

# Public Document Pack



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

**Date:** Friday, 21 July 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**

A handwritten signature in black ink, appearing to read "M. W. Taylor". The signature is fluid and cursive.

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

<b><u>AGENDA</u></b>	<b><u>Pages</u></b>
<b>1 APOLOGIES FOR ABSENCE</b>	
<b>2 DECLARATIONS OF INTERESTS</b>	
<b>3 MINUTES</b> To approve the minutes of the meeting held on 28 April 2017.	3 - 8
<b>4 REPORT OF INDEPENDENT REMUNERATION PANEL</b> Report of the Clerk to the Fire Authority	To Follow
<b>5 EX-GRATIA PAYMENTS</b> Report of the Chief Fire Officer	9 - 14
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**ANY COUNCILLOR WHO IS UNABLE TO ATTEND THE MEETING AND WISHES TO  
SUBMIT APOLOGIES SHOULD DO SO VIA THE PERSONAL ASSISTANT TO THE  
CHIEF FIRE OFFICER AT FIRE SERVICES HEADQUARTERS ON 0115 967 0880**

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

Constitutional Services Officer: *James Welbourn*  
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<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  
(NFRS) - POLICY & STRATEGY**

**MINUTES of the meeting held at Fire and Rescue Services HQ, Bestwood  
Lodge, Arnold Nottingham NG5 8PD on 28 April 2017 from 10.01 am - 10.49 am**

**Membership**

Present

Councillor Darrell Pulk (Chair)  
Councillor Sybil Fielding  
Councillor Brian Grocock  
Councillor Gordon Wheeler  
Councillor Malcolm Wood  
Councillor Liz Yates

Absent

Councillor Chris Barnfather,  
(Substituted by Councillor Liz  
Yates)

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

John Buckley - Chief Fire Officer, NFRS  
Sue Maycock - Head of Finance, NFRS  
Neil Timms - Treasurer to the Authority  
Malcolm Townroe - Clerk to the Authority  
James Welbourn - Governance Officer

**29 APOLOGIES FOR ABSENCE**

Councillor Chris Barnfather (substituted by Councillor Liz Yates)

**30 DECLARATIONS OF INTERESTS**

None.

**31 MINUTES**

The minutes of meeting held on 3 February 2017 were agreed as a true record and signed by the Chair.

### **32 DEVELOPMENT OF THE CORPORATE PLAN**

John Buckley, Chief Fire Officer at NFRS provided Members with an overview of the development for the Authority's next integrated risk management plan (IRMP) to be known as the Corporate Plan.

The following points were highlighted:

- (a) the Chief Fire and Rescue Adviser role (national role) has been discontinued; however, Peter Holland CBE has been retained by the Home Office to provide advice;
- (b) the IRMP will enable a re-evaluation of the consultation process to make sure it is as strong as it can be. The problem in the past with consultations has been the low number of responses received back.

**RESOLVED to receive a draft Corporate Plan from the Chief Fire Officer at a future meeting of the Policy and Strategy committee.**

### **33 THOMAS REVIEW ANALYSIS**

The Chair thanked all Members that were present at the London Road Fire Station that analysed and considered the Thomas Review.

John Buckley, Chief Fire Officer at NFRS then presented Members with a draft analysis of the work undertaken by the Thomas Review Task and Finish Group.

**RESOLVED to:**

- (1) approve a final version of the draft gap analysis attached at Appendix B of the report;**
- (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;**
- (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.**

### **34 COLLABORATIVE ESTATE FEASIBILITY STUDY**

John Buckley, Chief Fire Officer at NFRS proposed a joint feasibility study of the estate, involving Nottinghamshire Police, East Midlands Ambulance Service (EMAS) and Nottinghamshire Fire and Rescue Service to explore the potential for collaboration in the short, medium and longer term.

The following points were highlighted:

- (a) in the future, there could be a drawdown of funding available to fire services. £1million has been distributed to the Police to help with their Police and Crime Commissioner (PCC) business cases;
- (b) the expectation is that the study will be completed by the end of the year to allow NFRS to budget plan. There will be a cost of £10-20,000 to do the feasibility study;
- (c) whatever the strategy, the sovereign control of the estate will remain with the Fire Authority;
- (d) EMAS have been impressed on how professional NFRS have been with their contracts.

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

### **35 LOCAL FIREFIGHTER PENSION BOARD ANNUAL REPORT 2016/17**

Sue Maycock, Head of Finance at NFRS reported to Members on the activities of the Local Firefighter Pension Board up to 31 March 2017.

The following points were highlighted:

- (a) it is a requirement of the law that members of the Board attend training. Often this training is formal, but can also come in a report format;
- (b) although there is the potential for Nottinghamshire, Leicestershire and Derbyshire Fire Authorities to have a joint Pension Board with the permission of the Secretary of State, the Boards are currently separate entities;
- (c) section 6 of the Constitution deals with the appointment of a Chair, and some Boards are chaired by senior officers. This Board is an equal partnership between workforce and employer;
- (d) the Pension Board is advisory and makes sure processes are followed. This is a formal link into the governance of the organisation;
- (e) the Chair of the national fire pension Scheme Advisory Board had commended Nottinghamshire and the other East Midlands Boards for meeting requirements expected of them.

**RESOLVED to receive reports on an annual basis and note the report.**

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

John Buckley, Chief Fire Officer at NFRS provided an update on the progress of the Emergency Services Network (ESN) programme.

The following points were highlighted:

- (a) a grant of £791,000 has been received. Another £100,000 is to be shared among the region for collaboration work. NFRS will be the fund holder for this £100,000;
- (b) the ESN code of connection is an outstanding anomaly; there are still a lot of questions around what this new system will look like;
- (c) the Government are making it clear that it will be for individual organisations to decide whether they transfer to the new system or not. There will be a parallel running between the old and the new system, in particular for NFRS, as they are an early adopter;
- (d) Craig Parkin from NFRS is the regional lead for ESN; in addition, Ian Taylor has been seconded onto the project nationally. The Group Manager from Lincolnshire Fire and Rescue has been seconded into a full time role on this, and has good links with NFRS.

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

### **37 TRI-SERVICE CONTROL UPDATE**

John Buckley, Chief Fire Officer at NFRS gave a progress report to Members on the Tri-Service Control programme.

The following points were highlighted:

- (a) there has been proactive work on the system to make sure it is as quick and stable as it can be. Reliability issues are still there, and the tri-service control is not at the level needed yet;
- (b) the network has been reviewed independently, and is fit for purpose;
- (c) some savings have already been started; some teams have already been shrunk for example.

**RESOLVED to note the contents of the report and to welcome a report back in the September to December cycle of meetings.**

The Chair thanked Sue Maycock for all of her hard work and wished her well. He also wished all departing Members well.

### **38 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.**

### **39 EXEMPT MINUTES**

The exempt minutes from the meeting held on 3 February were agreed and signed by the Chair.

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**NOTTINGHAMSHIRE**  
**Fire & Rescue Service**  
*Creating Safer Communities*

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

# **EX-GRATIA PAYMENTS**

Report of the Chief Fire Officer

**Date:** 21 July 2017

**Purpose of Report:**

To seek approval to increase any ex-gratia payment made under the current policy at the discretion of the Chief Fire Officer from £200 to £500.

## **CONTACT OFFICER**

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## **1. BACKGROUND**

- 1.1 Under the provisions of the Service's insurance arrangements, there is discretion to consider applications from employees, or volunteers, for reimbursement of loss or damage to personal possession where such loss is associated with authorised duty, where the employee is not at fault and the loss is not covered by the Service's insurers.
- 1.2 Under current provisions, the Chief Fire Officer has discretionary authority to agree claims up to £200. Any claims in excess of this amount are determined through Committee approval.
- 1.3 The current arrangements have been in place since 1998 when they were transferred from the County Council as part of the transition to the Combined Fire Authority, and have not been reviewed since this time.

## **2. REPORT**

- 2.1 The Policy and Strategy Committee, at its meeting on 3 February 2017, considered an application for an ex-gratia payment from an employee for the theft of a cycle on Service premises.
- 2.2 In making their decision, the Committee noted that the current discretion allowed to the Chief Fire Officer needed to be reviewed to take account of the increase in value of items since 1998. It was recommended that a value of £500 would be a reasonable value to be placed upon claims that could be agreed without Committee approval.
- 2.3 The guidance provided within the policy relating to ex-gratia payments has therefore been amended to reflect this uplift in discretionary authority, and is attached as Appendix A. All other provisions remain unchanged.

## **3. FINANCIAL IMPLICATIONS**

The payment for the ex-gratia payments will be met from existing budgets.

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

Human resources implications are set out within the report. There are no implications for learning and development arising from the report.

## **5. EQUALITIES IMPLICATIONS**

An equality impact assessment has not been undertaken as this does not represent a change to policy or service delivery.

## **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 Employees are required to exercise appropriate care in securing and safeguarding their own personal possessions whilst at work. The Service also provides secure facilities and premises for its employees, and policies are in place to reduce risk of theft or damage to property.
- 8.2 This provision is exercised in exceptional circumstances and all factors are taken into account, on a case by case basis, when considering the reasonableness and value of such claims. Claims in excess of £500 will be subject to committee approval.

## **9. COLLABORATION IMPLICATIONS**

There are no collaboration implications arising as this report seeks approval for a change to internal Service policy.

## **10. RECOMMENDATIONS**

To agree that the Chief Fire Officer is given authority to approve claims for ex-gratia payments up to the value of £500.

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

None.

John Buckley  
**CHIEF FIRE OFFICER**

1.1 Ex-Gratia Payment

Where damage is caused by neither the Fire Authority's or the employee's fault, or if payment is promised without the agreement of the Service's insurers, it is sometimes possible for an ex-gratia payment to be made from the departments budgets. Details of the scheme are as follows:

- 1.1.1 The scheme applies only to employees of the Fire Authority and volunteers carrying out their duties on behalf of the Fire Authority.
- 1.1.2 Claims may only be made for loss of or damage to personal possessions. The scheme does not cover personal injuries.
- 1.1.3 If you think you have grounds for making a claim, give written details to your line manager. Claims for £500 or less will be dealt with by the Chief Fire Officer. Where the claim exceeds £500, the Fire Authority Committee will decide.
- 1.1.4 The purpose of the scheme is to look sympathetically upon claims that, through no fault of their own, are at loss in circumstances where no legal remedy is available or where it would be totally unreasonable to expect the claimant to pursue a legal remedy.
- 1.1.5 The Fire Authority, as a good employer is anxious to ensure that employees and indeed volunteers, do not suffer as a consequence of carrying out their duties and responsibilities and will endeavour to meet some part of the cost of repairing or replacing the damaged or lost article.
- 1.1.6 In those cases where the loss or damage arises solely as a result of the claimant's negligence, inattention, or lack of care, no payment will be made. Where there is evidence of some negligence, inattention or lack of care on the part of the claimant, any payment made will reflect that fact.
- 1.1.7 Where the loss or damage is covered by the claimant's own insurance, the claimant is expected to claim under that cover.
- 1.1.8 A payment will seldom be made to meet the full replacement cost of a lost or damaged article. The basis of the scheme is to try to help a claimant replace like with like.
- 1.1.9 In assessing what level of payment is appropriate, regard will be had to the age and condition of the article for which the claim is

made. Betterment will also be taken into account when fixing a level of payment.

1.1.10 Damaged articles should be kept available for inspection until the matter of the claim has been resolved as the Fire Authority reserves the right to inspect.

1.1.11 Claims will be dealt with quickly if the procedure outlined in the scheme is followed.

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**NOTTINGHAMSHIRE**  
**Fire & Rescue Service**  
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Nottinghamshire and City of Nottingham  
Fire and Rescue Authority  
Policy and Strategy Committee

# SHAPING OUR FUTURE ORGANISATIONAL HEALTH UPDATE

Report of the Chief Fire Officer

**Date:** 21 July 2017

**Purpose of Report:**

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

## CONTACT OFFICER

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## **1. BACKGROUND**

On 22 April 2016, the Human Resources Committee agreed to a revision to the way in which Members receive performance updates on equality-related activity. A bi-annual report is produced for Human Resources Committee on workforce and recruitment data and it was agreed that the Service would provide a more narrative-based report to Policy and Strategy Committee on the organisational development and inclusion activity taking place across the organisation. The first report of this type was presented to this committee in November 2016.

## **2. REPORT**

2.1 During the last eight months, Nottinghamshire Fire and Rescue Service (NFRS) has made further progress in moving forwards its workstreams held within its Organisational Development and Inclusion Strategy and its Sustainability Strategy for 2020. This paper seeks to provide Members with an update on progress and appraise them of future objectives.

2.2 The Strategic Leadership Team (SLT) have three key areas which they focus on in order to ensure that the organisation maintains high levels of commitment and prioritises work in the appropriate way. These three areas are:

- An engaged and motivated workforce;
- High quality services;
- Good governance and financial responsibility.

### **AN ENGAGED AND MOTIVATED WORKFORCE**

2.3 A significant element of the Shaping our Future journey is in ensuring that employees feel engaged in the development of the organisation's future. The 'command and control' method of managing is effective in an operational environment, but is being developed to reflect more values based, transformational leadership style for day to day activity across the organisation at all levels.

2.4 The 'Little Acorns' staff suggestion scheme has developed further in recent months and employees' suggestions are being considered and taken forwards. Wherever possible the person making the suggestion is involved in the development of the idea. If an idea cannot go forwards, the employee will always get a reply thanking them for the suggestion and explaining the reasons why.

2.5 Following on from 2016's successful winter conferences, this year's three spring conferences have now finished with approximately 200 staff attending. This has presented an opportunity for all staff to attend and hear the Finance, Learning and Development and Strategic Leadership Teams, as well as the



Chief Fire Officer, speak on a range of topics. The Service used a downloadable App during the conference called 'Slido' which enabled attendees to ask questions and respond to polls which were being held during the day. This proved to be a very effective way to engage staff who may not ordinarily feel comfortable asking a question or airing their views in an open forum.

- 2.6 Watch Manager development days and Service Delivery forums have also been successful additions to the development calendar this year for staff, building on the success of the Institute of Fire Engineers continuous professional development days which started in 2016. The Service is also hosting its second Springboard leadership programme for women and is again participating in the multi-agency Future Leaders programme led by Nottingham City Council. The Service is an active member of the steering group and selection process for this programme.
- 2.7 The Service will continue the roll-out of its new values launched last year. Facilitated sessions have been taking place across the Service and a poster campaign will be delivered to work locations during July.
- 2.8 The Service's progress on its Coaching and Mentoring Strategy is good with a cohort of coaches achieving ILM Level 5 in January of this year. Employees are being matched with trained coaches internally as well as externally via the East Midlands Coaching Network. Coaching with teams has also taken place, which has helped to improve morale and communication. Coaching practice is also being improved on a more informal basis by developing skills in the workplace.

## **INCLUSION – EQUALITY AND DIVERSITY**

- 2.9 The Organisational Development and Inclusion Team have instigated the formation of a Tri-Service Dyslexia Network with Derbyshire and Leicestershire Fire and Rescue Services. This will lead to greater uniformity of policy and approach and improved support for staff. The Service is rolling out assistive software – 'TextHelp Read and Write Gold' – to all staff in a bid to improve accessibility to written material for all staff in the organisation. It is hoped that this will help improve declaration rates of disability.
- 2.10 The Service has again maintained its Stonewall Top 100 employer status and will be seeking to extend this in 2018. The Service worked with Stonewall Top 100 employers based in Nottinghamshire in order to develop a role models resource, DVD and held a conference promoting LGBT+ equality.
- 2.11 In terms of workforce diversity, NFRS continues to have challenges. The percentage of female firefighters, employees from black and minority ethnic (BME) backgrounds, employees declaring that they are lesbian, gay, bisexual, trans+ and disability remain relatively low. The Workforce Plan 2017, which was presented to Human Resources Committee at its July 2017 meeting, highlights these issues, amongst them the low success rate of BME applicants.

- 2.12 The Service did not appoint any applicants from BME backgrounds to roles (out of 58 new entrants) during 2016-17. This is a disappointing outcome when considered against the local BME working population of 11.2%. This is despite the fact that the Service received 59 applications from BME applicants out of a total of 576 applications (10.1%), with 13 progressing to the interview stage. Positive action is taking place across the Service area to encourage underrepresented groups to apply for vacancies. This will include support to understand the application, testing and interview stages.

## **HIGH QUALITY SERVICES**

- 2.13 The 'Working Together' document produced by Public Health England and NHS England and the subsequent 'Health Summit' held at NFRS HQ has led to NFRS working more closely with its partners in the health sector.
- 2.14 This 'Fire as a Health Asset' work has led to the development of the home safety check in to a safe and well visit. In essence NFRS will continue to deliver the traditional fire-related home safety check along with asking key questions relating to the health and wellbeing of the residents. These questions will directly relate to health issues which result in a poor outcome in the event of a fire in the home. NFRS will then make a referral, with the resident's consent, to healthcare professionals to take further action.
- 2.15 NFRS is also looking at ways the Service could become a 'health asset'. A trial programme at Edwinstowe fire station has recently taken place where teenagers with concerns about their weight and self-esteem did the 'FireFit' programme which looked to increase their physical fitness and confidence.
- 2.16 The Prevention Team has recently developed new ways of working which further embeds them in to the communities of Nottinghamshire. The District Prevention Officers are now working more closely with the operational crews in the districts and engaging with partner organisations in the new Community Safety Hubs. The secondment of an Occupational Therapist and Environmental Health Officer in to the Prevention Team will also improve multi-agency collaboration and co-operation in 2017.
- 2.17 The Service Delivery Department continues to evolve and develop and is focusing on three areas in the short to medium term in order to improve community safety. Training and upskilling the workforce, understanding and managing risk and developing a stronger performance culture are all integral to improving services whilst maintain firefighter safety. These will remain a focus during 2017-18.
- 2.18 Operational Crews at Collingham, Harworth and Edwinstowe continue to deliver the Emergency First Responder (EFR) trial in their areas, providing an initial response to members of the community who have suffered a medical emergency. In the year to date, crews have attended over 350 incidents where they have administered emergency intervention, including CPR, to casualties prior to East Midlands Ambulance Service (EMAS) arriving. These

interventions have saved lives and continue to be welcomed by local communities with numerous positive feedback comments being received.

## **GOOD GOVERNANCE AND FINANCIAL RESPONSIBILITY**

### **Sustainability Strategy 2020**

- 2.19 The Sustainability Strategy workstreams continue to be progressed with a concerted effort being made to ensure that employees are engaged in the change process via a range of methods.
- Alternative crewing (mobilising with fewer than four firefighters on a retained duty system (RDS) appliance in order to improve availability) – This project is progressing well with recommendations due to go to the Fire Authority in September of this year;
  - Mixed crewing (utilising retained firefighters at periods of lowest demand on wholetime stations to maintain appliance availability and reduce costs) – internal development of this concept is ongoing. Recommendations are due to go to the Fire Authority in September;
  - Crewing collective agreement – negotiations regarding the revision of the collective agreement continue to progress positively and recommendations are expected at the Fire Authority in September;
  - Voluntary secondary arrangements – the introduction of voluntary secondary arrangements will provide support for retained appliances at periods of highest demand. This has been agreed in principle and is expected to be implemented by the end of this year.
- 2.20 Middle manager briefings and workshops are taking place and are improving lines of communication in the organisation. These are opportunities for the Chief Fire Officer and SLT colleagues to update middle managers on key changes taking place in the organisation with a view to ensuring that messages are cascaded to the workforce. This complements the Executive Delivery Team and Strategic Leadership Team briefings and the publication of minutes of those meetings. This helps to promote the Service's commitment to greater openness and transparency.

### **Next Steps**

- 2.21 The Service's new learning management system, 'NFRSLearn', is now live and there are more opportunities to embed e-learning in the organisation in the second half of 2017.
- 2.22 Employee engagement is key to organisational development and the staff survey will be a useful way of measuring progress made in this area along with other topics which will be covered.

- 2.23 The Aspiring Leadership Programme aimed at employees looking to move in to their first management position will be launched in the autumn alongside new content for current supervisory and middle leaders.
- 2.24 The Service's new SharePoint intranet site 'MyNet' is currently being developed with the full engagement of stakeholders across the organisation. Phase one of this project should be completed by the end of 2017.
- 2.25 Recruitment for wholetime firefighter positions is expected to take place early in 2018. This represents a real opportunity to undertake some effective positive action in order to address the workforce diversity issues highlighted in Paragraph 2.11 above. This summer the Service will be participating in Nottingham City Council's 'Tap the Gap' Scheme aimed at young people from BME backgrounds, disabled young people and young people in care.

### **3. FINANCIAL IMPLICATIONS**

There are no financial implications arising from this report.

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

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

### **5. EQUALITIES IMPLICATIONS**

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

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

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

### **7. LEGAL IMPLICATIONS**

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

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

There are no risk management implications arising from this report.

## **9. COLLABORATION IMPLICATIONS**

- 9.1 Opportunities to collaborate are sought wherever possible. The tri-service Dyslexia Network, LGBT+ Stonewall role models work, Future Leaders programme and 'Fire as a Health Asset' work all demonstrates the Service's high level of commitment to working with partners.
- 9.2 Discussions are ongoing with other fire and rescue services to identify if there is the opportunity to undertake a joint wholetime firefighter recruitment process

## **10. RECOMMENDATIONS**

To note the contents of this report.

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

None.

John Buckley  
**CHIEF FIRE OFFICER**

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

Report of the Chief Fire Officer

**Date:** 21 July 2017

**Purpose of Report:**

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

## **CONTACT OFFICER**

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Assistant Chief Fire Officer

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## 1. BACKGROUND

- 1.1 The Emergency Services Mobile Communications Programme (ESMCP) is intended to provide the next generation communication system for the three emergency services and other public safety users as the contract for Airwave 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 continues work through all outstanding actions to support transition.
- 2.2 Since April's report, NFRS has been in discussion with the ESN central programme team to consider the ITHC as the remedial works required a Section 31 grant and this has now been allocated to NFRS for £791K, including contributions for the tri-service control function. 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 for NFRS is now in place back to the central programme team and this itemises progress the organisation is making to deliver ESN locally and offers a good benchmark for 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. Members should be aware that the national timescales for transition are again under review, with a new national plan available in the coming months, this is highly likely to see further delays.
- 2.4 The Home Office have 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. The central programme team requested formal sign off from the Service to this code of connection, however, the detail of the code of connection is still not available for officers to consider and NFRS's Senior Information Risk Owner (SIRO) was unable to recommend sign off to the Chief Fire Officer, regardless of 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 and is not seen as a reason to delay transition given the expected national delay.
- 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. Home Office have re-affirmed this stance at the recent Fire Customer Group and as such does not increase risk to the Authority at this point.
- 2.7 Clear collaboration opportunities exist in the delivery of ESN across the East Midlands, including procurement, coverage assurance, device management, training and equipment installation. This is a key expectation of the government programme team 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 currently considering recommendations for collaboration prior to a future report being presented to Authority.
- 2.9 The central programme team have recently consulted upon 'incremental approach' to transition and the regional manager is working with their peers to better understand potential consequences. This may see proposed changes to order of transition for emergency services and the East Midlands is scheduled to be the second region under the current national plan. Officers will also monitor this closely as this could create additional or increase current risks for the Authority.

### **3. FINANCIAL IMPLICATIONS**

- 3.1 An earmarked reserve of £200k was established for the supporting work required to prepare for PSN compliance, this is now seeing significant spend against it and will be kept under review 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. As per previous reports, clarity is still required as to what replacement devices will be available and what services can be accessed through these devices. The national plan has been reviewed and progress is being made on the availability of handheld devices for procurement, fixed/vehicle mounted devices appear to remain a problematic area in relation to what will be available and when.
- 3.3 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.

- 3.4 As previously reported, the programme of work has increased placing demands upon the Service, these will only be partially funded from government and this will need to be closely monitored, particularly as the programme timeline has already been extended and is highly likely to be extended further following another national plan review being completed.
- 3.5 The recent announcement from the central programme team to review the national plan and likelihood that a further delay will result clearly means funding will be required beyond the current timescales. Officers will be working with the ACFO and regional manager to ascertain future funding commitments and updates will be included in further reports to the Policy and Strategy 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 have now been collated and being discussed with police and ambulance services to consider.
- 4.2 ESN continues to place increasing demands upon most support departments, this has resulted in 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 and members will need to consider longer term implications as further delays are anticipated.
- 4.3 Consideration of the longer term implications of both PSN and ESN are already beginning to highlight additional skill requirements, for example, information security, which is currently being delivered with a fixed term appointment.
- 4.4 An East Midlands lead for training has now been identified from Leicestershire Fire and Rescue Service, who will be liaising with NFRS in the coming months to ensure a consistent approach is taken and the learning and development team will need to consider ESN support as part of its business plan and delivery of the proposed national training strategy for ESN.

#### **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. This report has already highlighted a new item of potential risk as 'Incremental approach' and officers will ensure this is kept under review.
- 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**

- 9.1 A collaboration workshop took place sponsored by the East Midlands Police and Fire strategic leads which included all East Midlands Police, Fire and Ambulance representatives.

9.2 Initial outcomes of the workshop have now been collated and five areas of potential collaboration, including training, device management, coverage assurance, and procurement and equipment installations are being reviewed by the strategic leads for consideration, these will be reported to members at a later meeting.

## **10. RECOMMENDATIONS**

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

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

None.

John Buckley  
**CHIEF FIRE OFFICER**

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