



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

Date: Friday, 10 November 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. J. D. Carter".

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

AGENDA

Pages

- | | | |
|----------|---|---------|
| 1 | APOLOGIES FOR ABSENCE | |
| 2 | DECLARATIONS OF INTERESTS | |
| 3 | MINUTES
Of the meeting held on 21 July 2017 (for confirmation). | 3 - 6 |
| 4 | PRINCIPAL OFFICER PAY REVIEW
Report of the Clerk and Treasurer to the Fire and Rescue Authority | 7 - 14 |
| 5 | EMERGENCY SERVICES NETWORK (ESN) UPDATE
Report of the Chief Fire Officer | 15 - 22 |
| 6 | TRI-SERVICE CONTROL UPDATE
Report of the Chief Fire Officer | 23 - 30 |
| 7 | COLLABORATION UPDATE
Report of the Chief Fire Officer | 31 - 36 |

8 EXCLUSION OF THE PUBLIC

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

9 RESILIENCE ARRANGEMENTS UPDATE

37 - 42

Report of the Chief Fire Officer

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: *Cath Ziane-Pryor*
0115 8764298
catherine.pryor@nottinghamcity.gov.uk

Agenda, reports and minutes for all public meetings can be viewed online at:-
<http://committee.nottinghamcity.gov.uk/ieListMeetings.aspx?CId=219&Year=0>



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

POLICY & STRATEGY COMMITTEE

**MINUTES of the meeting held at Fire and Rescue Services HQ, Bestwood Lodge,
Arnold Nottingham NG5 8PD on 21 July 2017 from 10.00 am - 10.44 am**

Membership

Present

Councillor Brian Grocock (Chair)
Councillor Michael Payne
Councillor Jonathan Wheeler
Councillor Malcolm Wood

Absent

Councillor Andrew Brown
Councillor Sybil Fielding

Councillor Vaughan Hopewell
Councillor Liaqat Ali

Colleagues, partners and others in attendance:

John Buckley	- Chief Fire Officer
Malcolm Townroe	- Clerk and Monitoring Officer
Matt Sismey	- Equality and Diversity Officer
Catherine Ziane-Pryor	- Governance Officer

1 APOLOGIES FOR ABSENCE

Councillor Andrew Brown (Councillor Vaughn Hopewell substituting)
Councillor Sybil Fielding (Councillor Liaqat Ali substituting)

2 DECLARATIONS OF INTERESTS

None.

3 MINUTES

The minutes of the meeting held on 28 April 2017 were confirmed as a true record and were signed by the Chair.

4 REPORT OF INDEPENDENT REMUNERATION PANEL

Malcolm Townroe, Clerk and Monitoring Officer to the Authority, presented the report which informs members of the findings of the Independent Review Panel which examined members' allowances, and annual uplift arrangements.

The Panel found the existing arrangements to be fit for purpose, including the current application of inflators and the level of expenses.

It is noted that whilst there appears to be some disparity with allowances and inflators applied when considered against those of other Fire and Rescue Authorities (as in appendix C), the organisational structure, models, size, operation and responsibilities of members vary greatly between Authorities and so there cannot reasonably be a clear comparison.

RESOLVED for the findings of the Independent Review Panel regarding members' allowances and annual uplift arrangements to be accepted and forwarded to the full Fire and Rescue Authority meeting for adoption.

5 EX-GRATIA PAYMENTS

John Buckley, Chief Fire Officer, presented the report which requests the Committee consider increasing the ex-gratia payments available within policy at the discretion the Chief Fire Officer to from £200 to £500.

Members raised no concerns with the request but suggested that ex-gratia payments are reported to members annually.

RESOLVED

- (1) to agree that the Chief Fire Officer is given authority to approve claims for ex-gratia payments up to the value of £500;**
- (2) for details of ex-gratia payments to be reported to the Fire and Rescue Authority on an annual basis.**

6 SHAPING OUR FUTURE ORGANISATIONAL HEALTH UPDATE

Matt Sismey, Equality and Diversity Officer in the Organisational Development and Inclusion Team, presented the report of the Chief Fire Officer which updates the Committee on the organisational development of the Service, including recent past, current and future inclusion activities, as it moves towards a values based organisation with a focus on leadership instead of command and control.

The report details how the Service focuses on the following 3 key areas to ensure organisational health with a variety of approaches:

- an engaged and motivated workforce;
- high quality services;
- good governance and financial sustainability.

The following points were highlighted and member's questions responded to:

- (a) a staff satisfaction survey is undertaken twice a year with responses monitored and action taken to improve working conditions;
- (b) the staff suggestion scheme 'little acorns' is proving successful with a wide range of small to major improvements now implemented. The Chief Fire Officer has the discretion to make honorarium payments where suggestions are implemented and have a significantly positive impact;
- (c) winter and spring conferences have proved successful with approximately 200 staff voluntarily attending and actively engaging in each session. Attendees had access to an app called Slido which enabled participation by voting in polls and posing questions and suggestions without having to speak publicly;
- (d) locally relevant motivational posters have been produced which relate to feedback on local Service activity and achievements, providing a personal link for employees;
- (e) Watch Manger development days, Service Delivery Forums, the Springboard Leadership Programme for women, the Future Leaders Programme, and the Coaching and Mentoring Strategy are also included in the drive to develop staff and improve the service;
- (f) dyslexia is estimated to affect 10% of the population but is predicted to be of a particularly high proportion in the Emergency Services. The Organisational Development and Inclusion Team have established the Tri-Service Dyslexia Network with Derbyshire and Leicestershire Fire and Rescue Services and the assistive software 'TextHelp Read and Write Gold' is now available to all staff;
- (g) the Service continues to be placed in the Stonewall Top 100 employers;
- (h) workforce diversity remains a challenge, particularly as the Service has not recently recruited. Underrepresented groups are actively targeted for recruitment and although the Service generally attracts a proportion of applications which nearly matches the BME working population of 11.2%, it is frustrating that those applicants do not successfully progress through the recruitment process. It should also be acknowledged that some rural populations have a lower than average proportion of BME citizens, so BME applications from such areas will be lower;
- (i) staff continue to be engaged in the sustainability strategy and change process and there is an expectation that information shared at middle management meetings is cascaded to staff, ensuring that everyone is informed of changes and developments;
- (j) the National Pilot of the Emergency First Responder continues and is proving successful in saving lives which may otherwise have been lost, although there are complexities regarding the impact of firefighters who experience incidents in a very different environment to what they may otherwise have expected;
- (k) expansion of the health partnership continues with 'safe and well visits', 'FireFit' sessions and engagement at the New Community Safety Hubs;

(l) future activity is proposed to include:

- i. embedding of the new 'NFRSLearn' learning management system;
- ii. continued employee engagement;
- iii. progress of the Aspiring Leadership Programme;
- iv. more thorough engagement with stakeholders via 'MyNet' SharePoint;
- v. recruitment of wholetime firefighters in 2018;
- vi. participation in 'Tap the Gap'.

Members of the Committee were keen to highlight that in Local Government, that by ensuring that BME staff are visibly placed in senior roles, this had a positive effect on BME recruitment.

The Chair encouraged members to attend the Equalities meetings (which are held following full Fire and Rescue Authority meetings), to see the work being done to benefit staff and the Service.

Members welcomed the achievements to date and the planned activity of the Organisational Development and Inclusion Team.

RESOLVED to note the report.

7 EMERGENCY SERVICES NETWORK (ESN) UPDATE

John Buckley, Chief Fire Officer, presented the report which provides the Committee with a quarterly update on the Emergency Services Network (ESN) local activity and progress.

The current airwaves contract for emergency services and other public safety users is due to expire in 2020 so a secure integrated alternative with voice and broadband data services, using 3G/4G/5G, is required.

A Regional Programme Board has been established with representatives from each Fire and Rescue Authority to work towards developing and embedding ENS locally. NF&R have received a contribution of £791,000 from Central Government towards this work for which NF&R has established a dedicated team.

Initially ESN was predicted to be implementation ready by 2018; however schedule slippage has already occurred due to Central Government issues, and is predicted to slip further with implementation ability not predicted before 2019. As a result, further funding bids may be submitted from Fire and Rescue Authorities to cover or contribute to the additional costs as all initial bids were submitted on the understanding of a shorter schedule.

Members of the Committee were dismayed that Central Government schedule slippage is likely to have a financial impact on the Authority.

RESOLVED to note the contents of the report and agree to receive further updates as the project develops, including any costs to the Authority beyond Central Government funding.



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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

PRINCIPAL OFFICER PAY REVIEW

Report of the Clerk and Treasurer to the Fire and
Rescue Authority

Date: 10 November 2017

Purpose:

To consider the outcomes from the Principal Officer pay review which is undertaken on a two-yearly basis, and seeks a recommendation to the Combined Fire Authority in line with the Authority's Pay Policy.

CONTACT OFFICER

Name :	Malcolm Townroe, Clerk to the Fire Authority
Tel :	0115 967 0880
Email :	malcolm.townroe@nottinghamcity.gov.uk
Media Enquiries Contact :	Therese Easom (0115) 967 0880 therese.easom@notts-fire.gov.uk

1. BACKGROUND

1.1 The conditions of service for Principal Officers within Nottinghamshire Fire and Rescue Service are largely determined by the National Joint Council (NJC) for Brigade Managers of Local Authority Fire and Rescue Services. The NJC seeks to reach agreement on a national framework of pay and conditions for Brigade Managers for local application throughout the Fire and Rescue Services in the UK. Collectively the agreements are contained within the “Gold Book”.

1.2 The Gold Book makes the following statements with regard to salary and also gives advice and guidance to Authorities on pay determination, as attached as Appendix A of this report:

“The NJC will publish annually recommended minimum levels of salary applicable to Chief Fire Officers employed by Local Authority Fire and Rescue Authorities.

There is a two-track approach for determining pay for Brigade Manager roles:

- (i) at a national level the NJC shall review annually the level of pay to all of those covered by this agreement;
- (ii) all other decisions about the level of pay and remuneration to be awarded to individual Brigade Manager roles will be taken by the Fire Authority locally who will annually review those salary levels” – advice on other considerations when setting salary levels has also been provided by the NJC and is included within Appendix A.

1.3 At its meeting on 31 January 2014, the Policy and Strategy Committee agreed revised benchmarking arrangements as part of its local review of Chief Officer pay. The comparator group comprises of 18 Fire and Rescue Services who form the “Family Group” of authorities who are similar to the Nottinghamshire Fire and Rescue Service in terms of population size, deprivation levels, risk area and total fire calls. In determining its decision on an appropriate pay level, it was agreed that consideration would be given to the median average salary of this review group. Those Fire and Rescue Authorities who make up the Family Group are set out at Appendix B.

2. REPORT

2.1 In accordance with the Authority’s published Pay Policy, Principal Officer salary levels are reviewed in line with national pay agreements on an annual basis, and are subject to local review every two years.

2.2 The salaries applied to Principal Officers below the level of Chief Fire Officer are based upon a % of the Chief Officer salary, as follows:

- Deputy Chief Fire Officer – 82.5%
 - Assistant Chief Fire Officer – 75%
- 2.3 In setting the Chief Fire Officer's pay, the Authority has applied the same methodology for a number of years. This methodology determined that the Chief Fire Officer's salary from 1 January 2015 should be £147,368 per annum and this salary was applied.
- 2.4 In 2015, the Authority changed the way that the review was undertaken in order to reflect the Audit Commission "family group" which groups together Authorities with similar characteristics. This review did not support a local increase in Principal Officer pay for the period commencing January 2016.
- 2.5 However, the pay of the Chief Fire Officer, Deputy and Assistant Chief Fire Officer has increased in line with the application of incremental and national pay awards since this time, in line with their agreed contractual terms. All three Principal Officers are now paid at the maximum pay rate, to reflect their tenure in role, and the Chief Fire Officer is paid a salary of £150,330 per annum. This includes the application of a national 1% pay award agreed from 1 January 2017.
- 2.6 A benchmarking review has been undertaken using the salary data from the "family group" of eighteen fire authorities. The outcome of this review is attached as Appendix C.
- 2.7 The median salary within this group is £144,948 per annum, although the range is from £116,738 to £157,449. The maximum salary applied to the Chief Fire Officer pay band is currently £150,330 per annum, as set out in Paragraph 2.5.
- 2.8 There is nothing, therefore, that would suggest that the pay of the Chief Fire Officer in Nottinghamshire is significantly out of line with some of the other Chief Officers within the comparator group. This would indicate that the pay of the Chief Fire Officer is currently set at the appropriate level.
- 2.9 Members may wish to note that reductions in Principal Officer posts which have resulted in the deletion of an Assistant Chief Fire Officer post (August 2013) and Director of Finance and Resources post (1st October 2015) have led to additional responsibilities being undertaken by the remaining Principal Officers without any adjustment to pay.

3. FINANCIAL IMPLICATIONS

The budget for Principal Officer pay is based on the incremental point in the three-point scale which is appropriate for each of the Officers. At this point in time all three Principal Officers are paid at 100% of the current maximum salary for each role.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

- 4.1 A local two yearly review of Principal Officer pay levels forms a contractual provision for the roles of Chief Fire Officer, Deputy Chief Fire Officer and Assistant Chief Fire Officer.
- 4.2 Any change in the way that Principal Officer pay is undertaken by the Authority would need to be reflected in the published Pay Policy.
- 4.3 Any proposal to reduce the pay of the Chief Fire Officer to the level of the family group median salary may need to involve some level of pay protection.

5. EQUALITIES IMPLICATIONS

As there are no implications for existing policy or to service provision, no equality impact assessment has been undertaken.

6. CRIME AND DISORDER IMPLICATIONS

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

7. LEGAL IMPLICATIONS

- 7.1 In line with the requirements of the Localism Act, any decisions relating to pay in excess of £100k per annum must be discussed and agreed by the full Fire Authority at a public meeting.
- 7.2 The Authority is required to publish its pay policy which includes the way in which Principal Officer pay is determined.

8. RISK MANAGEMENT IMPLICATIONS

A robust and auditable methodology for setting Principal Officer salary levels is essential if the Service is going to stand up to external and internal scrutiny in respect of this matter. Additionally, the Service needs to ensure that it is able to recruit and retain quality officers to ensure that NFRS meets the expectations of the Service and the community.

9. COLLABORATION IMPLICATIONS

As this is a local pay review, determined by the Fire Authority, there are no collaboration implications.

10. RECOMMENDATIONS

That Members consider the information contained within the report and take a recommendation to the full Fire Authority regarding Principal Officer pay levels from 1 January 2018.

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

None.

Theresa Channell
TREASURER TO THE AUTHORITY

Malcolm R. Townroe
CLERK TO THE AUTHORITY

NJC GUIDANCE AND SALARY STRUCTURES

1. When determining the appropriate level of salaries for all Brigade Managers, the FRA should refer to the relevant minimum salary of the CFO and the most relevant benchmark data.
2. Normally the FRA will wish to begin by determining appropriate salary for their most senior manager.
3. When deciding how these posts should be remunerated, the following factors are to be considered:
 - (a) The CFO's salary and that of any service staff not covered by the Scheme of Conditions of Service (Gold Book).
 - (b) The relationship of current salary to the appropriate illustrative national benchmark
 - (c) Any special market considerations.
 - (d) Any substantial local factors not common to FRA's of a similar type and size e.g. London weighting, complex local regional or national responsibilities which bring added value.
 - (e) Comparative information to be supplied on request by the Joint Sec's on salaries in similar Authorities.
 - (f) Top management structures and size of management team compared to those other Fire and Rescue Authorities of similar type and size; and
 - (g) The relative job size of each post, as objectively assessed through an appropriate Job Evaluation process or otherwise, and
 - (h) Incident command responsibility and the requirement to provide operational cover with the employing authority and beyond.

The process for setting salary levels should include consideration of the following criteria:

- Minimum salary levels for CO's in relevant sized local authorities.
- Market rates of pay for service managers in a range of private and public sector organisations; and
- Evidence of recruitment and / or retention difficulties with existing minimum rates.

FAMILY GROUP

Avon*
Cheshire*
Cleveland*
Derbyshire*
Essex*
Hampshire*
Hereford and Worcester*
Hertfordshire
Humberside*
Kent*
Lancashire*
Leicestershire*
Lincolnshire
Nottinghamshire*
Northern Ireland
Staffordshire*
South Wales
Surrey

* Combined Fire Authorities

COMPARATOR SALARY LEVELS (in ascending order)

(Please note that this information has been provided on the basis that it does not identify participant authorities.)

116,738

120,865

121,106

121,784

125,959

127,513

129,820

140,923

144,854

Median point - £144,948

145,043

146,571

148,796

150,330

153,779

155,231

155,794

156,090

157,449



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: 10 November 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

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 FRS. An Area Manager is seconded from Lincolnshire as the Regional Fire Programme Manager (RPM), 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 strategic leads to feed into the national programme team within the Home Office. The ACFO has recently taken chair of the Regional Programme Manager Forum (RPMF), which brings together all national fire programme managers with meetings currently being hosted in Nottinghamshire.

- 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. This will also provide confidence in NFRS as a trusted partner, as it seeks to look for future collaborative opportunities.

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 committee 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 was allocated to NFRS for £791K, including contributions for the tri-service control function. Officers are liaising with the regional programme lead and Home Office ESN accreditors 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 revised national plan available in the coming months, this is highly likely to see further delays.
- 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. 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) remains unable, at this time, to recommend sign off to the Chief Fire Officer.
- 2.5 Regardless of this position, NFRS continues to address this area with its PSN work stream. This approach is still considered 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.

- 2.6 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. The revised business case and transition plan when realised will be key to the Authority being better placed to consider any implications.
- 2.7 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 continue to re-affirm this stance and as such does not increase risk to the Authority on this point.
- 2.8 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.
- 2.9 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.
- 2.10 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.
- 2.11 At a recent Fire Customer Group meeting it was communicated that the original ESN business case is now under review along with the national transition plan to which all User Organisations work to locally. On behalf of East Midlands FRSs, the ACFO has asked that confirmation be given that any outcome of the business case review be shared with Fire Authorities as a matter of urgency. The business case forms the basis under which the Authority signed up to the principle of transition to ESN in March 2016.
- 2.12 Increased anxiety in relation to future funding is now being shared with the central programme team from across the emergency services nationally and the impact this has upon each user organisation in its ability to plan longer term.
- 2.13 During November the Public Accounts Committee will again be held to focus upon the ESN programme and will be monitored by officers to understand any implications for NFRS and reported to members as appropriate.

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 numerous 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 some progress is being made on the availability of handheld devices for procurement, however, 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. However, the latest payment is delayed due to the scrutiny required and ministerial sign off, this is still expected in the next few weeks. This aspect should be of particular interest to committee as it works towards reducing budgets and continues to place a degree of uncertainty for the Authority to best manage resources. Members should also take note of the current query for the central programme to confirm what is meant by ‘time-based’ vs. ‘activity’ based funding and where any new burdens, for example, ESN service management, transfers from a nationally funded model to locally funded model, officers are working to gain clarity on this matter.
- 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 extends and is highly likely to be extended further following another national plan review being completed. This theme of technological demand continues to increase pressure on the service and will form part of a future paper to committee.
- 3.5 The recent announcement from the central programme team to review the national plan and business case, with the likelihood that a further delay will result clearly means funding will be required beyond the previously timescales. Officers will be working with the ACFO and regional programme manager to ascertain future funding commitments and updates will be included in further reports to the Policy and Strategy committee.

- 3.6. On behalf of the East Midlands FRS, the ACFO has been asked to initiate a full review of the regional programme structures and approach, to ensure they are fit for purpose to assure transition to the ESN and provide value for money. This work is expected to follow behind the national fire gateway review being led by the NFCC central team, progress will be reported to members on its completion in early 2018.

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.
- 4.5 Delays to transition timelines have a potential to impact upon the retention of employees and in some organisations, has seen a delay in appointment to posts that will support transition to ESN. This is under review in NFRS and is dependent upon future funding decisions that the Authority may need to consider, balanced against the need to deliver ESN.

5. EQUALITIES IMPLICATIONS

An equality impact assessment has not been undertaken 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 and more recently indications are now later than previously reported.
- 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. With the East Midlands programme review exercise being initiated the review of risk will be included in that review to inform members in a future report.
- 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. A previous report already highlighted a new item of potential risk as 'Incremental approach' and officers have again sought clarity on what implications this may have.
- 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.
- 8.6 With the continued delay in transition timelines and funding, it is recommended that the risk of ESN to NFRS is seen as increased and the ACFO will look to ensure that this is reflected in the Services governance arrangements. The CFO will receive information directly through the NFCC and these will inform the Services position in future.

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. With work between Police and Fire offering the most potential at this stage.
- 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 have been reported and reviewed by the strategic leads. Theme leads for each area are now required to develop more detailed business case for consideration, it is envisaged that these will be drafted by early 2018.

10. RECOMMENDATIONS

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

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

None.

John Buckley
CHIEF FIRE OFFICER



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: 10 November 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](mailto: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 28th April 2017 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 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.
- 2.4 The introduction of a new project management methodology in January 2017 has supported the programme in generating momentum in supporting the Strategic Board's objectives (highlighted above). The introduction of a new governance structure has been completed and the addition of a Change Advisory Board (CAB) has successfully overseen the implementation of over 90 changes to the project and system over the last 6 months. 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.
 - 2.5 Since the previous update, the stabilisation and performance issues have reached a point where the Tri-Service team can start to agree a development process and schedule with Systel. A prioritised list of needs has been assembled to act as the starting point for discussion in France.
 - 2.6 Engagement with Systel has improved significantly since the last report, and a concerted effort to review the fault logs / requests, has reduced the number of outstanding reports. However, due to Systel UK taking a more proactive approach to issues, we expect to see an increase in fault reports over the coming months, due mainly to positive action in resolving legacy problems with the system.
 - 2.7 The core mobilising system remains stable, with performance improving with the addition of a new server in September 2017 to perform address searches. Along with the introduction of new road mapping software which has enhanced the accuracy of the data used to select the nearest and quickest appliance for an incident. The new road speeds have been tested and those areas where mobilising anomalies have previously been reported (and found to be an issue) have now been resolved by this update. This means the 'routing' part of a resource proposal will be far more accurate because it is based on a robust large dataset evidenced from tens of thousands of actual road journeys made by different vehicle types.
 - 2.8 We continue to work with Systel to fix the remaining issues with the system gazetteer which will enable NFRS to manage mapping and address changes more effectively. This continues to be the highest priority within the current development requests for the system as part of development sprint 1.
 - 2.9 Staff confidence in the system remains fragile but the introduction of the Control Involvement Group (CIG) continues to show positive engagement from Control Staff with a desire to have a direct impact on the workings of Tri-Service Control. A number of suggestions have already been provided to the Control Management Team to review. The desire for these suggestions, is that once implemented they will improve working arrangements, efficiency and effectiveness across the Tri-Service Control.

- 2.10 Currently the primary cause of system interruptions lies with the various networks involved in the system and are provided by Tri-Service or individual FRS. Work has been undertaken to assess these and improvement proposals are being examined. A review of the network design will be presented by the end of October for consideration by the ICT leads. Recent network failures are still under investigation but sit outside of the control or remit of Systel and the local Support Services.
- 2.11 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;
 - Development of Test System;
 - Service Level Agreements (SLA) with Systel including development work payment schedules;
 - Progress network resilience provision with Virgin Media
 - Ability to make adjustments to individual operator positions for equality reasons.
- 2.12 When the Systel mobilising System went live across the Tri-Service in August 2015, the strategic aim was to mobilise the nearest / quickest resources for both priority 1 (life risk) and priority 2 incident types. However, this was not the case for priority 3 mobilisations, which were the responsibility of the local FRS to resource. To reduce complexity, improve efficiency and effectiveness, during a 3-month period (April – July 2017) Tri-Service Control commenced a trial relating to the Pre-Determined Attendance (PDA) proposals for a priority 3 (P3) mobilisation. Instead of sending a local FRS appliance, Fire control would send the nearest / quickest appliance, in line with P1 & P2 incidents. Following the successful completion of the trial and subsequent review of the data collected, the Tri-Service Response Board supported the recommendation of sending the nearest and quickest appliances to a P3 incident, irrespective of FRS and this was introduced in October 2017. As part of the trial, it was identified a small number of stations had been impacted by the changes. Service Delivery are working closely with these crews to identify and mediate the impact of this mobilisation change. In addition, this has motivated the Heads of Response for the Tri-Service to commence a review of PDAs across the region to identify efficiencies.
- 2.13 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.
- 2.14 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.

- 2.15 Within the overriding principles of the Tri-Service Control Programmes that 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.
- 2.16 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.
- 2.17 The previous Programme Board has now been formally closed and replaced by a Response 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.
- 2.18 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 (CAB).
- 2.19 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.
- 2.20 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.
- 2.21 As part of the future development of the system, Systel France have started to demonstrate what the next version of the system software and MDT hardware could look like. Interesting changes include a web based user interface rather than the traditional PC and an Android based MDT.

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 the remaining improvements and developments to the system.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT

There are likely to be some new developments that requiring 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 has 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 Fire 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.

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 content of the 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

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

COLLABORATION UPDATE

Report of the Chief Fire Officer

Date: 10 November 2017

Purpose of Report:

To update Members on the progress of collaboration activities.

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 Policing and Crime Act 2017 places a statutory duty on Police, Fire and Ambulance Services to collaborate to deliver efficiency, effectiveness and/or better outcomes for communities. Nottinghamshire Fire and Rescue Service (NFRS) like all fire and rescue services has a reputation for working in partnership with a diverse range of partners and the statutory duty now provides additional focus.
- 1.2 Government Ministers have given clear direction on how they propose to implement reform within the sector. They have set out three key areas where they expect to see improvements:
 - Accountability and transparency;
 - Efficiency and collaboration;
 - Workforce reform.
- 1.3 On 22 September 2017, the Authority agreed a collaboration strategy that added additional elements of governance to complement existing arrangements, ensuring Members are kept fully apprised of future progress. The report identified five initial work streams with Nottinghamshire Police, including:
 - Estates
 - Learning and development
 - Organisational performance
 - Prevention activities
 - Emergency planning and resilience
- 1.4 A timetable of dates is currently being co-ordinated to facilitate Delivery and Strategic Group meetings in accordance with existing Authority and committee meetings for 2018.
- 1.5 The strategy also allows existing collaborative arrangements with other emergency services to be further developed, as well as explore new areas of opportunity, with clear expectations that collaborations should seek increased effectiveness, greater efficiency, improved value for money, improved public safety and/or a more resilient organisation.
- 1.6 Day to day co-ordination for collaboration sits with the Strategic Support Area Manager and the Assistant Chief Fire Officer (ACFO), who in turn reports to the Chief Fire Officer (CFO).

2. REPORT

- 2.1 Initial meetings have taken place with Nottinghamshire Police around the agreed five work streams, with both organisations gaining a greater

understanding of existing organisational structures and collaborative partnerships in place.

- 2.2 Nottinghamshire Police has extensive collaborative arrangements with other police services in all areas of their service delivery functions. This may result in future collaborative arrangements being complex to implement in the short term, however, this will be highlighted in any future business cases presented.
- 2.3 It is anticipated that the scoping exercises for learning and development, organisational performance, prevention and emergency planning/resilience will be completed by the end of 2017 to early 2018, aiming to get some reports to the Collaboration Delivery Board in January 2018.
- 2.4 A shared estates feasibility study in conjunction with Nottinghamshire Police and East Midlands Ambulance Service is currently being undertaken. This study is due to be completed by Spring 2018. In addition to the study, an opportunity has been highlighted to explore the joint management of assets and this will continue to be worked through, and will be included in the shared estates work stream.
- 2.5 Further areas of future collaboration have also emerged from initial discussions, including corporate communications, transport, human resources and equality and inclusion. It is anticipated that these additional work streams will be considered during 2018 and dependent upon progress with current workloads and organisational capacity.
- 2.6 An initial collaboration meeting has also taken place with Derbyshire Fire and Rescue Service with the ACFO to scope out areas of mutual interest to both Services, building upon previous meetings between the respective Fire Authority Chairs and CFOs. Currently both organisations have committed to the joint provision of an environmental protection capability, command support and the procurement of future firefighting PPE, further discussions are planned to develop areas of mutual benefit. In addition, compartment fire behaviour training will also be facilitated at Derbyshire's new operational training site and support that which is already provided by Lincolnshire FRS.
- 2.7 Members will also be aware of the ongoing project to relocate the Hucknall on-call site to share with East Midlands Ambulance Service (EMAS), this project is currently behind schedule, but all parties are engaged and committed to its delivery.
- 2.8 Organisational capacity is already itemised within the corporate risk register and officers will need to closely monitor the demand that collaboration is likely to place upon the Service's resources, needing to balance its ability to deliver services, whilst continuing to develop organisationally.
- 2.9 The Service is currently developing a collaboration register which will clearly demonstrate the diverse nature of collaboration and underpin the existing work in service delivery and support activities.

- 2.10 Through the Corporate Communications Manager, the Service is now far better engaged with the Emergency Service Collaboration Working Group and will be an avenue to potentially showcase the Service's efforts to deliver positive community outcomes through its collaborative culture and activities.

3. FINANCIAL IMPLICATIONS

- 3.1 Members will be aware that in February 2016 the Authority approved the Sustainability Strategy 2020. This identified that collaboration would be one element contributing to the financial savings required by the Authority.
- 3.2 Collaboration with key partner organisations has the potential to produce financial savings for the Authority, forming part of future business cases presented to the Authority for consideration, however collaborative savings are often delivered more in the medium to long-term and should be factored into future financial planning.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

- 4.1. Collaboration is a resource intense area of work and the Area Manager Strategic Support is currently assessing the resource needs of the team, although department leads have been advised to build support for collaboration into future business plans as a priority. Any additional resources will be provided within existing policy and governance arrangements as appropriate.
- 4.2. To ensure staff are well prepared for collaborative projects, additional training is being accessed with an external provider 'Shared Service Architects'. This will initially focus on the co-ordinating team and those employees highlighted to engage in the themed working groups, but is fully expected to expand.

5. EQUALITIES IMPLICATIONS

An equality impact assessment has not been undertaken because it will be included in any future business cases that are proposed

6. CRIME AND DISORDER IMPLICATIONS

Collaboration has the potential to expand NFRS's ability to discharge its function under the Crime and Disorder Act, by exploring deeper opportunities to share information, deliver community services and improve outcomes.

7. LEGAL IMPLICATIONS

- 7.1 NFRS has a statutory duty under the Policing and Crime Act 2017 to consider collaboration with other emergency services to improve efficiency and effectiveness, the Authority's strategy assists in discharging its statutory duties.
- 7.2 The Local Government Act 1999 places a statutory duty on NFRS to 'secure continuous improvement in the way in which its functions are exercised'. Collaboration has the potential to allow NFRS to secure improvements in the way that functions are delivered to communities.

8. RISK MANAGEMENT IMPLICATIONS

- 8.1 The collaboration strategy now seeks to formalise the Authority's duty to collaborate within the Policing and Crime Act 2017 and therefore better manages any risk for the Authority in that respect. Regular reports will be provided through the well-established governance arrangements of standing committees and the Authority in future, to assure Members that the interests of and risk faced by the Authority are being fully considered.
- 8.2 The introduction of Her Majesty's Inspectorate of Constabularies and Fire and Rescue Services is highly likely to include how and to what extent FRSs are developing collaborations. The Authority is well-placed to demonstrate its strategic intent through the strategy and ensure the Service is focused upon delivering positive community outcomes.
- 8.3 The next Integrated Risk Management Plan (IRMP) is now being developed and it is fully expected that collaboration will form part of that plan and ensure a long-term approach is adopted. Individual themed areas will be expected to be risk assessed and support the current approach to strategic and corporate risk.

9. COLLABORATION IMPLICATIONS

This report provides Members with an update on collaboration work streams

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

Document is Restricted

This page is intentionally left blank