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

Date: Friday, 11 May 2018 **Time:** 10.00 am

Venue: Fire and Rescue Services HQ, Bestwood Lodge, Arnold Nottingham NG5 8PD

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

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

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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.	

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Report of the Chief Fire Officer

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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.

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<http://committee.nottinghamcity.gov.uk/ieListMeetings.aspx?CId=219&Year=0>



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

POLICY AND STRATEGY COMMITTEE

**MINUTES of the meeting held at Fire and Rescue Services HQ, Bestwood Lodge, Arnold
Nottingham NG5 8PD on 2 February 2018 from 10.00am - 11.39am**

Membership

Present

Councillor Brian Grocock (Chair)

Councillor Andrew Brown

Councillor Sybil Fielding

Councillor Michael Payne

Councillor Malcolm Wood

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

Absent

Councillor Jonathan Wheeler

Colleagues, partners and others in attendance:

John Buckley - Chief Fire Officer

Craig Parkin - Assistant Chief Fire Officer

Malcolm Townroe - Clerk and Monitoring Officer to the Authority

Becky Smeathers - Head of Finance

Catherine Ziane-Pryor - Governance Officer

18 APOLOGIES FOR ABSENCE

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

19 DECLARATIONS OF INTERESTS

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

20 MINUTES

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

21 FIRE AND RESCUE NATIONAL FRAMEWORK FOR ENGLAND CONSULTATION

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

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

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

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

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

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

RESOLVED

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

22 FIRE AND RESCUE SERVICES INSPECTION PROGRAMME AND FRAMEWORK CONSULTATION

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

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

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

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

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

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

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

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

RESOLVED

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

23 CROATIAN CEREMONY OF THANKS

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

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

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

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

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

The Committee unanimously supported the recommendation.

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

24 EMERGENCY SERVICES NETWORK (ESN) UPDATE

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

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

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

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

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

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

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

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

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

25 TRI-SERVICE CONTROL UPDATE

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

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

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

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

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

26 COLLABORATION UPDATE

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

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

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

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

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

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

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

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

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

RESOLVED to note the report and receive further updates.

27 EXCLUSION OF THE PUBLIC

RESOLVED to exclude the public from the meeting during consideration of the remaining item in accordance with section 100A(4) of the Local Government Act 1972 on the basis that, having regard to all the circumstances, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

28 RESILIENCE ARRANGEMENTS UPDATE

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

RESOLVED to approve the recommendations as detailed within the report.



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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

LOCAL FIREFIGHTER PENSION BOARD ANNUAL REPORT 2017/18

Report of the Chief Fire Officer

Date: 11 May 2018

Purpose of Report:

To report to Members on the activities of the Local Firefighter Pension Board up to 31 March 2018.

CONTACT OFFICER

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1. BACKGROUND

- 1.1 The Public Service Pensions Act 2013 introduced a framework for the governance and administration of public service pension schemes, including those pension schemes for fire and rescue workers. The Act included the requirement for a Local Pension Board to be established by each responsible Authority.
- 1.2 In April 2015, this Committee approved the creation of a Local Pension Board in respect of the firefighter pension schemes, in accordance with the requirements of the Public Services Pensions Act 2013 (the Act). This Board is known as the Local Firefighter Pension Board and has been operating ever since.
- 1.3 The purpose of the Local Firefighter Pension Board is to assist Nottinghamshire and City of Nottingham Fire and Rescue Authority (The Fire Authority) in its role as the Scheme Manager of the Fire Fighters Pension Schemes: 1992, 2006, 2015 and Retained Modified. Such assistance is to:
- Secure compliance with the Scheme's regulations, any other legislation relating to the governance and administration of the Scheme, and requirements imposed by the Pensions Regulator in relation to the Scheme; and
 - Ensure the effective and efficient governance and administration of the Scheme.
- 1.4 The Fire Authority is the Scheme Manager for the firefighter pension schemes, which is a role defined by the Act. The day to day responsibilities of the Scheme Manager are delegated to the Head of Finance post and this report therefore serves to communicate to the Fire Authority about the activities of the Local Firefighter Pension Board to date.

2 REPORT

CONSTITUTION

- 2.1 A constitution for the Local Firefighter Pension Board was approved by the Policy and Strategy Committee at the time that the Board was created. Since then the Local Firefighter Pension Board has approved a number of changes to the Constitution which can be summarised as:
- 2.1.1 The addition of two substitute Board members, to help ensure that a quorum can be achieved at each meeting and also to support succession planning.

- 2.1.2 The opening of Board meetings to the public, and the separation of the agenda into part one for all non-confidential items, and part two for confidential items after the public have left the meeting. This is to promote transparency and assist with the communication of pension matters to scheme members.
- 2.1.3 Clarification of the relationship between the Board and the national Scheme Advisory Board and the need to keep the Fire Authority informed of any new requirements of it.
- 2.2 A further change is required to the constitution to ensure compliance with the Firefighters' Pension Scheme Regulations as amended in 2015. The existing constitution requires a minimum of two members be present for the board to be quorate, one scheme member representative and one employer representative. The legislation requires that this be increased to four members, with two scheme member representatives and two employer representatives. The revised constitution is attached as Appendix A, with the relevant changes being made to Section 13. The Committee is requested to approve this change.

FORMAT OF MEETINGS

- 2.3 A minimum of three meetings are held per year. Meetings are publicly advertised on the Authority's website. There have been no members of the public attending meetings to date. The meeting agenda and papers, together with the minutes of the previous meeting, are published on the Authority's website one week prior to the meeting date.
- 2.4 Board members are required to declare any potential conflicts of interest to the Scheme Manager prior to each meeting, in line with the Local Firefighter Pension Board's Conflicts of Interest Policy.
- 2.5 At the end of each meeting there is usually a training session for Board members on an aspect of pensions.
- 2.6 Minutes are taken at all meetings.

BOARD MEMBERSHIP

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

- 2.9 There is currently one vacancy on the Board for a substitute Employer representative. The constitution changes outlined in Section 2.2 necessitates the appointment of a substitute Employer representative to ensure that meetings are quorate. The AGM provides an opportunity for the Fire Authority to appoint a second employer representative.

TRAINING

- 2.10 The Pensions Regulator has published a Code of Practice for the governance and administration of public service pension schemes and this code sets out the requirement for Board members to achieve and maintain knowledge and understanding sufficient to enable them to carry out the role of Board member
- 2.11 There have been a number of training sessions delivered to the Board, including: regional training presented by the LGA's fire pensions adviser; the opportunity to attend the annual LGA Fire Pensions Conference; Regional training; training presented by the Authority's pension administrator and training at each Board meeting. There is online training available on the Pension Regulator website which members of the Board are encouraged to complete.
- 2.12 Membership of the Board has changed due to the retirement of one Board member. One to one training for new Board members and substitute members is provided by the Scheme Manager, focussing on key areas concerning pensions.
- 2.13 Each Board member has completed a training needs analysis and the Board has a Training Policy. A record of all training is maintained by the Scheme Manager.

BOARD ACTIVITY

- 2.14 Since the Local Firefighter Pension Board was set up in 2015, the work of the Board has been shaped by the Board members and by Officers supporting the Board.
- 2.15 Some regular reports to the Board have been developed and these are:
- 2.15.1 A report entitled "Current Pensions Issues" which provides the Board with the latest information on areas of significant pension work, and includes both local and national issues. As well as enhancing the knowledge and understanding of Board members, this regular report serves to prompt discussion at the Board about the impact of issues on pension scheme members and about how workloads are being managed. This helps to achieve the Board's purpose of securing effective governance and administration. The report includes an appendix on statistical information on scheme membership called Pension Metrics;

- 2.15.2 A report on the pension fund financial position at the end of the year is presented to the next Board meeting following the financial year end, and this gives the Board the financial context for the pension schemes;
- 2.15.3 A report presented to each meeting on the Firefighter Pension Risk Register. The risk register is reviewed regularly by the Scheme Manager and is presented to the Board at each meeting, with any amendments highlighted. This allows the Board to keep track of the key risks and the control measures designed to manage those risks.
- 2.16 From the outset it has been the aim to set up a joint Pension Board with Leicestershire and Derbyshire Fire Authorities. Fire Authority approval was initially gained for this to happen but it would have also required the approval of the Secretary of State, and this could not be gained within the required time scales. The existing interim Board was consequently set up. At its meeting on 15 December 2017, Fire Authority approved the creation of an East Midlands Joint Pension Board and a joint request is currently in the process of being submitted to the Secretary of State to gain approval for the creation of this Board.
- 2.17 Other areas of governance which have been discussed at Board meetings include:
- 2.17.1 Employer discretions under the firefighter pension schemes. Discretions are presented to the Board for information, and the process by which Officers make decisions about discretions has been explained. There were no Discretions during 2017/18.
- 2.17.2 The Board was kept informed of progress towards sending out Annual Benefits Statements (ABS) to members for 2016/17 following the problems experienced in 2015/16. All but five ABS were sent out in accordance with the deadline. The five employees for which the deadline was not met were in the process of transitioning between schemes. After discussions with the Pensions Regulator, it was agreed that this did not represent a breach of the Pensions Act 2013.
- 2.17.3 In order to keep abreast of national pension issues, the Board has set up a register of Breaches of the Pension Act 2013. The register provides details of all breaches and also areas of concern that have been considered but not felt to breach the regulations. To date there has only been one breach of the regulations, that being the missed deadline for sending out ABS for the 2015/16 financial year.
- 2.17.4 To help ensure compliance with the General Data Protection Regulation (GDPR) and also to ensure the accuracy of records, the Board is also in the process of developing a Data Improvement Plan. This is being done in conjunction with Leicestershire and Derbyshire

Fire Authorities to provide a common plan that can be used when the new Joint Pension Board has been set up.

2.17.5 The Board is being kept up to date regarding the outcome of the Employment Appeal Tribunal relating to the Public Sector Age Discrimination Appeals which were heard in December 2017. The case has been referred back to the Employment Tribunal for further consideration. It is expected that the case could take some time to resolve, but could have far reaching implications on the 2015 scheme should it be upheld.

2.18 The Local Firefighter Pension Board is now well established and has made good progress in improving the knowledge and understanding of the Board about pension issues, and in ensuring that governance and administration of pensions is carried out effectively. Work has also been undertaken to communicate with pension scheme members about pension issues and to raise the profile of this important subject. The Board will continue to ensure that good practice is maintained and ongoing improvements are made in line with advice from the Scheme Advisory Board and The Pension Regulator.

3. FINANCIAL IMPLICATIONS

3.1 The training of Board members is largely carried out in house at no direct cost, and national events such as the LGA conference have been free of charge so far. Where Board members have to travel to attend training events this cost is contained within existing budgets.

3.2 The Authority continues to pay a levy to the Scheme Advisory Board and this will cover the cost of the national fire pensions technical advisor post and support the work of the SAB. The aim of the SAB in setting this levy is to help fire authorities to achieve cost savings by producing guidance and communications centrally for authorities to share. The cost in 2017/18 will be in the region of £4,100 and this has been provided for within the revenue budget.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

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

5. EQUALITY IMPLICATIONS

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

6. CRIME AND DISORDER IMPLICATIONS

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

7. LEGAL IMPLICATIONS

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

8. RISK MANAGEMENT IMPLICATIONS

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

9. COLLABORATION IMPLICATIONS

- 9.1 Nottinghamshire, Leicestershire and Derbyshire Fire Authorities all share the same pension administrator and this has allowed for a number of collaborative activities associated with pensions. There have been several regional training events for Local Pension Boards and information events for firefighters. More are planned for the coming year. In addition, Officers from the Finance and Human Resources Departments attend quarterly regional pension administration meetings to keep up to date with pension issues and to share good practice.
- 9.2 Progress is being made on developing a Joint Board for the three authorities as detailed in the report.

10. RECOMMENDATIONS

It is recommended that Members:

- 9.1 Note the contents of this report.
- 9.2 Approve the change to the Local Firefighters' Pension Board Constitution to increase the required number of members present for the Board to be quorate to four as set out in Section 2.2.

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

None.

John Buckley
CHIEF FIRE OFFICER

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

CONSTITUTION

1. Statement of Purpose

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

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

2. Duties of the Board

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

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

3. Membership

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

4. Scheme Member Representatives

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

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

5. Employer Representatives

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

6. Appointment of Chair

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

7. Substitute Board Members

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

8. Notification of Appointments

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

9. Conflicts of Interest

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

10. Knowledge and understanding (including Training)

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

11. Term of Office

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

12. Meetings

12.1. The Board shall as a minimum meet 3 times per year.

12.2. The Chair, with the consent of the other Board Members, may call additional meetings. Urgent business of the Board between meetings may, in exceptional circumstances, be conducted via communications between members of the Board including telephone conferencing and e-mails.

12.3. Meetings shall be open to the public and shall be conducted in accordance with the Fire Authority's constitution as regards to the attendance of the public at meetings. Meetings will be advertised on the Service website at least one week prior to the date of the meeting with a link to the agenda, papers and minutes of the previous meeting.

12.4. If there are any reports or papers containing confidential matters these will not be published. In this case the Board meeting will consist of part one for all non-confidential items, open to the public, and part two for all confidential items, closed to the public. Matters will be deemed confidential by reference to the personal data provisions of the Data Protection Act.

13. Quorum

A meeting is only quorate when 4 members are present, 2 scheme member representatives and 2 employer representatives.

14. Voting

14.1. The Board shall as far as possible make any decisions by consensus but where this proves not to be possible the Board may vote upon an issue.

14.2. Each Board Member shall have 1 vote and in the event of an equality of votes the Chair shall have a casting vote.

15. Support to the Board

15.1. The Chief Fire Officer shall provide such support to the Board as it requires to discharge its functions.

15.2. The Board may request information from the Chief Fire Officer with regard to any aspect of the Scheme Manager function. Any such a request should be reasonably complied with in both scope and timing.

15.3. The Board may make recommendations to the Chief Fire Officer which should be considered and a response made to the Board on the outcome within a reasonable period of time.

16. Relationship with Firefighters Pension Scheme Advisory Board

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

Version 5
Updated May 2018

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NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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

INSPECTORATE UPDATE REPORT

Report of the Chief Fire Officer

Date: 11 May 2018

Purpose of Report:

This report updates Members on the Her Majesty's Inspectorate of Constabularies and Fire and Rescue Services inspection framework and preparations.

CONTACT OFFICER

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1. BACKGROUND

- 1.1 The Home Office announced on 19 July 2017 that Her Majesty's Inspectorate of Constabulary (HMIC) would be expanded to take on the role of inspectorate of fire and rescue authorities in England. HMIC has since been renamed Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).
- 1.2 On 19 December 2017 HMICFRS published a draft inspection framework for consultation and at the Policy and Strategy Committee on 2 February, the Committee supported the response to consultation made by the Chief Fire Officer on behalf of the Authority
- 1.2 At the same meeting, Members also accepted the recommendation to be provided future update reports on the progress being made in readiness for HMICFRS inspections.

2. REPORT

- 2.1 The HMICFRS received 64 responses to the consultation and on 29 March they published the final inspection framework attached to this report at Appendix A.
- 2.2 The final framework contains very few changes from the draft and are cosmetic in nature and do not alter the focus or key components. HMICFRS propose to discuss the themes and feedback received through the consultation at the next event for Chiefs and Chairs on 30 May 2018.
- 2.3 Since the last report, NFRS has now been allocated a Service Liaison Lead (SLL) from HMICFRS on secondment from London Fire Brigade, who is also the SLL for Leicestershire and Bedfordshire Fire and Rescue Services. Having previously met with the Strategic Leadership Team they will now spend the next few months getting a deeper appreciation of Nottinghamshire Fire and Rescue Service (NFRS). This will be co-ordinated through Corporate Support and the Service's Liaison Officer.
- 2.4 The three pilot inspections have been completed and events have been organised for the learning from these to be shared. A debrief will also take place following the recent data collection and submission to HMICFRS, ensuring the Service develops its understanding of the process and requirements for the future inspection regime.
- 2.4 HMICFRS has recently written to Chief Officers asking for nominations for short term secondments to create inspection teams and any requests will be considered for the longer-term value this may create for the Service.

3. FINANCIAL IMPLICATIONS

There are no additional financial implications arising from this report as it only serves to provide Members with an update.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

There are no human resources or learning and development implications arising from this report as it only serves to provide Members with an update.

5. EQUALITIES IMPLICATIONS

There are no equalities implications arising from this report as no changes to existing, or introduction of new arrangements of the delivery of services are proposed.

6. CRIME AND DISORDER IMPLICATIONS

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

7. LEGAL IMPLICATIONS

The Police and Crime Act (2017) Chapter 4 Section 11 outlines that the English inspectors must inspect, and report on the efficiency and effectiveness of, fire and rescue authorities in England.

8. RISK MANAGEMENT IMPLICATIONS

There are no risk management implications arising from this report.

9. COLLABORATION IMPLICATIONS

There are no collaboration implications arising from this report, however, discussions with Police colleagues continue in relation to their experience of HMIC inspections and how we can learn from that in preparation for future inspections of NFRS.

10. RECOMMENDATIONS

It is recommended that Members:

- 10.1 Note the content of the report.
- 10.2 Are provided with future update reports on the progress being made in readiness for HMICFRS inspections.

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

None.

John Buckley
CHIEF FIRE OFFICER



Her Majesty's Chief Fire and Rescue Inspector for
England

Fire and rescue services inspection programme and framework 2018/19

An inspection programme and framework prepared
under Section 28A of the Fire and Rescue Services Act
2004

March 2018

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Foreword

In July 2017, Her Majesty's Inspectorate of Constabulary's (HMIC) remit was extended to include inspections of fire and rescue services in England. It is now called Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS).

This is the first inspection programme and framework for fire and rescue service inspections. We will assess and report on the efficiency and effectiveness of the 45 fire and rescue services in England. This includes how well fire and rescue services prevent, protect against and respond to fires and other emergencies and how well they look after the people who work for the service.

We have chosen to focus on these main themes:

- how effective each fire and rescue service is at preventing, protecting against and responding to incidents, and whether the service understands where future risks lie;
- whether the service provides value for money; and
- the ability of the service to train staff, embrace diversity and develop a positive working culture to reflect the level of public and professional interest.

In the three principal questions, the inspection will consider how fire and rescue services discharge the statutory functions of the fire and rescue authority as well as the wider work they do to keep the public safe. We will provide graded judgments in our inspection reports, which will help the public see how well their fire and rescue service is performing.

In December 2017, we published the draft inspection and framework for consultation. This inspection programme and framework takes account of the observations provided throughout the public consultation, which ran from 19 December 2017 to 19 February 2018.

We received more than 60 responses to the consultation. These have helped us to establish the priorities for inspection of fire and rescue services in 2018/19. We will also use the responses to develop our inspection methodology further. We will publish this in final form before the first inspections begin. We are very grateful to all those who took the time to respond to the consultation.

(Sgd.) Thomas P Winsor

**Sir Thomas Winsor WS
HM Chief Inspector of Fire & Rescue Services**

Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services

Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) independently assesses and reports on the effectiveness and efficiency of police forces and fire and rescue services – in the public interest.

We ask the questions we believe the public wants to have answered, and publish our findings, conclusions and recommendations in an accessible form, using our expertise to interpret the evidence. We give authoritative information to allow the public to compare the performance of their police force or fire and rescue service against others, and to find out whether performance has got better or worse over time. Our recommendations are designed to bring about improvements in the service police forces and fire and rescue services give the public.

Introduction

This document gives details of our proposed inspection programme and framework for fire and rescue services for 2018/19.

Types of inspection we will conduct in 2018/19

We may conduct several different types of inspection each year. To give context for the fire and rescue services' proposed inspection framework for 2018/19, we have summarised each type of inspection here.

Fire and rescue services inspection programme

The fire and rescue services inspection programme enables us to draw together evidence from inspections of all 45 fire and rescue services in England. This inspection of all fire and rescue services will cover the effectiveness and efficiency of each service and how it looks after its people. It will include assessments of:

- the operational service provided to the public (including prevention, protection, resilience and response);
- the efficiency of the service (how well it provides value for money, allocates resources to match risk, and collaborates with the police and ambulance services); and
- the organisational effectiveness of the service (how well it promotes its values and culture, trains its staff and ensures they have the necessary skills, ensures fairness and diversity for the workforce and develops leadership and service capability).

The resulting assessments will include graded judgments of performance. Our assessments are designed to enable the public to see how each fire and rescue service's performance changes over time and compared with the performance of other services.

The fire and rescue services inspections will not include an assessment of corporate governance or the accountability structures provided by the fire and rescue authority, police, fire and crime commissioner, locally elected mayors and, in London, the Mayor's Office.

Inspecting governance arrangements

The fire and rescue service inspections will focus on the service given to the public rather than on the accountability structures that govern fire and rescue services. During inspections, our inspectors will meet representatives from fire and rescue authorities, police, fire and crime commissioners, locally elected mayors and, in London, the Mayor's Office.

In some circumstances, we may carry out a separate corporate governance inspection. We would do this if an inspection indicates that the efficiency and effectiveness of the chief fire officer is inhibited by the decisions and activities of those within the fire and rescue authority, the police, fire and crime commissioner, locally elected mayors and, in London, the Mayor's Office. We will develop a methodology for the corporate governance inspection and will consult on this in due course.

Statutory requirements

This inspection programme and framework requires the approval of the Home Secretary before the inspectors act in accordance with it¹.

The Home Secretary may, at any time, require us to carry out an inspection of a fire and rescue authority in England, all fire and rescue authorities in England, or all fire and rescue authorities in England of a particular type². Such a requirement may limit the inspection to a particular matter³.

We may also carry out an inspection of a fire and rescue authority in England even though that inspection has not been set out in an inspection programme and the Home Secretary has not required us to do it⁴. Before doing so, Her Majesty's Chief Inspector of Fire and Rescue Services must consult the Home Secretary⁵.

¹ Section 28A(2), Fire and Rescue Services Act 2004. Available at: www.legislation.gov.uk/ukpga/2004/21/contents

² Section 28A(3), Fire and Rescue Services Act 2004. Available at: www.legislation.gov.uk/ukpga/2004/21/contents

³ Section 28A(4), Fire and Rescue Services Act 2004. Available at: www.legislation.gov.uk/ukpga/2004/21/contents

⁴ Section 28A(5), Fire and Rescue Services Act 2004. Available at: www.legislation.gov.uk/ukpga/2004/21/contents

⁵ Section 28A(6), Fire and Rescue Services Act 2004. Available at: www.legislation.gov.uk/ukpga/2004/21/contents

An overview of our proposed inspection programme for fire and rescue services 2018/19

Fire and rescue inspection programme

In May 2016, the Home Secretary established a wide-ranging reform programme for the fire and rescue services in England. This included a proposal to establish a rigorous and independent inspection regime for fire and rescue authorities.

In July 2017, the Home Office confirmed that HMIC would take on the role of inspecting fire and rescue services in England, and of assessing and reporting on the effectiveness and efficiency of each service. To reflect these new responsibilities, HMIC's name changed to HMICFRS.

The Policing and Crime Act 2017, which amended the Fire and Rescue Services Act 2004, contains provisions to strengthen existing powers to inspect fire and rescue authorities⁶.

We will inspect the fire and rescue services that carry out the main functions of a fire and rescue authority: fire safety, fire-fighting, road traffic accidents and other emergencies⁷. We will inspect all 45 fire and rescue services in England, in three sets of 15 services, beginning in summer 2018. We will consult the fire and rescue sector on the criteria for judgment. Each inspection will result in a rounded assessment and graded judgments for each fire and rescue service. We will publish a report of our findings for each fire and rescue service.

The principal questions the fire and rescue services inspection programme is designed to answer are below, along with the corresponding inspection focus.

⁶ Section 11, Policing and Crime Act 2017. Available at: www.legislation.gov.uk/ukpga/2017/3/contents

⁷ Sections 6–9, Fire and Rescue Services Act 2004. Available at: www.legislation.gov.uk/ukpga/2004/21/contents

Principal question**Inspection focus**

How effective is the fire and rescue service at keeping people safe and secure from fire and other risks?

How well the fire and rescue service understands its current and future risks, works to prevent fires and other risks, protects the public through the regulation of fire safety, responds to fires and other emergencies, and responds to national risks.

How efficient is the fire and rescue service at keeping people safe and secure from fire and other risks?

How well the fire and rescue service uses its resources to manage risk, and secures an affordable way of providing its service, now and in the future.

How well does the fire and rescue service look after its people?

How well the fire and rescue service promotes its values and culture, trains its staff and ensures that they have the necessary skills, ensures fairness and diversity for its workforce, and develops leaders.

Our assessment of effectiveness will consider how well the fire and rescue service is performing its main functions in relation to fire safety, fire-fighting and road traffic accidents. The inspection will focus on the main themes of:

- how effective each service is at preventing, protecting against and responding to incidents;
- whether the service provides value for money; and
- whether the service understands its current demands and where future risks lie.

Our assessment of efficiency will consider whether the way each fire and rescue service operates represents value for money, and how well it is matching resources to the risks faced by the public.

Our assessment of how each fire and rescue service looks after its people will consider leadership at all levels in the organisation, including training, diversity, values and culture.

In the three principal questions, the inspection will consider how fire and rescue services discharge the statutory functions of the fire and rescue authority as well as the wider work they do to keep the public safe.

This will be the first full assessment of all 45 fire and rescue services for some years. At the end of each set of 15 inspections, we intend to publish a report of our assessment of each of the fire and rescue service we have inspected, as well as a summary of themes emerging from the inspections.

Her Majesty's Chief Inspector of Fire & Rescue Services for England is required to report each year on the carrying out of inspections, including an assessment of the efficiency and effectiveness of the fire and rescue authorities in England⁸.

National thematic inspections

National thematic inspections are in-depth examinations of specific fire and rescue service matters. Our monitoring processes may identify the need for a thematic inspection, or a thematic inspection may be commissioned by the Home Secretary. These inspections will identify areas of strong and weak practice in specific fire and rescue services, but will result also in recommendations that are relevant to the fire and rescue service as a whole. The Home Office can commission thematic inspections on individual issues if needed. We are not funded to carry out thematic inspections.

⁸ Section 28B, Fire and Rescue Services Act 2004. Available at: www.legislation.gov.uk/ukpga/2004/21/contents

Our inspection framework

Inspection framework for fire and rescue services

We will gather information to inform our assessments using a range of methods that include:

- analysis of documents and data;
- reviews of operational incidents;
- surveys of the public, and of fire and rescue services staff;
- interviews;
- focus groups; and
- observations of fire and rescue practice.

Following the first round of full inspections, we intend to move to a risk-based inspection programme, which we will develop and consult on separately. This allows inspection activity and resources to take account of known risks to public safety and to reflect the assessed performance of each fire and rescue service.

Graded judgments

We will assess fire and rescue services and give them graded judgments for the three principal questions in the inspection methodology (efficiency, effectiveness and people). We may give a single overall judgment for each service. We will test this during the pilot inspections and will make a final decision on our approach after the pilot inspections have finished. The categories of graded judgment are:

- outstanding;
- good;
- requires improvement; and
- inadequate.

We make judgments against how efficient and effective fire and rescue services are, and how well they look after their people.

A judgment of good is based on policy, practice or performance that meets pre-defined grading criteria. The criteria are informed by any relevant national operational guidance or standards.

If the policy, practice or performance exceeds what is expected for a judgment of good, we will consider a judgment of outstanding.

If there are shortcomings in the policy, practice or performance of the fire and rescue service, we will consider a judgment of requires improvement.

If there are serious critical failings of policy, practice or performance of the fire and rescue service, we will consider a judgment of inadequate.

Fire and rescue service authorities' priorities

Fire and rescue authorities must have regard to the Fire and Rescue National Framework for England in carrying out their functions⁹. The Fire and Rescue National Framework for England¹⁰ states that each fire and rescue authority must produce an integrated risk management plan that identifies and assesses all foreseeable fire and rescue related risks that could affect its community.

Our inspectors will consider the content of the fire and rescue authority's integrated risk management plan and how this translates into the operational practice of the fire and rescue service. The plan will be used as a source of information about the assessment of risk and vulnerability for each service, the factors that affect considerations of public safety, and how each fire and rescue service will use prevention, protection and response activities to mitigate the risk to communities.

Professional standards

Part of the Home Office's fire reform programme is to develop a coherent and comprehensive set of professional standards for all areas of fire and rescue services' work, drawing on existing standards where appropriate. We will take account of all existing and new professional standards, including national operational guidance.

⁹ Section 21(7), Fire and Rescue Services Act 2004. Available at: www.legislation.gov.uk/ukpga/2004/21/contents

¹⁰ Fire and Rescue National Framework for England, Department for Communities and Local Government, July 2012. Available at: www.gov.uk/government/collections/fire-and-rescue-national-framework-for-england

The Framework is prepared by the Home Secretary. It must set out priorities and objectives for fire and rescue authorities in connection with the discharge of their functions; it may contain guidance to fire and rescue authorities in connection with the discharge of any of their functions; and it may contain any other matter relating to fire and rescue authorities or their functions as the Home Secretary considers appropriate. (Section 21, Fire and Rescue Services Act 2004). Available at: www.legislation.gov.uk/ukpga/2004/21/section/21

Methodology, monitoring, assurance and analysis

Advisory and reference groups

We have developed this inspection programme with fire and rescue services. It is designed to promote improvements throughout fire and rescue services.

We have established a fire and rescue service external reference group. Its members include those who have specific skills and experience in the areas that will be inspected, such as representatives from fire and rescue services, the National Fire Chiefs Council, the Home Office, the Local Government Association and police, fire and crime commissioners. We are using their knowledge and advice to establish a sound methodology for inspections.

Our fire technical advisory group considers how to develop appropriate methods of data collection and analysis to support the inspection methodology. The members of this group include representatives of the National Fire Chiefs Council co-ordinating committees, the Home Office and fire and rescue services.

Our monitoring process

HM inspectors of fire and rescue services (HMIs) will monitor all services regularly to promote improvements. If an HMI identifies a cause of concern about practice in a particular fire and rescue service, it will be raised with the relevant chief fire officer/chief executive/commissioner and the fire authority/police, fire and crime commissioner, so that they can take action.

Follow-up from previous inspections

We conduct follow-up activities throughout the year. They range from formal revisits to offering fire and rescue services support to help them respond to our findings. We also track the progress services have made against our recommendations.



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Fire and Rescue Authority
Policy and Strategy Committee

COLLABORATION UPDATE

Report of the Chief Fire Officer

Date: 11 May 2018

Purpose of Report:

To update Members on the progress on collaboration activities.

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1. BACKGROUND

- 1.1 At the Policy and Strategy Committee in November 2018 the Assistant Chief Fire Officer presented an update on the Service's collaboration activities. This report outlined the initial areas of discussion which had taken place with other Emergency Services.
- 1.2 Members will also be aware that collaboration forms an integral part of the Sustainability 2020 Strategy that aims to assist the Authority to meet its future financial challenges.
- 1.3 The Policing and Crime Act 2017 places a statutory duty on Police, Fire and Ambulance Services to consider collaboration to deliver efficiency, effectiveness and/or better outcomes for communities.
- 1.4 The draft 2018 National Framework Document (NFD) also refers to the statutory duty placed on Fire & Rescue Authorities under the Policing and Crime Act 2017, but expands the expectation to collaborate with other fire and rescue authorities to deliver intraoperability.
- 1.5 Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) has indicated in their draft framework for 2018/19 that they will include an assessment of collaboration activities as part of their inspection regime. HMICFRS is due to inspect the Service in late 2018 as part of the second tranche of inspections.

2. REPORT

- 2.1 An established governance structure is now in place between Nottinghamshire Police and the Service, with both the Delivery Board and the Strategic Board meeting on a regular basis. The Boards monitor progress of each of the collaboration workstreams and give direction to the theme leads.
- 2.2 The current collaboration workstreams with Nottinghamshire Police are Shared Estates, Learning and Development, Organisational Performance, Prevention, Emergency Planning, and Corporate Communications.
- 2.3 **Shared Estates** – a joint procurement exercise has recently been carried with Nottinghamshire Police to appoint consultants to complete an options appraisal for a joint Police and Fire HQ. The scope includes a 'do nothing' option, re-location to Sherwood Lodge, re-development of either Sherwood Lodge or Bestwood Lodge or a new joint HQ on a different site.
- 2.4 The options appraisal is scheduled for completion during the summer 2018 when the report will be presented to the next Collaboration Strategic Board and Members of the Fire Authority for consideration and decision if required.

- 2.5 **Learning and Development** – Nottinghamshire Police has commenced using Nottinghamshire Fire and Rescue Service (NFRS) premises to deliver aspects of training to their Officers and staff. Currently they are using both Service Development Centre (SDC) and Highfields Fire Station. It is proposed that from 2019, NFRS and Nottinghamshire Police look to explore the delivery of joint leadership training.
- 2.6 In addition, Nottinghamshire Police are looking to procure specific driver training from the Service to assure the delivery of key Police capabilities. This will build upon the ongoing work with Derbyshire Fire and Rescue Service's driver training function.
- 2.7 **Organisational Performance** – Corporate Services are currently engaging with Nottinghamshire Police to learn from their experiences regarding HMICFRS. This will assist with the Service's upcoming inspection later this year.
- 2.8 **Prevention** – Nottinghamshire Police and the Service have started to develop and implement several joint prevention initiatives. These have included school visits, road safety, vulnerable people and homelessness. It is the intention that an annual forward plan will be developed between both organisations so that a comprehensive programme of joint prevention activities can be implemented.
- 2.9 **Emergency Planning and Resilience** – the Welfare Unit is in the process of being re-branded as a joint Police/Fire and Rescue Service vehicle. This will then allow both Service's to have access to the vehicle for operational incidents. A tendering process has also commenced to adapt the current Fire Investigation (FI) Unit into a multi-purpose FI/Police Command Unit.
- 2.10 The Service has also agreed to manage a small amount of emergency planning operational equipment on behalf of Nottinghamshire Police, delivering this equipment to major incidents on behalf of the Police.
- 2.11 **Corporate Communications** – the PCC has commissioned a review of communication across Nottinghamshire Police and Safer Nottinghamshire Board. The Collaboration Delivery Board, with agreement from the PCC, decided to include our Service within the scope of this review.
- 2.12 The review will provide a current position and provision and advise on options available to enhance the delivery of communications services in the future. The subsequent report will help inform the shape and delivery of Corporate Communications for each organisation, once the report has been received an options appraisal will be carried out and brought to Members.
- 2.13 The Area Manager (Strategic Support) has established a series of regular meetings with his counterpart in Derbyshire Fire and Rescue Service (DFRS) and examples of success are seen from the joint use of environmental protection and command support vehicles to the use of DFRS training centre for compartment fire behaviour training. As this relationship develops further

it is anticipated that areas of collaboration will be identified, which will improve the efficiency and effectiveness of both Services.

- 2.14 A joint Members' seminar is now programmed for June 2018 providing opportunity to discuss areas of common, potential interest to respective Authority's.
- 2.15 The Service's communications team are supporting the national Emergency Service Collaboration Working Group (ESCWG) and have recently supported the delivery of the national ESCWG conference, held jointly by the Home Office. This provides access to a wider collaborative network and sees the Service recognised for its commitment.
- 2.16 The communications team over the last year has been directed to ensure that the profile of the Service is much better placed to share and celebrate all collaborations, this has resulted in a number of positive news and publicity items within the sector.

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 within the Service is co-ordinated by the Shaping Our Future Programme Team under the direction of the Area Manager, Strategic Support. The team is currently being assisted by a Police Sergeant who is seconded from Nottinghamshire Police.
- 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 at this stage, these will form part of 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 Policing and Crime Act 2017 places a statutory duty to collaborate on the Authority. The collaboration strategy allows the Authority to demonstrate its commitment to consider collaboration with other emergency services therefore mitigating risk in this respect.
- 8.2 HMICFRS has indicated in their draft framework that they intend to review collaboration activities as part of their assessment of the Service. The collaboration strategy allows the Authority to demonstrate its strategic intent to collaborate in the interests of efficiency, effectiveness and improving community outcomes.
- 8.3 The recent draft National Framework Document has indicated an expectation on the Service to be able to demonstrate that it has effective arrangements in place to consider collaborative opportunities with other emergency services
- 8.4 The Integrated Risk Management Plan currently being developed is fully expected to see collaboration form part of that plan. Each area of the plan will be assessed for collaborative opportunities with identified partners.

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



NOTTINGHAMSHIRE
Fire & Rescue Service
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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: 11 May 2018

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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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 originally completed by an external supplier on the Tri-Service Control partner networks; this formed the basis for the remediation work each Service needed to complete prior to connecting to the ESN and the Service continues work through outstanding actions to support transition.
- 2.2 Monthly reporting for NFRS is being updated with the introduction of 'SmartCore' back to the central programme team monitoring the progress of the organisation in its work to deliver ESN locally.
- 2.3 The ESN code of connection work continues and this would still seek to be at a level that the current Airwave system applies. Formal sign off from the Service to this code of connection will only take place once the standard has been formally agreed and presented to FRSs and NFRS's Senior Information Risk Owner (SIRO) can recommend sign off to the Chief Fire Officer. Progress has been reported at the April 2018 FCG meeting on this matter.
- 2.4 NFRS continues to address its ICT infrastructure with its PSN work stream. This approach addresses risk and the organisation has recently achieved the 'Cyber Essentials' standard, improving the general security of the whole organisation and is seen one element that will reduce any delay in transition given those already expected.
- 2.5 Any consequences for timescales remain unclear for local Services due in the main to the review of the business case and four options being considered. Each option potentially has major financial implications nationally for the Home Office programme and could still mean these are shared with ESN partners throughout the life of the contract. The revised business case and transition re-plan when realised will be key to the Authority being better placed to consider implications.
- 2.6 It has been reiterated by the central programme team, including the November 2017 Public Accounts Committee, 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 specific 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 In recent weeks Bryan Clark has taken responsibility from Gordon Shipley having delivered considerable achievements in the five years he led the Programme. Bryan has worked in technology for over 30 years including 15 years with KPMG and more recently Sumerian Europe Ltd. He has already stated his intention to more deeply engage with user organisations to deliver ESN and this early indication is very welcomed across the fire sector.
- 2.9 The central programme team continue to develop four options for ESN, from continuing as is, to the previously reported 'incremental approach' to transition and even not continuing with ESN at all. It is expected that the incremental approach will be the option of choice. Regardless of whether ESN is delivered the Airwave system will still need replacing and the regional manager continues to work with peers to better understand potential consequences.
- 2.10 Future funding concerns have been 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, a position is still awaited. Decisions over extending employment contracts are one example that UOs are now discussing due to uncertainty around timescales.
- 2.11 During November, the Public Accounts Committee once again sat to focus upon the ESN programme, assurances were provided at that committee that no emergency service will be required to transition before ESN is proven, therefore not placing communities and employees at risk.
- 2.12 Members were previously asked to consider that significant delays will impact on any requirement to replace communications equipment before the delivery of ESN and the impact this may have upon the Authority's financial planning. This aspect was specifically mentioned in the Public Accounts Committee, in that, these are considered a matter for UOs standard delivery of services, however, uncertainty from ESN clearly has a direct impact upon the governance of the Service, for example, should it make longer-term procurement decisions that later require additional funding due to ESN delays.

3. FINANCIAL IMPLICATIONS

- 8.1 An earmarked reserve of £200k was originally established for the supporting work required to prepare for PSN compliance, significant spend against it has been used in conjunction with government transition funding to address

remediation plans. This has focused upon assuring the infrastructure of NFRS is ESN ready, increased timescales will clearly protract the financial implications for the Authority.

- 8.2 The ESN programme has always set a clear expectation that government 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. At present only one handheld device has satisfied the national procurement process, therefore reducing choice for User Organisations (UOs) however the ACFO has been able to see these in use under controlled tests.
- 8.3 The Authority will continue to receive transition funding from government for preparation and implementation. However, the 2017/18 payment was only received at the end of November 2017 following ministerial sign off. This aspect is of concern as the Authority works towards reducing budgets and continues to place a degree of uncertainty for the Authority to best manage resources.
- 8.4 As previously reported, the programme of work has increased demands upon the Service, these will only be partially funded from government and this continues to be closely monitored, particularly as the programme timeline extends and is highly likely to be extended further following the national re-plan exercise. This theme of technological demand continues to increase pressure on the service and will form part of a future report to the Finance and Resources Committee.
- 8.5 On behalf of the East Midlands FRS, the ACFO commenced 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 follows behind the now completed national fire gateway review 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 many 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.

- 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 and was further included in the ICT update report to the Finance and Resources committee 19 January 2018.
- 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 Continued delays to transition timelines have increasing 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 as 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 an escalating high-risk potential for the Authority solely dependent on external factors beyond its day-to-day control, the main issue being slippage at a national level, including a review of the full business case and potential move to an incremental transition, introducing significant delays and changes to the order of transition.
- 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, this will continue to place a protracted demand upon the organisation, with a separate report to the Finance and Resources committee 19 January 2018 also highlighted the risk from ESN and likely resource requirements to better manage this specific risk.

- 8.3 The Service is engaged with ESN regionally 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. Within the East Midlands a programme review exercise is currently underway to consider the resources in place and whether this is fit for purpose and offers value for money, expected to report prior to summer 2018. The review of risk is a continuous exercise and is used to inform Members in reports.
- 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 an additional item of potential risk as 'Incremental transition' 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. As the project delays continue and financial pressures impact upon the Service this risk will require scrutiny.
- 8.6 With the now significant delay in transition timelines and funding, it is recommended that the risk of ESN to NFRS is maintained at an increased level and the ACFO will look to ensure that this is reflected in the Services governance arrangements. The CFO will also receive information directly through the NFCC and these will inform the Services position in future.
- 8.7 The delays are likely to impact upon future equipment replacement and officers will need to ensure this is taken into consideration within both capital and revenue budgets, for example, should current equipment become obsolete.

9. COLLABORATION IMPLICATIONS

- 9.1 A second collaboration workshop sponsored by the East Midlands Police and Fire strategic leads took place during February 2018, building upon the 2017 workshop. Five areas continue to be developed, including: training, procurement, devices, installation and coverage assurance, business cases are progressing in all areas.
- 9.2 Following agreement with the East Midlands strategic police lead, a joint strategic board is now in place and NFRS are fully engaged in the regional approach and lead on the coverage assurance themed area of work. This approach may be challenging in future due to the national implementation plan

and full business case review and may see a more incremental approach, however, this is not expected to be published prior to the summer.

- 9.3 Future collaboration between Fire and Police will prove complex, not least given this spans 10 separate organisations, however, Members will be aware of the statutory duty to collaborate following introduction of the Policing and Crime Act 2017. This collaboration will not hold any one of the organisations to mandatory inclusion and any future commitments will be reported to Members for consideration and decisions as appropriate.

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

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