\]](http://committee.nottinghamcity.gov.uk/ieDocHome.aspx?bcr=1)



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

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

**MINUTES of the meeting held at Fire and Rescue Services HQ, Bestwood
Lodge, Arnold Nottingham NG5 8PD on 3 February 2017 from 10.00 - 11.41**

Membership

Present

Councillor Darrell Pulk (Chair)
Councillor Chris Barnfather
Councillor Sybil Fielding
Councillor Brian Grocock
Councillor Gordon Wheeler
Councillor Malcolm Wood

Absent

Colleagues, partners and others in attendance:

John Buckley	- Chief Fire Officer, NFRS
Tracy Crump	- Head of People and Organisational Development, NFRS
Therese Easom	- NFRS
Sue Maycock	- Head of Finance, NFRS
Craig Parkin	- Assistant Chief Fire Officer, NFRS
Ian Pritchard	- Head of Procurement and Resources, NFRS
Malcolm Townroe	- Clerk to the Fire Authority
James Welbourn	- Governance Officer

19 APOLOGIES FOR ABSENCE

None.

20 DECLARATIONS OF INTERESTS

None.

21 MINUTES

The minutes of the meeting held on 11 November 2016 were agreed as a true record and signed by the Chair.

22 REVISED CORPORATE GOVERNANCE FRAMEWORK

John Buckley, Chief Fire Officer presented Members with details of the new CIPFA/Solace framework for delivering good governance in Local Government.

It was proposed to accept this revised code as it is rather than amending the existing one.

RESOLVED to approve the adoption of the revised Local Code of Corporate Governance.

23 INFORMATION GOVERNANCE UPDATE

John Buckley, Chief Fire Officer provided an update to Members on the information governance arrangements at NFRS.

The following points were highlighted:

- (a) Craig Parkin, Assistant Chief Fire Officer at NFRS has been nominated as the senior officer responsible for information governance;
- (b) Freedom of Information (FOI) requests can be costly and very time consuming. NFRS have tried to publish as much information as possible on their website to try and mitigate the number of FOIs.

There can be some vexatious FOI requests, but there have been very few to date.

RESOLVED that the Chief Fire Officer provides an information governance report annually to the September meeting of the full Fire Authority, to include freedom of information requests, data protection areas of interest, the Regulation of Investigatory Powers Act (RIPA) activity and an overview of environmental information requests.

24 COLLABORATION UPDATE

John Buckley, Chief Fire Officer provided an overview on current and prospective collaborative activities by NFRS.

To add to this, the Chair had received a letter from Brandon Lewis MP, Minister of State for Policing and the Fire Services regarding the Police and Crime Bill. The Bill is due to come into force on 3 April. The Chair intends to meet with Paddy Tipping, Nottinghamshire Police and Crime Commissioner (PCC) to discuss issues over the proposed new legislation.

There has been no formal request from the PCC to become a Member of the Fire Authority. However, if the PCC were to sit on the Fire Authority, there will be some

work to do on political balance as the PCC would be a 19th Member. Information will be circulated to Members as soon as it is available.

Following this, further information was given on collaboration:

- (a) NFRS have taken part in co-location since the 1960s. A recent example of co-location would be the floor sharing with Nottingham City Council at the new London Road Fire Station. NFRS also co-locate with the East Midlands Ambulance Service (EMAS);
- (b) joint working occurs at an operational level, as well as high level intelligence. This feeds into day to day operations issues, as well as leading to high level joint training, and initial response training.

Medical co-responding has taken place for 15 years – NFRS were one of the authorities that were involved in initial testing for this;

- (c) NFRS have been a successful delivery partner for the Prince's Trust;
- (d) NFRS have an ability to respond back to Derbyshire Fire and Rescue Services' Integrated Risk Management Plan (IRMP) consultation. It is also an opportunity to see what other areas of work Nottinghamshire and Derbyshire can collaborate on;
- (e) engagement with the workforce is key when moving forward with collaboration. The Chief has engaged an organisational development programme, as well as having regular conversations with trade unions.

RESOLVED to:

- (1) endorse the collaboration work undertaken by the Service;**
- (2) ask the Chief to respond to the Derbyshire Fire and Rescue Service IRMP consultation to explore opportunities to enter into a formal collaboration arrangement;**
- (3) receive a future report from the Chief Fire Officer on the implications arising from the Policing and Crime Bill when it receives Royal assent.**

25 EMERGENCY SERVICE NETWORK (ESN) UPDATE

Craig Parkin, Assistant Chief Fire Officer provided an update on the progress of the Emergency Services Network (ESN) programme.

The following information was provided:

- (a) concerns have been raised about the deliverability of the ESN project following public accounts committee hearings. If there is a delay leading to slippage, this could be costly;

- (b) Government are still expecting to transition to the new system in December 2019;
- (c) NFRS are quite fortunate that their transition can happen quite early on compared to other Fire and Rescue services. Airwave services will be running in parallel with the new system, and NFRS can revert back to this if needed;
- (d) services across the East Midlands have been focusing on how ESN can be delivered together. There is a workshop in March for blue light services being facilitated by NFRS.

RESOLVED to note the report.

26 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, as defined in paragraphs 1, 2 and 3 of Part 1 of Schedule 12A of the Act.

27 LEASE FOR HUCKNALL FIRE STATION

Ian Pritchard, Head of Procurement and Resources introduced the item on the lease for Hucknall Fire Station.

RESOLVED to accept the recommendations contained within the report.

28 CLAIM FOR AN EX-GRATIA PAYMENT

John Buckley, Chief Fire Officer reported to Members a claim for an ex-gratia payment.

RESOLVED to accept the recommendations as detailed in the exempt minute.

By virtue of paragraph(s) 1, 2, 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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

DEVELOPMENT OF THE CORPORATE PLAN

Report of the Chief Fire Officer

Date: 28 April 2017

Purpose of Report:

This report provides Members an overview of the development for the Authority's next integrated risk management plan (IRMP) to be known as the Corporate Plan.

CONTACT OFFICER

Name : Craig Parkin
Assistant Chief Fire Officer

Tel : (0115) 967 0880

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

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

1. BACKGROUND

- 1.1 The Fire and Rescue Services Act 2004, Section 21, requires the Secretary of State to prepare a Fire and Rescue National Framework. The Framework must set out the priorities and objectives for the Authority in connection with the discharge of its duties; which may contain guidance on the discharge of their functions and may also contain any other matter relating to the Authority, its functions that the Secretary of State considers appropriate.
- 1.2 The Secretary of State must keep the terms of the Framework under review and may from time to time make revisions to it. The Authority must have regard to the Framework in carrying out its functions and a key aspect is for the Authority to prepare, consult upon and publish an integrated risk management plan (IRMP).
- 1.3 The Authority's current IRMP is scheduled to end in 2019 having commenced in 2014 and contains six key priorities towards which the Service has been working towards.
- 1.4 Since its publication, many changes have taken place nationally, notably the move of fire and rescue back to the Home Office under the single responsibility of the Minister for Policing and Fire, and the introduction of the Policing and Crime Act 2017.

2. REPORT

- 2.1 The current Minister for Policing and Fire has stated that it is his intention to review and revise the National Framework during 2017, to take specific account of the changes in legislation to include the duty to collaborate. The timing of this review is ideal as early consideration by the Authority will be vital in shaping the next Corporate Plan, this will also be informed as relationships with Police and Crime Commissioners develop.
- 2.2 Central Government has also been clear on their expectation for expanded reform within the fire sector, including the need for the United Kingdom Fire and Rescue Service to better reflect the communities it serves, workforce reform and flexibility in its deployment of resources.
- 2.3 The fire sector will also be subject to a change in approach of its scrutiny, from a peer challenge based format to one seeing the reintroduction of an Inspectorate, which will inform the Authority as to how the performance of the organisation is to be assessed and benchmarked within the Fire sector. By understanding and considering this should assist the Authority in developing its key objectives.

- 2.4 Members will also be aware that the Service is developing a new Performance Management Framework, being complimentary to the IRMP process and enabling the Authority to demonstrate both transparency and those areas of continued improvement.
- 2.5 Over coming months Officers will develop the contents of the Corporate Plan, taking into account the current, predicted operating environment, impact of the Policing and Crime Act and wider fire sector reform agenda.
- 2.6 The draft Corporate Plan will initially be presented to a future meeting of the Policy and Strategy Committee for it to scrutinise, with an anticipated recommendation to the Fire Authority, followed by publication for consultation.
- 2.7 Officers will ensure the Authority's consultation framework is used during the process, having been built upon national good practice. Based upon the timelines in this report it is expected that the final version of the Corporate Plan will be adopted by the Fire Authority during 2018/19.

3. FINANCIAL IMPLICATIONS

- 3.1 There are no additional implications arising directly from this report as the IRMP process is already part of the Service's functions, however once endorsed the draft Corporate Plan will be published for consultation and this will incur financial cost.
- 3.2 A budget is already in place for consultation and will be utilised to support the Authority, including the need to appoint additional expertise as appropriate. Officers will provide a breakdown of the proposed methods for consultation and costs as part of the report to December's Authority meeting.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

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

5. EQUALITIES IMPLICATIONS

An Equality Impact Assessment has not been undertaken because this report 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

- 7.1 The development of the Authority's next Corporate Plan ensures that it fully discharges its legal duties under the Fire and Rescue Services Act 2004 and be well placed to take into consideration the revised National Framework once this is published following initial consultation by Government.
- 7.2 The recent introduction of the Policing and Crime Act 2017 will also enable wider consideration as to the content of the IRMP and assure the Authority it discharges the duties expected of it by this new statute.

8. RISK MANAGEMENT IMPLICATIONS

This report does not present any additional risk implications for the Authority at this point as it seeks only to communicate the intention to commence the development of the next IRMP. The process itself is designed to identify all foreseeable risk for the fire and rescue service and how the organisation will seek to meet that risk, for example, within local communities or how it supports aspects of national resilience, and Members will be updated on these through the IRMP and supporting report.

9. COLLABORATION IMPLICATIONS

Whilst the IRMP process is a specific duty for the Authority, it is widely accepted and expected that a collaborative approach should be taken in its development, engaging with partners and communities as appropriate to better understand a more holistic picture, for example, the Local Resilience Forum as part of the Community Risk Register (CRR). This good practice approach will ensure that demands facing partners is fully reflected and supported by any future Corporate Plan.

10. RECOMMENDATIONS

That Members request that the Chief Fire Officer presents a draft Corporate Plan to a future meeting of the Policy and Strategy committee.

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

None.

John Buckley
CHIEF FIRE OFFICER



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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

THOMAS REVIEW ANALYSIS

Report of the Chief Fire Officer

Date: 28 April 2017

Purpose of Report:

To present Members with a draft analysis of the work undertaken by the Thomas Review Task and Finish Group and to seek final confirmation and presentation to the full Fire Authority

CONTACT OFFICER

Name : John Buckley
Chief Fire Officer

Tel : 0115 967 0880

Email : john.buckley@notts-fire.gov.uk

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

1. BACKGROUND

- 1.1 During 2014 the then Fire Minister, Penny Mordaunt MP, announced that she had commissioned a review to be undertaken into the terms and conditions of service for fire and rescue staff in England. Adrian Thomas was appointed and the review commenced in October 2014.
- 1.2 In October 2014, the Chief Fire Officer wrote to Mr Thomas on behalf of the Authority and invited him to visit Nottinghamshire as part of his field research. Unfortunately this invitation was declined, however the Service did submit a significant amount of information to the review and this was approved by Members at the Policy and Strategy Committee on 7 November 2014.
- 1.3 The Review was published by the current Minister of State for Policing and the Fire Service, Rt Hon Brandon Lewis MP, on 3 November 2016. The Chief Fire Officer provided a report to the Authority on 16 December 2016 where it was resolved that Members of Policy and Strategy Committee would form a Task and Finish Working Group to consider the Thomas Review and report back to the Authority.

2. REPORT

- 2.1 Members of this Committee, supported by Officers, have met twice as a Task and Finish Group to consider the contents of the Thomas Review. Between meetings information has been circulated electronically to enable full engagement and robust consideration of the data.
- 2.2 At the first meeting on 03 February 2017 Members agreed the Terms of Reference for the group (attached at Appendix A) and work commenced immediately.
- 2.3 Officers were tasked with identifying areas of the review that were in scope for the Fire Authority and Chief Fire Officer, or out of scope and requiring the consideration of others, for example the Local Government Association, Chief Fire Officers Association and Central Government.
- 2.4 Officers also wrote to all of the locally recognised trade unions to provide them with the opportunity to contribute to the work of the Task and Finish Group. Only UNISON provided a submission.
- 2.5 At the second meeting of the Task and Finish Group on 20 March 2017 a draft analysis was presented by Officers, and provided the opportunity for Members to scrutinise and amend the document to ensure that the information was both robust and balanced. The latest version of the document is attached at Appendix B.
- 2.6 This report provides the opportunity for any amendments to be made to the analysis and for a final version to be agreed.

- 2.7 When agreed, it is proposed that the analysis is presented to the Fire Authority for approval along with any appropriate recommendations.
- 2.8 Clearly, the Authority has undertaken a significant amount of work since the Thomas Review was commissioned in 2014, and it is worthy of note that the majority of local issues have already been addressed or are in development. This is also the case for a large proportion of the out of scope issues.
- 2.9 To maintain focus on the findings, the Chief Fire Officer will ensure that all outstanding local issues are fully integrated in to business plans, and reported to the Authority through the normal governance arrangements.
- 2.10 Members may also wish to consider submitting the work undertaken locally to the Minister of State for Policing and the Fire Service to support the work of Government in determining their response to the Review.

3. FINANCIAL IMPLICATIONS

There are no direct financial implications arising from this report. Any activity undertaken within the Service to address any of the points raised will be dealt with through the normal business planning and budget governance arrangements.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

There are no direct human resources or learning and development implications arising from this report. Any activity undertaken within the Service to address any of the points raised will be dealt with through the normal business planning processes that will identify any interdependencies.

5. EQUALITIES IMPLICATIONS

An equality impact assessment has not been undertaken because this report does not seek to change policy or service delivery provisions.

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

It is clear that Government expects authorities to lead on fire reform and act on information and observations that could lead to improvements in the Service. The swift and robust work undertaken by the Authority demonstrates the local commitment to this area of work.

9. COLLABORATION IMPLICATIONS

There are no direct implications arising out of this report, however, where work streams for improvement are identified and implemented, consideration will be given to the opportunities to collaborate.

10. RECOMMENDATIONS

It is recommended that Members:

- 10.1 Approve a final version of the draft gap analysis attached at Appendix B.
- 10.2 Recommend to the Fire Authority adoption of the gap analysis with an expectation that the Chief Fire Officer will report on the work streams through the normal governance processes.
- 10.3 Recommend to the Fire Authority that the gap analysis is submitted to the Minister of State for Policing and the Fire Service, to support the work of Government in determining their response to the Review.

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

None.

John Buckley
CHIEF FIRE OFFICER

ADRIAN THOMAS REVIEW – TASK AND FINISH GROUP

Role

To review the recommendations from the “Independent review of conditions of service for fire and rescue staff in England – February 2015” authored by Adrian Thomas (“Adrian Thomas Review”).

The sub-committee undertakes this role in line with the provisions of the terms of reference for the Policy and Strategy Committee, ie:

- To consider reports from external sources which have strategic implications for the Fire Authority (Item 7);
- To establish, as required, task and finish groups (Item 15).

Responsibilities

To consider any implications arising from the Thomas Review and report back to the Fire Authority.

Working with the Chief Fire Officer, to identify and commission areas of work on issues related to or arising from the review at a local level.

The task and finish group will report its findings to the Fire Authority, who may delegate relevant areas of work to other Authority committees to monitor progress where it is appropriate to do so.

Cycle of Meetings

As determined by group members.

Membership

6 Members of Policy and Strategy Committee (substitutes accepted)

Advisors

Chief Fire Officer
Head of People and Organisational Development
Clerk to the Fire Authority (as required)

Quorum

3 Members

ADRIAN THOMAS REVIEW – TASK AND FINISH GROUP

Terms of Reference

1. To consider the outcomes and implications of the Adrian Thomas Review (“the Review”) for the Authority and Nottinghamshire Fire and Rescue Service.
2. To identify those issues that are within scope, or out of scope, for the group. For example, national issues, local FRA issues or issues within the Chief Fire Officer’s delegation.
3. To commission a gap analysis on those issues raised by the review in relation to fire authority or service issues and report to the Authority on the current position.
4. To receive written submissions/comments from recognised trade unions and staff associations.
5. To consider and report to the Authority any response that the Authority may wish to make.
6. To provide overview and scrutiny of any subsequent action plans directly affecting the service.

THOMAS REVIEW

Nottinghamshire Fire and Rescue Service Gap Analysis

NATIONAL ISSUES (OUT OF SCOPE)

Ref	Extract from Thomas Review	Key Findings /Recommendations
The Working Environment (Section 4)		
4.1	Culture and trust are at the centre of many of the changes required to create a high performing service aligned to the needs of the people it serves. A consistent employee engagement survey should be developed and deployed across the service (allowing inter authority comparisons) and 'hard wired' into management objectives.	<ul style="list-style-type: none"> The NJC has addressed this through the issue of a recent national survey. NFRS undertakes an employee survey every two years and has recently commissioned an external consultancy to undertake a survey during 2017.
4.8	The leadership of the Fire and Rescue Service (represented by the Local Government Association and Chief Fire Officers Association) and the employee representatives together with special interest groups representing woman and black and minority ethnic fire fighters should publish a memorandum of understanding as to how people will be treated.	<ul style="list-style-type: none"> The NJC has recently issued an MOU which is supported by NFRS.
4.9	Research should be directed at how the cadet scheme could be utilised to widen the diversity of the service and how the interest in supporting the fire service can be maintained when the cadets leave the scheme (impacting both equality and potentially the retained duty system).	<ul style="list-style-type: none"> NFRS has undertaken a pilot cadet scheme, which was well received.

Ref	Extract from Thomas Review	Key Findings /Recommendations
The Working Environment (Section 4) cont'd ...		
4.11	Implement a single technological/equipment evaluation facility.	<ul style="list-style-type: none"> NFRS recognises the desirability of having a national centre and would support this.
Documented Conditions of Service (Section 5)		
5.12	The fire and rescue services in conjunction with the Government should create a national communication programme highlighting the range of activities and skills beyond fighting fires currently undertaken by fire fighters. The aim of this would be to raise public awareness that creating a flexible fire and rescue service aligned to prevention is key to increasing safety in the local community.	<ul style="list-style-type: none"> NFRS is supportive of this approach and would welcome any national tools and messages as part of its local promotion of its work in the community and career opportunities. NFRS already has an effective communication programme to highlight prevention activities and to consult and inform the community through its internet site, Facebook and Twitter accounts and through engagement within districts.
5.13	Slim down and modernise the Grey Book, removing duty systems and reference to role maps and national occupational standards and replace with contracts of employment.	<ul style="list-style-type: none"> The NJC is already looking at grey book negotiation and NFRS is supportive of this as there are already many examples of local variations to national conditions. The Grey Book is out of date and requires rationalisation and acknowledgement of local arrangements.
5.14	Minimum night time shift hours should be removed from the Grey Book	<ul style="list-style-type: none"> As above

Ref	Extract from Thomas Review	Key Findings /Recommendations
Documented Conditions of Service (Section 5) cont'd ...		
5.15	Disagreements regarding additional payments, collaborations or implementation of new technologies and working practices should be resolved locally without resort to the national advisory panels.	<ul style="list-style-type: none"> NFRS has agreed local additional responsibility allowances to reflect the voluntary undertaking of activities outside of the role-map, for instance for Physical Training Instructors, the crewing of national assets (ie: HVP and ELS). Local consultation and negotiation is undertaken with the representative bodies in a spirit of co-operation and agreement.
5.16	The national employers, government and employee representatives should, in support of establishing a changed culture (as detailed earlier), meet and agree a re-defined national joint protocol on industrial relations.	<ul style="list-style-type: none"> NFRS has an agreed MOU with its representative bodies setting out the ways in which the Service will engage on industrial relations issues through formal JNCPs and informal processes. A national joint protocol would be welcomed.
5.17	The ability to compulsorily move an individual from the flexible duty system should be introduced.	<ul style="list-style-type: none"> This forms part Grey Book negotiations and NFRS has no specific view. However, it is acknowledged that this may provide further flexibility for fire and rescue services to offer alternative solutions for individuals, but that this should be on a case by case basis, according to the circumstances of each case.

Ref	Extract from Thomas Review	Key Findings /Recommendations
Industrial Relations (Section 6)		
6.18	The National Joint Council should be retained for the purposes of national pay bargaining for basic pay whilst reforming itself to represent employers and employees on a more local basis for all other conditions of service including incremental pay for acquiring competences beyond 'safe to ride'.	<ul style="list-style-type: none"> The NJC should undertake national pay bargaining but there is a case for payment of additional competencies. However, this should not be at the expense of reducing the core role of a fire fighter.
6.19	The National Joint Council should consider operating regionally to reflect the requirements of the different fire authorities whilst retaining a national umbrella with respect to basic pay	<ul style="list-style-type: none"> NFRS is broadly supportive of this proposal, but with the caveat that the requirements of different authority models (Metropolitan, County or Combined) are different and this needs to be taken into account in developing any regional arrangements.
6.20	Remove Technical Advisory Panels and Resolution Advisory Panel and replace with a direct to ACAS approach. Fire and Rescue Authorities are undertaking a significant amount of local negotiation as they agree positions out with the Grey Book locally and this will not significantly increase workload or cost – in fact the Knight review suggested that local negotiations save money.	<ul style="list-style-type: none"> NFRS supports this proposal and agree that ACAS would offer a more productive approach.
6.21	The Government should recognise the increasing view that the current right to withdraw labour (take strike action) is incompatible with the expectations that the public has of an emergency service. As such Government should bring forward appropriate legislation to remove the protection afforded under the Act to unions when their collective strike action, or action short of strike, impedes the fire and rescue service from making an emergency response. The right to strike being retained for non-emergency activities.	<ul style="list-style-type: none"> This has already been dealt with by government through the Trade Union Act 2016.

Ref	Extract from Thomas Review	Key Findings /Recommendations
Industrial Relations (Section 6) cont'd ...		
6.22	If the Government determines not to bring forward legislation to restrict the right to strike then Government should instigate consultation with a view to agreeing with employees impacted a no strike agreement in emergency situations. The right to strike being retained for non-emergency activities.	<ul style="list-style-type: none"> As above.
6.23	The chair of the National Joint Council should instigate an independent review of the structure and representative make-up of the National Joint Council to enable it to perform effectively at both a local and national level – noting that a number of contributors, from both the employers and the representatives, felt that they were excluded from the council.	<ul style="list-style-type: none"> This is a matter for the Chair of the NJC.
Retained Duty Systems (Section 7)		
7.25	Fire and rescue authorities should be required to provide an annual statement on the use of retained fire fighters. Any decision not to use or to cease to use retained fire fighters should be communicated in this statement and underpinned with operational evidence provided by the fire and rescue service.	<ul style="list-style-type: none"> NFRS already provides this information within its annual operational effectiveness report.
7.26	As part of the annual statement fire and rescue services should be required to provide an annual commentary on the number and use of retained fire fighters. And in particular to report on the level of mixed crewing or co-working with wholetime personnel.	<ul style="list-style-type: none"> As above
7.27	Legislation should be brought forward to provide employment protection to fire fighters employed on the Retained Duty System. This legislation is already in place for other groups (military reservists, magistrates and so on).	<ul style="list-style-type: none"> NFRS agrees to this in principle, but it is a matter for the Government to bring forward.

Ref	Extract from Thomas Review	Key Findings /Recommendations
Retained Duty Systems (Section 7) cont'd ...		
7.28	A national awareness programme for retained duty system personnel should be produced.	<ul style="list-style-type: none"> NFRS would be supportive of any national awareness programme to supplement its own campaigns.
7.29	Trial and evaluate, in a limited number of fire and rescue services, the use of an annual bounty payment for employers of retained fire fighters.	<ul style="list-style-type: none"> NFRS agrees that a bounty payment for employers may be appropriate in certain circumstances. NFRS currently recognises support for RDS through its annual awards ceremony.
Management of the Fire and Rescue Service (Section 8)		
8.31	Recruitment and selection academic standards should be immediately raised.	<ul style="list-style-type: none"> NFRS believes that qualification should be relevant and appropriate to the role. Vocational qualification and apprenticeships offer an alternative to academic selection standards and should also be recognised. Academic qualifications can be a barrier to selection. The development of individuals in service is paramount.
8.34	Where collaboration could lead to more formal mergers, Government should find transformational funding to support the creation of larger fire and rescue services that offer critical mass in areas of technology introduction, recruitment, succession and development.	<ul style="list-style-type: none"> NFRS support the principle of transformational funding where appropriate and a robust case is made.
8.37	The expectation that all fire fighters attain the same, maximum, level of competency should be removed. The wide and increasing range of roles and activities undertaken by fire fighters calls for a more sophisticated alignment of capability with the activity required in support of the local Integrated Risk Management Plan than can be provided by the view that 'a fire fighter is a fire fighter'.	<ul style="list-style-type: none"> A minimum level of competency should be required, with local agreement of higher or specialist skill levels dependant on local requirements.

Ref	Extract from Thomas Review	Key Findings /Recommendations
Management of the Fire and Rescue Service (Section 8) cont'd ...		
8.38	Training and pay should reflect a 'safe to ride' measure – basic core skills and core pay followed by competency based increments as required (which in the event of losing that competency means that the fire fighter retains their job albeit without that competency).	<ul style="list-style-type: none"> • As above.
8.39	To create and maintain (in the face of decreasing numbers) a cadre of managers capable of becoming future fire and rescue service leaders, a standardised industry wide approach to leadership development should be adopted.	<ul style="list-style-type: none"> • Whilst there may be some merit in producing national guidance, a standardised approach to leadership development would remove local flexibility.
8.41	A lateral industry wide, recruitment scheme should be created. This will fast track managers through the experiential requirements and into senior roles.	<ul style="list-style-type: none"> • As above.
8.42	The Gold Book (conditions of service for principal officers) should be removed along with that for Brigade Managers. With pay and conditions of service agreed locally subject to the introduction of a more sophisticated job evaluation programme that better reflects job size, role complexity and other duties in a way which allows inter authority comparisons.	<ul style="list-style-type: none"> • NFRS supports a review of the Gold Book, but not its removal. NFRS already has local arrangements for determining Principal Officer pay, which is benchmarked against FRAs of a similar size and complexity.
8.44	The Chief Fire Officers Association should consider increasing the term of office for the role of president from 1 year to 2 or 3 years – to provide increased stability of leadership.	<ul style="list-style-type: none"> • This review has already been undertaken by CFOA and a new National Fire Chiefs Council established. This has replaced the CFOA presidency and is similar to the model adopted by the Police.

AUTHORITY ISSUES (IN SCOPE)

Ref	Extract from Thomas Review	Key Findings /Recommendations
Retained Duty Systems (Section 7)		
7.24	Fire and Rescue Authorities should adopt duty systems and staffing which align fire fighter availability to the planned work load (e.g. community safety) whilst providing response cover appropriate to the Integrated Risk Management plan should be encouraged.	<ul style="list-style-type: none"> • The service has agreed to support RDS activities in addition to operational response to enhance the role of RDS fire-fighters in their communities. Additional funding has been made available for this in the 17/18 budget proposals. • Participation in an emergency first responder scheme has been open to RDS sections on a voluntary basis for some years. This supports the East Midlands Ambulance Service in responding to emergency calls. • A review of the role and activities of RDS employees is ongoing through the On-Call Review project and a number of proposals are being actively pursued in terms of creating extra capacity and availability to maintain RDS cover. These proposals form part of the Sustainability Strategy agreed by the Fire Authority. Specifically alternate and mixed crewing options which will be reported back to the Authority during 2017.
Management of the Fire and Rescue Service (Section 8)		
8.30	Fire authorities should keep the number and level of commitment of fire authority elected members under review. The right number may differ by authority but should be large enough to allow scrutiny without becoming burdensome on operational delivery.	<ul style="list-style-type: none"> • Following a review of the committee structure, it was determined that 18 CFA members was appropriate to undertake the business of the authority. Whilst a turnover of members is desirable to offer a fresh view, it is equally important to retain a core of experienced members for the purposes of continuity. The Authority has a strong core of experienced members who understand the context and issues facing the Service.

Ref	Extract from Thomas Review	Key Findings /Recommendations
Management of the Fire and Rescue Service (Section 8) cont'd ...		
8.33	Fire and rescue services should explore a collaborative approach to the creation of succession plans and senior leader programmes with more cross authority developmental moves.	<ul style="list-style-type: none"> • The Authority support the principle of collaboration and work with other fire and rescue services and public bodies to share experience and develop senior leaders. The service has contributed fully to secondment of officers to national and regional projects and working groups over a number of years. • This has resulted in a recent “Station Manager job swap” with Staffordshire FRS and secondments to support local projects sponsored by district authorities and the police. • The Service is working with the City Council in sponsoring a Future Leaders programme with participants attending board level meetings to further their development.
8.43	All fire and rescue services and fire authorities should review the accessibility of their pay policy statements.	<ul style="list-style-type: none"> • The Authority reviews the Pay Policy Statement annually and this is published on the internet. • A review of Principal Officer pay is undertaken two yearly by the Policy and Strategy Committee against an agreed methodology. The outcomes require approval from the full Authority. • Information on senior officer salaries, i.e. those in senior positions earning in excess of £50k per annum, is published on the internet and reviewed annually.

CHIEF FIRE OFFICER ISSUES (IN SCOPE)

Ref	Extract from Thomas Review	Key Findings /Recommendations
The Working Environment (Section 4)		
4.2	Early engagement with employee representatives at the earliest opportunity should be a feature of all change programmes.	<ul style="list-style-type: none"> • The Service maintains effective formal and informal relationships with its employee representatives. • The Joint Negotiation & Consultation Panels provide a forum for discussion and agreement with trade unions in respect of employment issues, including terms and conditions of service. • Consultation with employee representatives on proposed change is undertaken at an early stage. Most recently, proposed changes arising from the Sustainability Strategy work streams have been subject to consultation with Rep bodies and their feedback taken into account when formalising proposals. • The Employee Engagement Network is consulted on issues impacting upon the workforce (not terms and conditions)

Ref	Extract from Thomas Review	Key Findings /Recommendations
The Working Environment (Section 4) cont'd ...		
4.3	Fire and rescue services should deploy training in effective change management, leadership and employee engagement in addition to Industrial Relations.	<ul style="list-style-type: none"> • Leadership, change management and employee engagement have been included within the Supervisory Management Development Programme (ILM3) which has been undertaken by prospective and new supervisory managers for a number of years. • The new Leadership Programme incorporates a leadership, employee engagement and change management modules at both level 3 (supervisory management) and level 5 (middle management). • In 2016, a bespoke workshop in “Managing Change Resiliently” was provided to all managers to recognise the emotional impact of change on employees.
4.4	Increased importance should be placed by fire and rescue services on employee communication - appropriate management training and processes (direct to employee) should be implemented.	<ul style="list-style-type: none"> • The Service “Organisational Development Strategy” emphasises the critical importance of effective employee communication and ways in which this can be achieved. • An internal Communication Strategy has been developed and reflects direct feedback from employees on the type and methods of communication that are most effective • Half yearly conferences are held and members of the Strategic Leadership Team provide updates on key issues. There is an open invitation for all employees to attend.

Ref	Extract from Thomas Review	Key Findings /Recommendations
The Working Environment (Section 4) cont'd ...		
4.4	Cont'd ...	<ul style="list-style-type: none"> • Quarterly Middle Manager briefings have commenced and will be supplemented by key messages briefings between meetings. • SLT and EDT minutes will be published and made available to all employees via SharePoint. • EDT members brief their line managers following meetings to appraise them of outcomes and direction of travel. • A monthly Employee Newsletter is issued and circulated to all employees. This provides updates on key issues and recognises the good work being undertaken across the service. • An intranet news site is regularly updated and content is provided by all departments. • A Chief Officer blog provides direct input from the Chief.
4.5	Fire and rescue services should instigate audits of the flow of management information reaching the workforce with the aim of improving the flow of information to the frontline fire-fighter	<ul style="list-style-type: none"> • The Area Manager (service delivery) briefs Group Managers regularly. Groups Managers then brief Station Managers and information is cascaded down to station level. • An audit of information flow has not been formally undertaken and an action is planned for 2017.

Ref	Extract from Thomas Review	Key Findings /Recommendations
The Working Environment (Section 4) cont'd ...		
4.6	Management performance objectives should be hard wired to the results of an annual employee engagement and communication survey.	<ul style="list-style-type: none"> • The Service has undertaken a two yearly employee survey since 2010 (“Talk 2 Us”) seeking employee views of performance in key areas, including engagement and communication. Feedback has been provided on actions arising from this feedback. • The Service is currently commissioning an external employee survey for issue in 2017 • A new Performance Framework is currently being developed using an external consultancy with the aim of taking a “dashboard” approach to key performance indicators across the service.
4.7	Unconscious bias training should be rolled out across the fire and rescue service.	<ul style="list-style-type: none"> • The Service recognises the potential for unconscious bias and incorporates this into its diversity training for new starters with the service and as part of management development. • Commercial e-learning packages have been purchased from Citrix and rolled out (‘Equalities Essentials’ for all employees and ‘Managing Diversity’ for managers) over the last 18 months. These form part of mandatory induction and management development training. These include, but are not specific to, the effect of unconscious bias. • The impact of equalities training is reflected in the Excellent level accreditation under the Fire Service Equality Framework and inclusion in the top 100 employer Stonewall Index.

Ref	Extract from Thomas Review	Key Findings /Recommendations
The Working Environment (Section 4) cont'd ...		
4.10	Each fire and rescue service should maintain an active register of fire-fighters with second jobs. A refusal or failure to declare a second job should be treated as a serious disciplinary matter.	<ul style="list-style-type: none"> • The Service maintains a register of all secondary employment, which allows employees to update and seek authority for any secondary employment undertaken. • The register is formally reviewed every two years and all employees must apply or re-apply for authority to undertake secondary employment
Management of the Fire and Rescue Service (Section 8)		
8.32	Fire and rescue services should create critical mass by collaborating in recruitment including lateral recruitment into “fast-track” management programmes.	<ul style="list-style-type: none"> • There are currently no national leadership programmes or fast track management programmes available.
8.35	Fire and rescue services should maintain an up-to-date strategic workforce plan.	<ul style="list-style-type: none"> • The Service presents a Workforce Plan annually to the HR Committee and Fire Authority. This sets out workforce projections, identifies key workforce impacts and a revised action plan for the following year.

Ref	Extract from Thomas Review	Key Findings /Recommendations
Management of the Fire and Rescue Service (Section 8) cont'd ...		
8.36	Fire and rescue services that cannot offer promotional opportunities away from the original place of work/watch then preparatory management training should be available as part of a strategic workforce development plan.	<ul style="list-style-type: none"> • The new Leadership programme will provide individual support and access to development tools and resources as part of its Aspiring Leadership Programme. This will include profiling and SWOT analysis to develop individual learning plans. • E-learning is available via the “Learning Heroes” modules. This provides access to a library of information covering a range of management skills / knowledge so that those aspiring to future management positions have a foundation from which to develop in future roles. • The service supports IFE qualification, including access to CPD and study days for fire-fighters wishing to progress to a higher or more technical role. • All employees are invited to attend CFO conference where they can learn about current issues and priorities. • An internal coaching programme has been established, which offers all employees the opportunity to work with a coach to develop their problem solving skills. • A mentoring programme is currently being developed. • Employees, through the bursary scheme, can apply for funding for academic courses to provide personal and professional development.

Ref	Extract from Thomas Review	Key Findings /Recommendations
Management of the Fire and Rescue Service (Section 8) cont'd ...		
8.40	Fire and rescue services not using the Executive Leadership Programme should reconsider doing so.	<ul style="list-style-type: none"> • All Principal Officer have either attended the ELP or Civil Service Top Leaders programme. • An Area Manager has been sponsored to attend the ELP in 2016 and another Area Manager is currently on the ELP course. • It is the intention to sponsor one place on the ELP programme each year.
8.43	All fire and rescue services and fire authorities should review the accessibility of their pay policy statements.	<ul style="list-style-type: none"> • The service has a Pay Policy which is reviewed annually and authorised by the Authority. This is published on the internet. • Publication of senior manager salaries is a requirement of the government's Transparency Code and the service has published this information annually since 2014.
8.45	Finally all participants in the fire industry should adopt the principal of: - "Where change is common sense it should become common practice"	<ul style="list-style-type: none"> • The Organisational Development Strategy encourages innovation and a positive commitment to support change leading to improvement in process and working practice. • The "Little Acorns" staff suggestion scheme encourages employees to submit ideas about improvements and these suggestions are always responded to. EDT considers suggestions that may lead to a change in corporate policy / approach.



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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

COLLABORATIVE ESTATE FEASIBILITY STUDY

Report of the Chief Fire Officer

Date: 28 April 2017

Purpose of Report:

To propose a joint feasibility study of the estate, involving Nottinghamshire Police, East Midlands Ambulance Service and Nottinghamshire Fire and Rescue Service to explore the potential for collaboration in the short, medium and longer term.

CONTACT OFFICER

Name : John Buckley
Chief Fire Officer

Tel : 0115 967 0880

Email : john.buckley@notts-fire.gov.uk

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

1. BACKGROUND

- 1.1 The Policing and Crime Act 2017 has placed a statutory duty on the Fire Authority in regards to collaboration:

A relevant emergency service in England must keep under consideration whether entering into a collaboration agreement with one or more other relevant emergency services in England could be in the interests of the efficiency or effectiveness of that service and those other services.

(Policing and Crime Act 2017, Chapter 3, Part 1)

- 1.2 For a number of years the Authority has shared elements of its estate, however this has generally been small scale and opportunistic in nature with partners when potential arises.
- 1.3 Around the country there are a number of emerging examples where larger scale projects are producing significant longer terms savings and providing the catalyst for further collaboration opportunities. In the East Midlands alone, Derbyshire, Northamptonshire and Lincolnshire all have joint Police and Fire headquarters, in Leicestershire the fire headquarters are shared with the Ambulance Service.

2. REPORT

- 2.1 The estates leads for Nottinghamshire Fire and Rescue Service (NFRS), East Midlands Ambulance Service (EMAS) and Nottinghamshire Police (NP) have been meeting informally for a number of years. In 2015 the then Chief Constable chaired the group to strengthen relationships and develop greater understanding of the individual organisations' particular needs. This structure is still in place today.
- 2.2 Within NFRS this supported the development of an Estates Strategy that has been adopted by the Authority and provides the guiding principles on which the estate is managed and developed going forward.
- 2.3 It is clear that Government have an expectation that where possible the estate is used to best effect and a number of projects have previously attracted transformational funding. Those projects are expected to deliver significant savings over time and are considered an enabler for greater collaboration in the future.
- 2.4 The estates leads have proposed that a strategic feasibility study is undertaken to develop options for a joint estates strategy across NFRS, NP and EMAS (Nottinghamshire area only), and that this work should be led by the Head of Procurement and Resources from NFRS.

- 2.5 Attached at Appendix A are the draft terms of reference for the work to be undertaken. These are wide enough to ensure all options can be considered, yet remain focused in terms of outcomes and deliverables.
- 2.6 The work will mainly involve the collation of data that already exists within the three organisations, however it is likely that expert assistance may be required for areas such as condition surveys, costings, valuations and investment appraisals. These costs would be minimal and will be covered by the existing estates budget.
- 2.7 The expectation is that the estate leads will develop the strategy and potential options under the guidance of the Chief Officers, who will then in turn present an organisational view through their own internal governance arrangements. In NFRS this is likely to involve informal presentations to Members prior to any draft proposals being presented through the committee stages. In any event, the sovereign decisions over the NFRS estate will remain with the Fire Authority.
- 2.8 The work is expected to take approximately six months with the potential delivery of a joint strategy by the end of the year. This would provide the opportunity to plan for and implement the strategy during the financial year 2018/19.

3. FINANCIAL IMPLICATIONS

There are potential financial implications in the region of £10-20k dependant on the amount of professional support that may be required to undertake the analysis. This will be drawn from the existing estates budget for professional services. It is anticipated that this cost will be shared between all three Services.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

There are no direct human resources or learning and development implications arising from this report, however care will be needed to manage the internal communications as this is likely to be a sensitive area of concern for staff.

5. EQUALITIES IMPLICATIONS

An equality impact assessment has not been undertaken because this report does not seek to change policy or service delivery provisions.

6. CRIME AND DISORDER IMPLICATIONS

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

7. LEGAL IMPLICATIONS

The Policing and Crime Act 2017 places a statutory duty on the Fire Authority with regards to collaboration with both Police and Ambulance Services. This work will create a strategic basis on which to identify current and future opportunities.

8. RISK MANAGEMENT IMPLICATIONS

It is clear that Government expects authorities to lead on fire reform and conform to existing legislation. This work provides a positive opportunity to demonstrate the Authority's commitment to this agenda and will be transparent within any future inspection process.

9. COLLABORATION IMPLICATIONS

The whole concept of this work is to identify opportunities to collaborate, not just in terms of the estate but also in broader areas where the estate can act as an enabling tool. The terms of reference are broad with a tight focus on outcomes that will ensure the benefits for the communities we serve are at the centre of any activity undertaken.

10. RECOMMENDATIONS

That Members endorse the commencement of a feasibility study, and agree to receive a future report on the outcome and any potential options.

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

None.

John Buckley
CHIEF FIRE OFFICER

**TERMS OF REFERENCE FOR A FEASIBILITY STUDY AND OPTION APPRAISAL
FOR THE JOINT ESTATES STRATEGY BETWEEN
NOTTINGHAMSHIRE POLICE, THE EAST MIDLANDS AMBULANCE SERVICE
AND NOTTINGHAMSHIRE FIRE AND RESCUE SERVICE**

PURPOSE

The purpose of these terms of reference is to establish the principles and scope for a feasibility study and option appraisal into the development of the Joint Estates Strategy (the Strategy) between Nottinghamshire Police (NP), East Midlands Ambulance Service (EMAS) and Nottinghamshire Fire and Rescue Service (NFRS).

The Strategy is to encompass the estates of all three organisations present and future specifically within the county boundary of Nottinghamshire.

The purpose of the development and implementation of a long term estates strategy is to act as a catalyst for change and as a driver to promote organisational collaboration.

Effective collaboration between the three organisations has the potential to have a significant and a positive impact on the services delivered to the people of Nottinghamshire, our Community. The positive outcome for our Community must be the main purpose of the Strategy.

BACKGROUND

With the introduction of the Policing and Crime Act in 2017 (the Act) it has provided a greater emphasis on the duty to collaborate between the Police, the Fire and Rescue Service and the Ambulance Service. For Nottinghamshire, the Act has effectively provided the enabler to formalise and actively promote the process for collaboration across the three organisations including their estates.

The current situation is that, Nottinghamshire Police, East Midlands Ambulance Service and Nottinghamshire Fire and Rescue Service have been collaborating together through their estates functions in an informal way since 2012. This collaboration has been in the provision of mutual assistance where opportunities have arisen, mainly in the sharing of buildings and properties where surplus space has been identified across the three estates.

AIMS AND OBJECTIVES

The overriding aims and objectives are to identify areas where collaboration can be effectively achieved by using the estate as a driver for change.

Through a feasibility study and option appraisal, the aims and objectives in the development of a Joint Estates Strategy are to identify where and when collaboration can be effectively achieved. This is to include:

- Opportunities for collaboration that are available immediately and that can be achieved within short timescales where the tangible benefits that can be gained using the existing estate.
- Medium term collaboration where there are clear opportunities that can be developed and put into place within 2 to 3 years.
- The longer term strategy providing collaborative and integrated working for 50 years and beyond. This timescale is to harness the harmonisation of key elements of the organisations where the implementation can be carried out within the next 5 years. These long term objectives are likely to have the greatest and longest lasting impact for collaboration between Police, Ambulance and Fire. This objective will be crucial in developing a shared vision, ethos and culture for the delivery of services to our Community.

MEASUREMENT CRITERIA

The aims and objective must be measurable and must clearly show the benefits of collaboration. This must ultimately demonstrate it meets the needs of the Communities of Nottinghamshire; the measurement criteria for collaboration must include:

- The efficiency.
- The effectiveness.
- The economic impact.
- The long term sustainability.
- The tangible benefits to the Communities of Nottinghamshire.

GOVERNANCE AND MEMBERSHIP

The lead organisation for the development of the Joint Estates Strategy is to be Nottinghamshire Fire and Rescue Service reporting through a Joint Estates Board. The Joint Estates Board is to be made up of:

- The Chief Constable, Nottinghamshire Police.
- The Chief Executive, East Midlands Ambulance Service.
- The Chief Fire Officer, Nottinghamshire Fire and Rescue Service.
- The head of estates function, Nottinghamshire Police.
- The head of estates function, East Midlands Ambulance Service.
- The head of estates function, Nottinghamshire Fire and Rescue Service.

The Joint Estates Board will provide the overall governance for the development of the Joint Estate Strategy.

From the Joint Estates Board the Chief Constable, the Chief Executive and the Chief Fire Officer will report into their own respective organisation's governance arrangements.

METHODOLOGY

For the development of a Joint Estates Strategy there is a requirement to engage external professional services to carry out a detailed feasibility study and option appraisal; this is to include, but not limited to:

- The assessment of all essential estates data from the existing estate portfolios across the three organisations (the estate).
- The space utilisation of the current estate.
- The function and use of the existing estate and each of its component parts.
- A high level understanding and appreciation of the needs and priorities of each organisation in the delivery of services to the Community.
- Identification of the cultural drivers needed for collaboration.
- Identification of the areas where collaboration through the estate will have the greatest effect.
- Understanding of the geographical distribution of the estate in relation to the services delivered to the Community.
- The identification of options for the collaborative development of the estate and timescales for the short, medium and long term strategy.
- Funding requirements, costings, opportunities and investment appraisal.
- Any other relevant information needed for the development of a Joint Estates Strategy.
- Conclusions and recommendations for a Joint Estates Strategy.

The feasibility study and option appraisal is expected to take up to six months to complete with up to a further two months to develop and complete the Joint Estates Strategy for presentation to the Joint Estates Board and the governing bodies of NP, EMAS and NFRS.

INFORMATION SHARING AND CONFIDENTIALITY

The timely, open and free sharing of all relevant information between Nottinghamshire Police, East Midlands Ambulance Service and Nottinghamshire Fire and Rescue Service will be a critical success factor in the development of a Joint Estates Strategy; this must be given a high priority by each organisation.

During the development and up to final acceptance of the Joint Estates Strategy this information must be kept confidential between the Police, Ambulance, Fire and any third party organisation involved with the Strategy.

It must also be noted that until the Joint Estates Strategy is accepted by the Police, the East Midlands Ambulance Service and Nottinghamshire Fire and Rescue Service it remains confidential under the Freedom of Information Act 2000, specifically Sections 22 and 41.

This page is intentionally left blank



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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

LOCAL FIREFIGHTER PENSION BOARD ANNUAL REPORT 2016/17

Report of the Chief Fire Officer

Date: 28 April 2017

Purpose of Report:

To report to Members on the activities of the Local Firefighter Pension Board up to 31 March 2017.

CONTACT OFFICER

Name :	Sue Maycock Head of Finance
Tel :	0115 967 0880
Email :	sue.maycock@notts-fire.gov.uk
Media Enquiries Contact :	Therese Easom (0115) 967 0880 therese.easom@notts-fire.gov.uk

1. BACKGROUND

- 1.1 The Public Service Pensions Act 2013 introduced a framework for the governance and administration of public service pension schemes, including those pension schemes for fire and rescue workers. The Act included the requirement for a Local Pension Board to be established by each responsible Authority.
- 1.2 In April 2015 this Committee approved the creation of a Local Pension Board in respect of the firefighter pension schemes, in accordance with the requirements of the Public Services Pensions Act 2013 (the Act). The report to the Policy and Strategy Committee referred to the ambition at that time to create a joint Local Pension Board with Leicestershire and Derbyshire Fire Authorities at some point in the future, so the approval was given to create a local Board for Nottinghamshire Fire Authority as an interim arrangement. This Board is known as the Local Firefighter Pension Board and has been operating ever since.
- 1.3 The purpose of the Local Firefighter Pension Board is to assist Nottinghamshire and City of Nottingham Fire and Rescue Authority (the Fire Authority) in its role as the Scheme Manager of the Firefighters Pension Schemes: 1992, 2006, 2015 and Retained Modified. Such assistance is to:
 - a) secure compliance with the Scheme's regulations, any other legislation relating to the governance and administration of the Scheme, and requirements imposed by the Pensions Regulator in relation to the Scheme,
 - b) ensure the effective and efficient governance and administration of the Scheme.
- 1.4 The Fire Authority is the Scheme Manager for the firefighter pension schemes, which is a role defined by the Act. The day to day responsibilities of the Scheme Manager are delegated to the Head of Finance post and this report therefore serves to communicate to the Fire Authority about the activities of the Local Firefighter Pension Board to date.

2 REPORT

CONSTITUTION

- 2.1 A constitution for the Local Firefighter Pension Board was approved by the Policy and Strategy Committee at the time that the Board was created. Since then the Local Firefighter Pension Board has approved a number of changes to the Constitution which can be summarised as:

- 2.1.1 The addition of two substitute Board members, to help ensure that a quorum can be achieved at each meeting and also to support succession planning.
- 2.1.2 The opening of Board meetings to the public, and the separation of the agenda into part one for all non-confidential items, and part two for confidential items after the public have left the meeting. This is to promote transparency and assist with the communication of pension matters to scheme members.
- 2.1.3 Clarification of the relationship between the Board and the national Scheme Advisory Board and the need to keep the Fire Authority informed of any new requirements of it.

2.2 The current constitution is attached as Appendix A.

FORMAT OF MEETINGS

- 2.3 The first meeting of the Board was in September 2015 and there were three meetings in 2016. In the current year there has been one meeting so far. Although the meetings are now publicly advertised on the Authority's website there have been no members of the public attending meetings to date. The meeting agenda and papers, together with the minutes of the previous meeting, are published on the Authority's website one week prior to the meeting date.
- 2.4 Board members are required to declare any potential conflicts of interest to the Scheme Manager prior to each meeting, in line with the Local Firefighter Pension Board's Conflicts of Interest Policy.
- 2.5 A Corporate Administrator attends each meeting to take minutes.
- 2.6 At the end of each meeting there is usually a training session for Board members on an aspect of pensions.

BOARD MEMBERSHIP

- 2.7 As set out in the constitution, there is an equal number of employer and employee representatives on the Board and there is now also one substitute member for each side. Substitute members are encouraged to attend meetings as observers, and they are able to act as Board members in the absence of one of the full members. Substitute members are also invited to attend training sessions and this helps to improve knowledge and understanding of pensions issues.
- 2.8 The Chair of the Local Firefighter Pension Board was initially a representative from the employer's side but is currently a representative from the employee's side. The requirement to rotate the appointment of Chair is set out in the constitution.

TRAINING

- 2.9 The Pensions Regulator has published a Code of Practice for the governance and administration of public service pension schemes and this code sets out the requirement for Board members to achieve and maintain knowledge and understanding sufficient to enable them to carry out the role of Board member. In 2015, when local Fire Pension Boards were in the process of being set up, the Local Government Association (LGA) hosted a series of training events which provided an introduction to the role of Local Pension Boards. All of Nottinghamshire's Board members at that time attended this training.
- 2.10 Since then there have been a number of training sessions delivered to the Board, including: regional training presented by the LGA's fire pensions adviser; the opportunity to attend the annual LGA Fire Pensions Conference; training presented by the Authority's pension administrator and training presented by the Scheme Manager.
- 2.11 Membership of the Board has changed due to the retirement of one Board member and one to one training for new Board members and substitute members has been provided by the Scheme Manager, focussing on key areas concerning pensions.
- 2.12 Each Board member has completed a training needs analysis and the Board has a Training Policy. A record of all training is maintained by the Scheme Manager and a copy of the latest Training Record is attached at Appendix B.

BOARD ACTIVITY

- 2.13 Since the Local Firefighter Pension Board was set up in 2015, the work of the Board has been shaped by the Board members and by Officers supporting the Board.
- 2.14 Some regular reports to the Board have been developed and these are:
- 2.14.1 There is now a report presented to each meeting entitled "Pension Metrics", which includes statistical information about pension scheme membership and comparative data with the previous period, and enables the Board to be kept informed about the numbers of pension scheme members (active, deferred and pensioner members) as well as other information such as numbers of employees opting out of the pension schemes;
- 2.14.2 A report on the pension fund financial position at the end of the year is presented to the next Board meeting following the financial year end, and this gives the Board the financial context for the pension schemes;
- 2.14.3 At most meetings there is a report presented entitled "Current Pensions Issues" which provides the Board with the latest information on areas of significant pension work, and includes both local and national issues. As well as enhancing the knowledge and understanding of Board

members, this regular report serves to prompt discussion at the Board about the impact of issues on pension scheme members and about how workloads are being managed. This helps to achieve the Board's purpose of securing effective governance and administration as set out in paragraph 1.3 above.

- 2.15 The Local Firefighter Pension Board has its own risk register covering risks arising from pension governance and administration. The risk register is reviewed regularly by the Scheme Manager and is presented to the Board whenever it has changed, with the amendments highlighted. This allows the Board to keep track of the key risks and the control measures designed to manage those risks. In 2016 there was an internal audit of pension administration (this is identified as one of the control measures in the risk register), and the audit report arising from this work was presented to the Board.
- 2.16 Other areas of governance which have been discussed at Board meetings include:
- 2.16.1 Employer discretions under the firefighter pension schemes. A list of discretions has been presented to the Board for information, and the process by which Officers make decisions about discretions has been explained.
- 2.16.2 The Board was kept informed of progress towards sending the first Annual Benefits Statements to members following the introduction of the 2015 Firefighter Pension Scheme. This work was problematic and the Statements were eventually sent two months after the statutory deadline, which was a breach of the Pensions Act 2013. The Local Firefighter Pension Board discussed this issue and agreed that the breach should be reported to the relevant parties, which it was. This matter was the subject of a full report to the Policy and Strategy Committee in November 2016.
- 2.17 As set out in paragraph 1.1 above, the original intention of the Nottinghamshire, Leicestershire and Derbyshire Fire Authorities was to work towards operating with a single, regional Local Pension Board. In March 2016 this matter was discussed by the three Local Pension Boards at a regional training event and it was agreed at that time that all three Authorities would continue for now with separate Boards but that this would not preclude further discussions on the subject at a later date.
- 2.18 The Fire Authority currently has two elected Members who are also members of the national Scheme Advisory Board (SAB) and this means that in addition to the formal flow of communication between the Chair of the SAB and the Chair of the Local Firefighter Pension Board, there is also an opportunity for informal communication between the SAB and the Fire Authority as Scheme Manager.

- 2.19 The Local Firefighter Pension Board is now well established and has made good progress in improving the knowledge and understanding of the Board about pension issues, and in ensuring that governance and administration of pensions is carried out effectively. It is recognised that further work must be done to communicate with pension scheme members about pension issues and to raise the profile of this important subject. This will be included in the work of the Board over the forthcoming year.

3. FINANCIAL IMPLICATIONS

- 3.1 The training of Board members is largely carried out in house at no direct cost, and national events such as the LGA conference have been free of charge so far. Where Board members have to travel to attend training events this cost is contained within existing budgets.
- 3.2 From 2016/17, the Authority will pay a levy to the Scheme Advisory Board and this will cover the cost of the national fire pensions technical advisor post and support the work of the SAB. The aim of the SAB in setting this levy is to help fire authorities to achieve cost savings by producing guidance and communications centrally for authorities to share. The cost in 2017/18 will be in the region of £4,600 and this has been provided for within the revenue budget.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

There are no human resources or learning and development implications arising directly from this report. The members of the Board are required to achieve and maintain knowledge and understanding of pensions and this requirement is being managed and monitored by the Scheme Manager.

5. EQUALITY IMPLICATIONS

An equality impact assessment has not been undertaken because this report is not associated with a policy, function or service.

6. CRIME AND DISORDER IMPLICATIONS

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

7. LEGAL IMPLICATIONS

The Local Firefighter Pension Board was created to fulfil the requirements of the Public Service Pensions Act 2013.

8. RISK MANAGEMENT IMPLICATIONS

The risks associated with pension governance and administration are set out in the Board's risk register, which is actively managed by the Scheme Manager and monitored by the Board.

9. COLLABORATION IMPLICATIONS

Nottinghamshire, Leicestershire and Derbyshire Fire Authorities all share the same pension administrator and this has allowed for a number of collaborative activities associated with pensions. There has been one regional training event for Local Pension Boards and another is planned for later this year. In addition Officers from the Finance and Human Resources Departments attend quarterly regional pension administration meetings to keep up to date with pension issues and to share good practice.

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

**LOCAL FIREFIGHTER PENSION BOARD OF
NOTTINGHAMSHIRE AND CITY OF NOTTINGHAM FIRE AUTHORITY**

CONSTITUTION

1. Statement of Purpose

The purpose of the Board is to assist Nottinghamshire and City of Nottingham Fire and Rescue Authority (The Fire Authority) in its role as the Scheme Manager of the Fire Fighters Pension Schemes (1992, 2006, 2015 and Retained Modified). Such assistance is to:

- c) secure compliance with the Scheme's regulations, any other legislation relating to the governance and administration of the Scheme, and requirements imposed by the Pensions Regulator in relation to the Scheme.
- d) ensure the effective and efficient governance and administration of the Scheme.

2. Duties of the Board

The Board should at all times act in a reasonable manner in the conduct of its purpose. In support of this duty Board Members:

- a) should act always in the interests of the Scheme and not seek to promote the interests of any stakeholder group above another.
- b) should be subject to and abide by Fire Authority's Codes of Conduct for Members and Employees.

3. Membership

The Board will comprise an equal number of employer and member representatives with a minimum requirement of no less than four in total.

4. Scheme Member Representatives

4.1. 2 Scheme Member representatives shall be appointed to the Board by the 2 largest trades unions recognised by the Fire Authority who represent Scheme Members (i.e. FBU and FOA) but in default of any such appointments being made the Fire Authority shall invite expressions of interest from Scheme Members and appoint such Scheme Member representatives who it regards as best suited to the role of Board Member.

4.2. Scheme Member representatives shall be current Scheme Members.

- 4.3. Scheme Member representatives should be able to demonstrate their capacity to attend and complete the necessary preparation for meetings and participate in training as required.

5. Employer Representatives

- 5.1. 2 Employer representatives shall be appointed to the Board by the Fire Authority.
- 5.2. Employer representatives shall be 1 Fire Authority Member and 1 Principal Officer provided that neither Officer nor Members exercise delegated responsibility for discharging the Scheme Manager function of the Fire Authority.
- 5.3. Employer representatives should be able to demonstrate their capacity to attend and complete the necessary preparation for meetings and participate in training as required.
- 5.4. Employer representatives shall be appointed by the Fire Authority in a manner which it considers best promotes the purpose of the Board.

6. Appointment of Chair

- 6.1. The Board shall appoint its own chair for a period of 12 months rotating the appointment between scheme member representatives and employer representatives.
- 6.2. The duties of the Chair should be in accordance with the duties of a committee chair under the Fire Authority's Constitution.

7. Substitute Board Members

- 7.1. The Board may appoint one substitute Scheme Member Representative and one substitute Employer Representative. Substitute representatives can take part in Board meetings only in the place of an appointed representative of the same group who cannot attend a meeting.
- 7.2. A substitute representative may attend, and participate in, any training events for Board members.
- 7.3. A substitute representative may attend a Board meeting as an observer, if all representatives of the same group are attending that meeting. In this situation, the substitute representative must not participate in the business of the meeting.

8. Notification of Appointments

On appointment to the Board the Fire Authority shall publish the name of the appointees, the process followed in the appointment together with the way in which the appointments support the effective delivery of the purpose of the Board.

9. Conflicts of Interest

- 9.1. All members of the Board must declare to the Chief Fire Officer on appointment and at any such time as their circumstances change any potential conflict of interest arising as a result of their position on the Board.
- 9.2. On appointment to the Board and following any subsequent declaration of potential conflict the Chief Fire Officer shall ensure that any potential conflict is effectively managed in line with both the internal procedures of the Fire Authority and the requirements of the Pensions Regulators codes of practice on conflict of interest for Board members.

10. Knowledge and understanding (including Training)

- 10.1. Knowledge and understanding must be considered in light of the role of the Board to assist the Fire Authority in line with the requirements outlined in paragraph 2 above. The Board should establish and maintain a policy and framework to address the knowledge and understanding requirements that apply to Board Members. That policy and framework shall set out the degree of knowledge and understanding required as well as how knowledge and understanding is acquired, reviewed and updated.
- 10.2. Board Members shall attend and participate in training arranged in order to meet and maintain the requirements set out in the Board's knowledge and understanding policy and framework.
- 10.3. Board Members shall participate in such personal training needs analysis or other processes that are put in place in order to ensure that they maintain the required level of knowledge and understanding to carry out their role on the Board.

11. Term of Office

- 11.1. The term of office for Board Members shall be 2 Municipal Years and there shall be no restriction on reappointment at the expiry of a Board Member's term.
- 11.2. Board membership shall be terminated prior to the end of the term of office due to:
 - a) A Scheme Member representative ceases to be a Scheme Member.
 - b) An Employer representative ceases to be a Fire Authority Member.
- 11.3. Board membership may be terminated prior to the end of the term of office by a resolution of the Fire Authority where the Board Member is no longer able to demonstrate their capacity to attend and prepare for meetings or to participate in required training.

12. Meetings

- 12.1. The Board shall as a minimum meet 3 times per year.
- 12.2. The Chair, with the consent of the other Board Members, may call additional meetings. Urgent business of the Board between meetings may, in exceptional circumstances, be conducted via communications between members of the Board including telephone conferencing and e-mails.
- 12.3. Meetings shall be open to the public and shall be conducted in accordance with the Fire Authority's constitution as regards to the attendance of the public at meetings. Meetings will be advertised on the Service website at least one week prior to the date of the meeting with a link to the agenda, papers and minutes of the previous meeting.
- 12.4. If there are any reports or papers containing confidential matters these will not be published. In this case the Board meeting will consist of part one for all non-confidential items, open to the public, and part two for all confidential items, closed to the public. Matters will be deemed confidential by reference to the personal data provisions of the Data Protection Act.

13. Quorum

A meeting is only quorate when at least 50% of both Scheme Member and Employer representatives are present.

14. Voting

- 14.1. The Board shall as far as possible make any decisions by consensus but where this proves not to be possible the Board may vote upon an issue.
- 14.2. Each Board Member shall have 1 vote and in the event of an equality of votes the Chair shall have a casting vote.

15. Support to the Board

- 15.1. The Chief Fire Officer shall provide such support to the Board as it requires to discharge its functions.
- 15.2. The Board may request information from the Chief Fire Officer with regard to any aspect of the Scheme Manager function. Any such a request should be reasonably complied with in both scope and timing.
- 15.3. The Board may make recommendations to the Chief Fire Officer which should be considered and a response made to the Board on the outcome within a reasonable period of time.

16. Relationship with Firefighters Pension Scheme Advisory Board

16.1. The national Scheme Advisory Board has been established in accordance with the Public Service Pensions Act 2013 and its objectives include the provision of advice to Local Pension Boards in relation to the effective and efficient administration of the pension scheme. Communications from the Scheme Advisory Board are likely to be made via the Chair of the Local Pension Board who must ensure that the Fire Authority, as Scheme Manager, is kept informed of any new requirements.

Version 4
Updated January 2017

LOCAL FIREFIGHTER PENSION BOARD – RECORD OF TRAINING

Name of LFPB Member: Summary Record

Date Completed: 13th January 2017 by S Maycock

Reference	Topic		Employer 1	Employer 2	Employee 1	Employee 2	Employee Sub	Employer Sub
A	Background to Legislative Framework							
A1	Key provisions of the Public Service Pensions Act 2013	LGA / KPMG training July / August 2015	X	X	X			
A2	Overview of roles and responsibilities associated with the Firefighter pension schemes	Governance Arrangements paper presented to Board 24/09/15	X	X	X			
A2	Overview of roles and responsibilities associated with the Firefighter pension schemes	One-to-one training delivered by S Maycock 30/08/16 to SF & 11/01/17 to AK				X		X
A2	Overview of the Firefighter Pension Schemes	Regional training delivered by C Alcock (LGA) 02/03/16	X	X			X	
		Overview of Retained Modified Scheme delivered by E Johnston 22/09/16	X	X	X			X
B	Roles and Responsibilities of the Local Firefighter Pension Board							
B1	Assisting the Scheme Manager – governance and administration	LGA / KPMG training July / August 2015	X	X	X			
B1	Assisting the Scheme Manager – governance and administration	One-to-one training delivered by S Maycock 30/08/16 to SF & 11/01/17 to AK				X		X

<u>Reference</u>	<u>Topic</u>		Employer 1	Employer 2	Employee 1	Employee 2	Employee Sub	Employer Sub
B2	Potential conflicts of interest	Conflicts of Interest Policy presented to Board 24/09/15	X	X	X			
B2	Potential conflicts of interest	One-to-one training delivered by S Maycock 30/08/16 to SF & 11/01/17 to AK				X		X
B3	Reporting of breaches							
B4	Knowledge and understanding	Regional training delivered by C Alcock (LGA) 02/03/16	X	X			X	
		Local Pension Board responsibilities workshop delivered by AON at LGA Conference 11/10/16	X	X				
C	Roles and Responsibilities of the Scheme Manager							
C1	Membership and eligibility							
C2	Benefits and the payment of benefits							
C4	Discretions	Report on FF Schemes Discretions presented to Board meeting 13/01/17	X	X	X	X	X	
C5	Provision of information	The Pension Regulator's e-learning toolkit – undertaken at Board meeting 06/06/16	X	X	X		X	
		Taxation: Annual Allowance & Lifetime Allowance training delivered by I Howe 22/09/16	X	X	X			X
		Taxation Changes presentation by Barnett Waddingham at LGA Conference 11/10/16	X	X	X			

<u>Reference</u>	<u>Topic</u>		Employer 1	Employer 2	Employee 1	Employee 2	Employee Sub	Employer Sub
E3	Scheme Administrator	Governance Arrangements paper presented to Board 24/09/15	X	X	X			
E4	National Scheme Advisory Board	Presentation to Board 09/02/16 included role of NSAB	X	X	X			
E5	Department for Communities and Local Government							
E6	Local Government Association							
E7	Pensions Advisory Service							
E8	Pensions Ombudsman							
E9	Pensions Regulator							



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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

EMERGENCY SERVICES NETWORK (ESN) UPDATE

Report of the Chief Fire Officer

Date: 28 April 2017

Purpose of Report:

This report provides an update on the progress of the Emergency Services Network (ESN) programme by Nottinghamshire Fire and Rescue Service.

CONTACT OFFICER

Name : Craig Parkin
Assistant Chief Fire Officer

Tel : (0115) 967 0880

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

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

1. BACKGROUND

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

- 1.9 PSN compliance will ensure that the Service has a robust ICT infrastructure, with greater levels of security; this will require additions to policies and procedures, but more crucially, a change to working practices for all members of staff to maintain compliance.

2. REPORT

- 2.1 An Information Technology Health Check (ITHC) was completed by an external supplier on the Tri-Service Control partner networks; this formed the basis for the remediation work each Service needs to complete prior to connecting to the ESN and the Service has recently received its funding to support transition.
- 2.2 Since November's report NFRS has been in discussion with the ESN central programme team to consider the ITHC, the remedial works required a Section 31 grant and this has now been allocated to NFRS for £791K. More detailed work needs to take place to understand the amounts received and how they will fund each element of the ITHC to prepare the organisation, and officers will be working closely with the regional programme lead and Home Office to ascertain a more detailed understanding.
- 2.3 Monthly reporting is now in place nationally to the central programme team and this itemises the progress each user organisation is making to deliver ESN locally and offers a good benchmark to NFRS to ensure they remain on track for transition. This process has also been used to register the areas still awaiting guidance from the national programme team to enable work to be completed locally, as yet this is not adversely affected progress, but does present future risk the longer the Service awaits decisions and guidance.
- 2.4 The Home Office has confirmed that the ESN code of connection would be applied and this would seek to be at a level that the current Airwave system applies. Formal confirmation has still not been received as to what the scope will be and given this position NFRS continues to address this area with its PSN work stream. This approach is considered to be appropriate to address risk and ensure the organisation has a standard to work towards.
- 2.5 Any consequences for not meeting timescales are unclear for local Services, but these potentially have major financial implications nationally for the Home Office programme and could mean these are shared with ESN partners throughout the life of the contract.
- 2.6 It has been reiterated by the central programme team that Services are not expected to transition from the current Airwave system to ESN unless they have the confidence and assurance that the ESN will provide the necessary resilience for emergency services to communicate effectively and secure the safety of its staff.

- 2.7 Clear collaboration opportunities exist in the delivery of ESN across the East Midlands, including procurement, device management, training, equipment installation and this is a key expectation of the government programme to ensure that commercial benefits are delivered both nationally and locally.
- 2.8 As fire lead for the East Midlands, the ACFO has regular meetings with the East Midlands Police lead and they are in the process of instigating a research exercise to consider long term opportunities, beyond transition.
- 2.9 Following national planning events, timescales have been amended so that transition has moved from Autumn 2017 to mid/late 2018, however a number of key milestones will still need to be met, specifically the availability of hand held and vehicle mounted devices.
- 2.10 In recent weeks the central programme team have issued new guidance in relation to 'enrolment' and requested each user organisation sign up to these. This has presented a number of concerns for user organisations and collective legal advice has been received to inform how enrolment should be approached. It still remains the final decision of the Chief Fire Officer to ultimately recommend transition to ESN.

3. FINANCIAL IMPLICATIONS

- 3.1 An earmarked reserve of £200k has already been established for the supporting work required to prepare for PSN compliance, this will be reviewed as the Service works through its remediation plan.
- 3.2 The ESN programme will only fund the like for like replacement of the current Airwave infrastructure – eg: radios – although Services are able to fund any additional elements of functionality themselves. Clarity is still required as to what replacement devices will be available and what services can be accessed through these devices, however the national plan has been reviewed and progress is being made on the availability of handheld devices for procurement, vehicle mounted devices are yet to have the necessary clarity for Services.
- 3.4 The Authority will continue to receive transition funding from government for preparation and implementation. In recent weeks the Service has received £891K, of which £791K is for direct costs for Nottinghamshire and £100k is for the region as a whole. As the programme moves forward a higher level of resources in the Service will need to be committed for which these will only be partially funded from government and this will need to be closely monitored, particularly as the programme timeline has been extended.
- 3.5 A recent request that potentially creates increased financial risk relates the 'enrolment' process, specifically the 'Framework Agreement' to which Home Office have offered some reassurance, however collective legal advice has been sourced on behalf of East Midlands fire services and will form part of the next update to committee.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

- 4.1 The ESN programme has requirements for staff training and these will be addressed as part of the implementation phase across the East Midlands and offers potential opportunities for wider collaboration, this area formed part of the March workshop and the outcomes of that are being collated.
- 4.2 ESN continues to place increasing demands upon most support departments, this has resulted in a number of 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.
- 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.
- 4.4 It is planned that a lead for all training will be regionally based and this post holder will need to liaise with NFRS in the coming months to ensure a consistent approach is taken and the learning and development team will need to consider ESN support as part of its business plan.

5. EQUALITIES IMPLICATIONS

An equality impact assessment has not been undertaken because 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 a high-risk potential for the Authority dependent on external factors beyond its day-to-day control, the main issue being slippage at a national level – eg: Autumn 2017 to mid-2018.
- 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 and the

impact of national slippage upon NFRS is being dealt with and additional resources are being committed to existing governance and project management arrangements.

- 8.3 The Service Risk Manager has engaged with ESN 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 Area Manager Corporate and these monitor changes in any areas of risk and update both the Service project and inform the regional lead to monitor progress made by Nottinghamshire.
- 8.5 Members should be aware that the ESN places a demand upon the organisation and 'Programme Governance' is a key risk highlighted within the latest update to the Corporate Risk Register and officers are obliged to monitor the capacity of the Service to ensure they deliver upon its commitments.

9. COLLABORATION IMPLICATIONS

A collaboration workshop has now taken place, sponsored by the East Midlands Police and Fire strategic leads which included all East Midlands Police, Fire and Ambulance representatives. Initial outcomes of the workshop are now being collated and these will be reported to the strategic leads for consideration.

10. RECOMMENDATIONS

That Members note the contents of the 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



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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

TRI-SERVICE CONTROL UPDATE

Report of the Chief Fire Officer

Date: 28 April 2017

Purpose of Report:

To appraise Members of the progress with the Tri-Service Control programme.

CONTACT OFFICER

Name : John Buckley
Chief Fire Officer

Tel : 0115 967 0880

Email : john.buckley@notts-fire.gov.uk

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

1. BACKGROUND

- 1.1 At the Fire Authority meeting on 14 December 2012, Members considered a report from the Chief Fire Officer confirming that the collaborative partnership bid from Nottinghamshire, Derbyshire and Leicestershire Fire and Rescue Authorities had secured £5.4 million grant from Government to progress the procurement of a replacement command and control system.
- 1.2 This successful bid led to the creation of the Tri-Service Control Project and subsequent tender for a supplier to replace the three legacy systems within the tri-service area. A further £247k was committed from each authority to bring the total project value to £6.1 million.
- 1.3 A report was presented to the Policy and Strategy Committee on 8 July 2016, providing an update on progress with the implementation of the new system and this report continues that information stream and considers progress and the next phase of the project.

2. REPORT

- 2.1 The overarching concept of the Tri-Service Control programme is that a single common mobilising system would be used in all three control facilities and interlinked by means of a network. The philosophy of this being that any of the control rooms can take calls and mobilise appliances and resources for each other, providing significant resilience and negating the need to operate secondary or fall-back control facilities, thereby generating an immediate efficiency.
- 2.2 As previously reported, the project has faced slippage, however the main mobilising system has been in operation across the three Services since September 2015. Since going live, there have been a number of issues with the system where it has failed to operate as required. As with any new and complex system, these types of events were anticipated, and planned contingency measures were put in place.
- 2.3 Detailed discussions with the supplier, Systel, in February 2016 combined with commercial pressure culminated in the production of a comprehensive proposal to rectify all of the 38 outstanding critical problems and issues. However, since that agreement, a series of unexpected system failures have delayed any future major changes to the project until it can be demonstrated that it can deliver a stable system and maintain a consistently good level of service.
- 2.4 In order to achieve this, several key objectives have been agreed by the Strategic Board before further enhancements would be permitted to take place. These are:

- All changes to the system are to be scrutinised to ensure that they have been tested, within the limits of the current test capability, and assessed for their risk to the FRS and system;
- A period of sustained good service must be demonstrated;
- The existing training systems will be reconfigured and enhanced to create a testing area where any new, fixed or enhanced functionality can be examined in detail for their impact, before moving them to the 'Live' service;
- An end to end view of the operational service will be documented as the basis for further developments, to be prioritised based on benefits to the Tri-Service.

- 2.5 To support this amended approach and deliver the Strategic Board's objectives, a new Project Manager has been appointed. They will work with the existing teams under a revised governance structure which will look to deliver the key work streams to achieve a stable and resilient command and control system. The internal project structure for Nottinghamshire Fire and Rescue Service (NFRS) will remain the same with a lead officer responsible for the Tri-Service project on behalf of NFRS.
- 2.6 Engagement from Systel has improved significantly since the last report, and a concerted effort to review the outstanding fault logs/requests has reduced the number from 450+ to 125. Monthly progress meetings with Systel began in April and the project team are exploiting new in-service video conferencing facilities between France and Nottingham to improve communications between the teams.
- 2.7 The overall stability of the core mobilising system has improved along with some of the technical aspects of the Mobile Data Terminals (MDT), in particular its connection to the mobilising system via the 3G network. However, it is recognised that the remaining items require to be fully resolved and additional time will be needed for end users, both control and operational staff, to gain full confidence in the new system. Since the last report, the system has continued to experience several problems with the network linking all three fire controls outside of the control or remit of Systel and the local Support Services.
- 2.8 As part of future works to assist with the Emergency Services Network (ESN) project, a review of the network infrastructure and some ways of working with Systel is underway which will identify benefits of any future roadmap/work packages. The initial findings are that the three Service networks are well designed and have not produced any concerns. However, a number of improvements will be recommended to increase the network performance and provide future resilience benefits.
- 2.9 Discussions have taken place regarding the remaining improvements and developments to be rescheduled once the full operational design has been created. This means that the project will continue into the 2017/18 financial

year, and that the programme is currently not in a position to be formally closed. Possible areas for future development include:

- Dynamic cover tool;
- Electronic incident management system;
- Replacement incident reporting system;
- Ability to make adjustments to individual operator positions for equality reasons.

- 2.10 As previously reported, on 15 January 2016 the Finance and Resources Committee approved the redesignation of the fire control collaboration earmarked reserve of £220k to support further development of the system to support dedicated control, support and ICT staff who are core to the delivery of the programme. A separate report at the same meeting identified that 'mobilising' is currently the highest risk facing the Service due to both the Tri-Service and ESN projects.
- 2.11 To facilitate the joint practices, common ways of working, configuration and training that are required to make a solution such as this function efficiently, the jointly funded central Tri-Services Control team continues to make good progress.
- 2.12 Within the overriding principles of the Tri-Service Control programme, the solution should be more cost effective than the aggregate of the previous provisions for all three Services. This has been achieved and an estimated long term annual saving of £1.1 million has been reported to Central Government.
- 2.13 To provide surety, a Tri-Service agreement was signed by the three Chief Fire Officers in January 2013 that detailed roles, responsibilities and commitments of each Service to the project. This also detailed a governance and Officer meeting structure during both implementation and steady states. Throughout the programme, a Strategic Board consisting of Principal Officers from all the three participating Services has met monthly to provide scrutiny and oversight, and will continue to operate during the remainder of the contract.
- 2.14 The Tri-Service Strategic Board have now stopped meeting formally with colleagues from West and South Yorkshire Fire and Rescue Services (who are also implementing the Systel product). This was as a result of the two projects being too diverse in their requirements. Meeting Systel at the same time was not achieving a balanced delivery against the individual requirements of each Service. Liaison continues with West and South Yorkshire to ensure the UK product is developed consistently and the supplier is better managed to deliver against expectations.
- 2.15 The previous Programme Board has now been formally closed and replaced by an Operations Board consisting of an Area Manager from each Service plus the Head of Tri-Service Control. This will oversee much of the more regularised in-life management of the programme, with internal project structures continuing until completion.

- 2.16 A joint meeting is held bi-weekly with Head of Control, ICT Project Manager, Heads of ICT and Systel to review progress and approve any proposed major changes to the system.
- 2.17 Throughout the programme, the Service has benefitted from support and guidance from control and mobilising specialists seconded to the Chief Fire Officers Association National Resilience and funded by the Department for Communities and Local Government, whose advice has proved highly useful. This has now ceased and monitoring of progress is now undertaken by the Home Office with support from the Chief Fire and Rescue Advisers Unit.
- 2.18 Across the three Services, concern from staff remains high, and in recognition of the sensitivities, briefings and discussions with staff and managers continue to take place along with regular dialogue with representative bodies. A communications plan is currently under revision, however a better end user focused interaction with staff has improved morale and information exchange in the Control Rooms.

3. FINANCIAL IMPLICATIONS

- 3.1 The main financial implications are identified within the body of the report, however between the three participating Services, it is estimated that annual savings of £1.1 million will be generated once steady state has truly been achieved.
- 3.2 A £220k earmarked reserve is in place to sustain resources to fully deliver and implement additional key improvements and developments to the system.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT

There are likely to be some new developments that require training before they can be implemented. Those for control will be met largely in-house, but any for operational staff will require training input, which is catered for within the earmarked reserve.

5. EQUALITIES IMPLICATIONS

There are no equalities implications arising from this report as it is only intended to provide an update to Members on the progress of a project.

6. CRIME AND DISORDER IMPLICATIONS

Section 17 of the Crime and Disorder Act 1998 states that “it shall be the duty of each authority to which this section applies to exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent, crime and disorder in its area”. This report does not contain any implications which would affect that duty.

7. LEGAL IMPLICATIONS

- 7.1 The Nottinghamshire and City of Nottingham Fire and Rescue Authority have a statutory duty to receive calls for assistance and mobilise a Fire Service. These duties are contained in Section 2 of the Fire and Rescue Services Act 2004.
- 7.2 Part 3, Section 21, of the same Act requires the Secretary of State to publish a Framework; and it is this Framework that places a duty on fire and rescue authorities to collaborate with other fire and rescue authorities, other emergency services, wider Category 1 and 2 responders and Local Resilience Forums to ensure interoperability. In this context it includes, but is not limited to, compatible communications systems, control rooms and equipment.
- 7.3 The concept and implementation of Tri-Service Control is conducive with those legal duties and does not place the Authority at any risk of breaking them.

8. RISK MANAGEMENT IMPLICATIONS

With the improvements to the new mobilising system, improved stability and delivery of further developments, the high levels of corporate risk associated with mobilising should diminish into the future. A full risk assessment has been undertaken by the new project manager.

9. COLLABORATION IMPLICATIONS

The three organisations are working together well, and notwithstanding that there are issues with the system, significant savings and improved operational resilience have already been realised.

10. RECOMMENDATIONS

That Members note the contents of this report and the progress made with the Tri-Service Control Programme.

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

None.

John Buckley
CHIEF FIRE OFFICER

Document is Restricted

This page is intentionally left blank