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

Date: Friday, 8 November 2019 **Time:** 10.00 am

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

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

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

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

AGENDA

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

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

Constitutional Services Officer: *Catherine Ziane-Pryor*
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Agenda, reports and minutes for all public meetings can be viewed online at:-
<https://committee.nottinghamcity.gov.uk/ieListMeetings.aspx?CId=219&Year=0>

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

**MINUTES of the meeting held at Fire and Rescue Services HQ, Bestwood Lodge,
Arnold Nottingham NG5 8PD on Friday 12 July 2019 from 10:01am to 11:00am**

Membership

Present

Councillor Michael Payne (Chair)
Councillor Andrew Brown
Councillor John Clarke
Councillor Sybil Fielding
Councillor Toby Neal
Councillor Jonathan Wheeler

Absent

Colleagues, partners and others in attendance:

John Buckley - Chief Fire Officer
Connie Green - Solicitor
Charlotte Radford - Treasurer
Becky Smeathers - Head of Finance
Matt Sismey - Organisational Development and Inclusion Manager
Malcolm Townroe - Clerk and Monitoring Officer
Catherine Ziane-Pryor - Governance Officer

1 APOLOGIES FOR ABSENCE

None.

2 DECLARATIONS OF INTERESTS

None.

3 MINUTES

The Committee confirmed the minutes of the meeting held on 1 February 2019 as a correct record and they were signed by the Chair.

4 SHAPING OUR FUTURE 'ORGANISATIONAL HEALTH' UPDATE 2019

John Buckley, Chief Fire Officer, introduced Matt Sismey, Organisational Development and Inclusion Manager, who presented the report which provides details on a range of workforce areas including:

- Leadership and Development, including the popular aspiring managers programme, 360° feedback, and mentoring;
- Diversity in the workforce, noting that of the 37 new apprentice firefighters, 13 are female and 8 are Black /Asian/ Minority Ethnic (BAME);
- LGBT Equality and Stonewall;
- British Sign Language Charter;
- Employee engagement, including a staff survey, spring conferences, internal communication and collaboration.

Members' questions were responded to as follows:

- (a) with regard to Stonewall, the work of NFRS is recognised as very progressive and positive but the size of the Service and the numbers of openly LGBT employees, does not feasibly justify providing all the facilities, such as an LGBT network, on which Stonewall grade organisations for listing within the top 100 best supporting organisations. However, LGBT network support is available through the Trade Unions, which overall historically appears to be the preferred option for the majority of openly LGBT employees. It is agreed that the broader Stonewall issues of proactive reform need to be addressed in preference to chasing recognition with facilities, which will not be utilised. NFRS has not withdrawn from Stonewall but ranks at 99/100;
- (b) in response to members' concerns that it may appear that the Service is dis-engaging with Stonewall, it is suggested that the Strategic Inclusion Board is tasked with considering the broader implications and reviewing the current provision to propose recommendations as to how the Service could best proceed.

Members made the following comments:

- (c) Councillor Andrew Brown informed the Committee that he had attended one of the Spring Employee Conferences, found it very interesting and valuable and suggested that all members of the Authority are encouraged to attend at least one conference. Employees had welcomed and were appreciative of his attendance and involvement;
- (d) the City Council purposely opted out of Stonewall for a year to ensure that all identified issues could be suitably addressed, and then re-entered. The whole point of providing appropriate support does not and should not focus in on achieving a ranking. Where capacity may be lacking within NFRS, the City Council, or another local authority, may be able to offer support.

RESOLVED to:

- (1) note the progress made in the organisational development and inclusion agenda;**
- (2) task the Strategic Inclusion Board with considering the broader LBGT reform implications and reviewing the current provision to propose recommendations as to how the Service could best proceed;**
- (3) continue to receive the 'organisational health' overview annually.**

5 LOCAL FIREFIGHTER PENSION ANNUAL REPORT 2018/19

Becky Smeathers, Head of Finance, presented the report that updates the Committee on the activities of the Local Firefighter Pension Board and Scheme Manager up to 31 March 2019.

The following points were highlighted and responses provided to members questions:

- (a) an application had been made to the Secretary of State to establish an East Midlands Joint Pension Board consisting of Nottinghamshire, Leicestershire and Derbyshire Services. Although delayed, this will now progress in line with the drive for efficiency and collaboration;
- (b) in March 2019, revised employer superannuation rates were announced, which are significantly higher than previously, and will place an increased financial burden on the authority, in the region of £2.5 million, but it is anticipated that some of this cost will be offset by a one-off grant from central government;
- (c) as pensions is a highly complex topic, Board Member training sessions take place after every meeting, with a focus on at least one of the seven main pension areas. Externally provided training on pensions is also available;
- (d) members of the pension scheme are kept informed of activity and any issues identified;
- (e) internal audits of pension scheme governance and the pension scheme itself were undertaken in 2017 and both provided substantial assurance that correct procedures are in place.

6 COLLABORATION UPDATE

John Buckley, Chief Fire Officer, presented the report that provides an overview of collaboration activity.

The following points were highlighted and questions from members responded to:

- (a) the Collaboration Delivery Board, consisting of officers, and Strategic Collaboration Board, consisting of councillors, both report to the Full Fire Authority;
- (b) planning permission has been submitted for the Joint Police and Fire Service Headquarters at Sherwood Lodge, with a decision expected during the autumn or 2019;

- (c) the LLP agreement is ongoing, as is the work on the tender document, but if approved, development could start next year with an anticipated 18 month build period, meaning that the service could move to Sherwood Lodge as early as 2021;
- (d) consideration of the potential of the current NFRS headquarters site is ongoing;
- (e) there are still sensitivities for some staff, but joint Fire and Police Workshops have been held and are proving successful in broadening understanding of each other and building relationships;
- (f) it is apparent that there are common themes within each service regarding managerial and leadership roles. Each service has the opportunity to learn from the other, both on current practices (the Police are particularly good at handling data), and also further developing processes and approaches, particularly in regard to improving performance for future HMICFRS inspections;
- (g) a Joint Police and Fire Service Cadets Program has been established with an eight week course taking place within the city, which is proposed to be rolled out to other areas;
- (h) the jointly branded Police and Fire Welfare unit is working well for major incidents covered by each or both services and has been particularly welcomed by Police colleagues;
- (i) a mutually beneficial collaboration agreement enabling the Police to access bunkered fuel from some NFRS premises is working well and is likely to reduce the cost of fuel for each service. Another potential collaboration may include Police access to jet washing facilities at fire stations;
- (j) the Fire Service now has access to deploy jointly commissioned drones (with professional Police controllers), which would otherwise require capital investment of between £40-50,000 plus ongoing maintenance and training costs;
- (k) the Joint Control Centre based in Derbyshire is working well and it is anticipated to arrange a visit for Fire Authority members following the Full Fire Authority meeting in September;
- (l) although having a small operational border, discussions are ongoing with South Yorkshire Fire and Rescue Service with regard to a mutual collaborative approach to fire protection and fire investigation learning and support, including potential prosecution;
- (m) Police colleagues are considering the feasibility of reconfiguring the West Bridgford Fire Station site to meet their requirements, and it is anticipated that the joint site will open in the autumn of 2019. A specific briefing by the Assistant Chief Fire Officer can be arranged for local members;
- (n) the additional opportunity suggested by members, of the Police and Fire Services jointly engaging with schools to improve road safety, is welcomed and will be further investigated.

With regard to the increased traffic resulting from the shared headquarters site, members of the committee reiterated safety concerns regarding entry and exit onto the busy A60 and A614 roads. Local Authority highways colleagues had been consulted through the planning

permission process and stated that no action is required. However, the professional opinion of services such as Police and Fire, which attend road traffic incidents, should also be considered and preventative measures to ensure road safety should not be dependent on the potential negative impact to local economy.

Members of the committee welcomed the shared fuel facility, and whilst the Service had been prepared for previous fuel supply disruptions, the provision of further fuel storage capacity would be supported by members, particularly as other public service authorities, including councils delivering crucial services, had approached the Fire Service to request access to its fuel reserves.

7 EXCLUSION OF THE PUBLIC

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

8 EXEMPT MINUTES

The Committee confirmed the exempt minutes of the meeting held on 1 February 2019 as a correct record and they were signed by the Chair.

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NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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

PRINCIPAL OFFICER PAY REVIEW

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

Date: 8 November 2019

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

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Clerk to the Fire Authority

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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 Additionally, appointments to new Principal Officer roles are applied as follows:

Year One: 90% of full pay
 Year Two: 95% of full pay
 Year Three: 100% of full pay

Approval for progression between the pay points are subject to confirmation of satisfactory performance in role and are confirmed by the Chair of the Fire Authority (Chief Fire Officer) or by the Chief Fire Officer (Deputy and Assistant roles).

2.4 The last salary review took place in 2017 and was considered by the Policy and Strategy Committee on 10th November. This review did not support a local increase in Principal Officer pay for the period commencing January 2018.

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. This saw an increase of 2% from 1st January 2018 and 2% from 1st January 2019.

2.6 In the interim period, recruitment has taken place to the post of Deputy Chief Fire Officer and a temporary appointment made to the post of Assistant Chief Officer from 25th February 2019. The Deputy Chief Fire Officer was appointed at 95% of full DCFO pay and the Assistant Chief Officer at 90% of full ACFO pay. The Chief Fire Officer is remunerated at the full pay rate to reflect his tenure in role.

2.7 It should be noted that the starting salary for the DCFO role reflects the fact that successful applicant was already in receipt of the full ACFO pay rate at the time of appointment, which is higher than the lowest (90%) DCFO pay rate, and was therefore appointed at the 95% DCFO rate to mitigate against a reduction in starting salary.

2.8 The Chief Fire Officer pay rate is currently £156,404 per annum, which includes the application of the national 2% pay award agreed from 1 January 2019.

2.9 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.

2.10 The median salary within this group is £148,574 per annum, although the range is from £119,748 to £164,020. The maximum salary applied to the

Chief Fire Officer pay band is £140,763-£156,404 per annum, with the current incumbent being paid at the top of the scale as set out in Paragraph 2.8.

- 2.11 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.

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 the following salaries are applied:

Chief Fire Officer -	£156,404 (100%)
Deputy Chief Fire Officer -	£122,581 (95%)
Assistant Chief Fire Officer -	£105,573 (90%)

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 2020.

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

None.

Charlotte Radford
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.)

119,748
125,748
132,416
132,663
133,668
134,594
135,252
146,616
147,770
Median point - £148,574
149,379
152,214
152,493
154,808
155,997
156,404
161,517
162,088
164,020

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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: 08 November 2019

Purpose of Report:

To update Members on the progress of collaboration activities.

CONTACT OFFICER

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1. BACKGROUND

- 1.1 In September 2018, Members of the Fire Authority approved the Service's Collaboration Strategy, which set out the Service's intention to collaborate, where appropriate, with its partner agencies, primarily emergency services, in the interests of efficiency, effectiveness or improving community outcomes.
- 1.2 Members will also be aware that collaboration forms an integral part of the Sustainability Strategy 2020, which 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 2018 National Framework Document also refers to the statutory duty placed on fire and rescue authorities under the Policing and Crime Act 2017, but also expands the expectation to collaborate with other fire and rescue authorities.
- 1.5 An assessment of collaboration activities was included as part of the inspection carried out by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) earlier this year.
- 1.6 Since the launch of the Collaboration Strategy in 2017, a number of collaboration workstreams have been established and these continue to grow in both effectiveness and scope.
- 1.7 The governance structure in place between the Service and Nottinghamshire Police is now well-established and working well, with both the Collaboration Delivery Board and the Strategic Collaboration Board meeting on a regular basis. The Boards monitor progress of each of the collaboration workstreams and give direction to the theme leads.
- 1.8 A similar governance structure is also established with Derbyshire Fire and Rescue Service, and a number of potential collaboration workstreams have been identified for future exploration.

2. REPORT

- 2.1 **Joint Fire Control** – the project to establish a Joint Fire Control for Nottinghamshire and Derbyshire was completed on 01 July 2019, and the transition to a joint control function for the two counties has gone well.
- 2.2 A structure for addressing any issues arising from the change in working practices, and to monitor the continuous improvement of the Joint Fire Control, is in place.

- 2.3 Since 1 July, the Joint Fire Control has handled over 21,000 calls; of these, approximately 12,000 were administrative calls and 9,000 were emergency calls. Of the 5,100 incidents logged from 1 July to the beginning of September 2,800 were in Nottinghamshire, 1,900 in Derbyshire, 30 were Leicestershire incidents and 80 were outside of the tri-service area.
- 2.4 **Joint Headquarters (JHQ)** – work to establish a Joint Police and Fire Headquarters at Sherwood Lodge is continuing as planned, with each of the seven projects that form the JHQ Programme reporting in to the JHQ Programme Board.
- 2.5 The Programme Manager monitors progress and reports to the Police and Fire Strategic Collaboration and Collaboration Delivery Boards on a regular basis.
- 2.6 A decision on the planning application for the redevelopment of the Sherwood Lodge site is expected imminently. Enabling works have commenced on the Sherwood Lodge site in preparation, and this includes the identification of a number of trees for removal and the removal and pre-fabricated buildings.
- 2.7 The design of the new building is being finalised and takes into account the findings of an equality and access survey. Accessible parking and electric vehicle charging points are also included in the plans.
- 2.8 Should planning permission be granted, the contract tender period will take place between December 2019 and March 2020. Approximately 30 contractors expressed an interest in the pre-qualification questionnaire for the redevelopment contract, and this has been shortlisted to six contractors who will be invited to tender.
- 2.9 On-going work is being undertaken for the formation of a Limited Liability Partnership (LLP) between the Fire Authority and the Office of the Police and Crime Commissioner for Nottinghamshire. Advice has been sought to establish the LLP's legal and governance framework, finances and taxation matters.
- 2.10 Pulp Friction, the not-for-profit organisation that currently provides a catering and canteen service to Nottinghamshire Fire and Rescue Service (NFRS), has been invited to move to the new JHQ; a project manager has been appointed to develop a business case and to manage the transition.
- 2.11 Staff communication and engagement is key to the success of the JHQ Programme and a joint communications plan with Nottinghamshire Police is being developed. This will include a programme of internal communications, consultation and joint Police and Fire employee engagement events.
- 2.12 A new NFRS procedure on Police vetting has been drafted and will be implemented to help guide and support NFRS staff through the vetting process as the programme progresses.

- 2.13 **Highfields Fire Station** – a number of Nottinghamshire Police staff moved in to Highfields fire station at the beginning of October to co-locate with NFRS teams. It is expected that the police driver training team will be permanently based there and will run driving courses from Highfields and other NFRS locations, while the officer safety and first aid training teams will be temporarily located there until they move to the new JHQ when completed.
- 2.14 It is anticipated that as well as co-locating, this collaboration will offer opportunities for greater integration, information sharing and sharing of best practice between Police and Fire teams leading to further collaboration opportunities and greater organisational understanding.
- 2.15 **West Bridgford Police and Fire Station** – work has begun at West Bridgford to create a joint Police and Fire station which will enable Nottinghamshire Police to vacate their current West Bridgford police station and co-locate with colleagues from NFRS.
- 2.16 The work includes some internal development and the creation of additional parking (subject to planning permission), and is due for completion by the end of March 2020.
- 2.17 **Hucknall Joint Emergency Services Hub** – work is nearing completion on a joint Police, Fire and Ambulance station at East Midlands Ambulance Service’s existing station in Annesley Road, Hucknall.
- 2.18 Fire personnel are due to move in to the building in November, with the Police moving in February 2020. An official launch event will take place next year once a date has been confirmed between the three agencies.
- 2.19 **Learning and Development** – NFRS is looking to source an external provider for an ILM L5 Certificate in Management in early 2020, with the option of some places being offered to Nottinghamshire Police personnel. Joint coaching and mentoring programmes are also being explored.
- 2.20 **Prevention** – a number of workstreams are on-going with Nottinghamshire Police and some have now become ‘business as usual’; these include the joint rural crime initiative and schools’ education programme, which sees NFRS District Prevention Officers and the Nottinghamshire Police Schools and Early Intervention Officer delivering joint safety packages to children across the county.
- 2.21 The former ‘Operation Highway’ road safety initiative has now been renamed ‘Operation Thought’.
- 2.22 The new ‘Operation Thought’ will be launched in early November with an intervention targeting motorists at the A614 / A60 roundabout at Redhill. A joint initiative will also take place in Mansfield and Ashfield with Nottinghamshire Police’s Roads Policing Team, with a focus on dangerous driving.

- 2.23 The Service's Executive Delivery Team has approved a proposal for a Station Manager to be seconded to Nottinghamshire Police's Camera Safety Team, where he will work jointly on bringing 'driver education' in-house and be the Service lead on 'Operation Thought'.
- 2.24 A joint Police and Fire cadets programme has been established and, following a successful initial eight-week course in the Hyson Green area of the city, a second course has begun at Highfields fire station.
- 2.25 A further three locations are currently being identified for 2020, with plans to utilise on-call firefighters to deliver the courses jointly with the Police. A bid is due to be made for sustainable funding to enable the joint cadets programme to continue.
- 2.26 Prevention leads from both Nottinghamshire Police and NFRS are exploring the possibility of a joint Specialist Home Safety Team, which would visit vulnerable people and victims of crime at home, to deliver fire safety and crime prevention advice. A scoping document detailing approximate costs and a proposed delivery model is due to go to the Collaboration Delivery Board in November.
- 2.27 **Emergency Planning and Resilience** – the agreement allowing Nottinghamshire Police to access bunkered fuel from NFRS premises is in place and working well. Discussions are on-going to extend this to include access to jet washing facilities on fire stations for the Police.
- 2.28 A number of Nottinghamshire Police officers have been trained to pilot the joint unmanned aerial vehicle (drone) and are currently undertaking competency flights, with a view to it being made available as an operational resource by the end of the year.
- 2.29 **Access to Fire Stations for Welfare** – approximately 150 officers from Nottinghamshire Police's Operational Support Team have been issued with NFRS partner access/ID cards to allow them to use welfare facilities at NFRS fire stations whilst on shift. This may be rolled out to other Nottinghamshire Police teams, such as Neighbourhood Policing, if it proves successful.
- 2.30 **Fire Investigation and Crime Scene Investigation (CSI) Co-location** – work is on-going to develop the area at Sherwood Lodge currently occupied by the CSI teams to enable NFRS fire investigators to co-locate. This will improve information and intelligence sharing, joint working and adoption of best practice across the two teams.
- 2.31 **Training** – the training houses at Carlton and Retford fire stations are being used by Nottinghamshire Police for training on a regular basis.

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 The Joint Fire Control will generate a saving of approximately £350k per annum.
- 3.3 Sharing of NFRS estate with partner agencies such as Nottinghamshire Police will generate an annual rental income that will off-set the running costs of premises.
- 3.4 Future collaboration has the potential to produce financial savings for the Authority, forming part of future business cases. However, collaborative savings are often delivered more in the medium to long-term and should be factored in to future financial planning.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

- 4.1 Collaboration within the Service is co-ordinated by the Area Manager, Corporate Support and the Collaboration Project Support Officer.
- 4.2 To ensure staff are well prepared for collaborative projects, additional training may be accessed. The Service will also continue to be active within regional and national collaboration networks, to ensure the Service remains connected and open to opportunities to collaborate with other emergency services and partner agencies.
- 4.3 As collaboration activity continues it is likely to impact on the day-to-day work of NFRS staff, with collaboration projects eventually becoming 'business as usual'.

5. EQUALITIES IMPLICATIONS

An equality impact assessment has not been undertaken for this report as these form part of any 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 Fire 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 Assessment of the Service's collaboration activities forms part of the inspection by HMICFRS. 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 2018 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 Service's Strategic Plan (the Integrated Risk Management Plan) includes collaboration as a key area of future work. Each area of the plan will be assessed for collaborative opportunities with identified partners.
- 8.5 Work is being undertaken to ensure that the appropriate policies and procedures relating to health and safety, risk management, and information communication technology security are in place and have been issued to any personnel who are co-located at NFRS premises, or using them on a regular basis.

9. COLLABORATION IMPLICATIONS

This report provides Members with an update on collaboration workstreams.

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