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NOTTINGHAMSHIRE & CITY OF NOTTINGHAM FIRE & RESCUE AUTHORITY

POLICY & STRATEGY COMMITTEE

Date: Friday, 31 January 2020 **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

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.**

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<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 8 November 2019 from 10.03 am - 10.55 am**

Membership

Present

Councillor Michael Payne (Chair)
Councillor Andrew Brown
Councillor Jonathan Wheeler
Councillor Sybil Fielding (minutes 12 and 13 inclusive)
Councillor John Clarke
Councillor Toby Neal (minutes 12 and 13 inclusive)

Absent

Colleagues, partners and others in attendance:

John Buckley - Chief Fire Officer
Charlotte Radford - Treasurer to the Authority
Becky Smeathers - Head of Finance
Malcolm Townroe - Clerk and Monitoring Officer to the Authority
Catherine Ziane-Pryor - Governance Officer

9 APOLOGIES FOR ABSENCE

Councillors Toby Neal and Sybil Fielding for slight lateness due to exceptionally heavy traffic.

10 DECLARATIONS OF INTERESTS

John Buckley, Chief Fire Officer, declared a personal interest in agenda item 4, (minute 12), Principal Officer Pay Review, in so much as it impacted directly on him. John Buckley withdrew from the meeting prior to consideration of the item and only returned once the item has concluded.

11 MINUTES

The minutes of the meeting held on 12 July 2019 were confirmed to true record and signed by the Chair.

12 PRINCIPAL OFFICER PAY REVIEW

Having declared an interest under minute 10, prior to the Committee's consideration of the item, John Buckley, Chief Fire Officer withdrew from the room and did not return until the item was concluded.

Malcolm Townroe, Clerk to the Authority, presented the joint report of the Clerk and Treasurer, summarising that the pay review takes place every two years and is compared to the Chief Fire Officer base salary of 18 similar Fire and Rescue Services nationally. To date the Committee and Authority have been satisfied that the current pay figure, which is within the median of the pay scale, is appropriate.

Members of the Committee commented as follows:

- (a) given the level of responsibility and the important and far-reaching work undertaken by the Chief Fire Officer, it is appropriate for principal pay to remain at the current level, slightly above the median;
- (b) even with consideration of the impact of austerity on the Service, continuation of the current pay level is agreeable.

With the range in Chief Fire Officer pay between £119,748 and £164,020, members of the committee requested further information in future reports on the make-up and responsibilities of the Services listed, to better enable a comparison with NFRS.

RESOLVED for the recommendation to be submitted to the next Fire and Rescue Authority meeting to agree continuation at the current Principal Officer Pay Level, as of 1 January 2020.

13 COLLABORATION UPDATE

John Buckley, Chief Fire Officer, presented the report which provides a formal update on collaboration taking place across the Service. Becky Smeathers, Head of Finance and attendee of the Joint Headquarters Project Management Board, also contributed.

The following points were highlighted:

Joint Control Centre. There have been a few teething issues and the transition period is ongoing, but overall it is working well. There are still differences between the way that Derbyshire and Nottinghamshire Fire Services operate, but these are being aligned to best practice with both services working closely to achieve this. It is anticipated that both services will be operating on the same airwave channel by 2022. Overnight flooding in areas across the region have stretched Services but all continue to work well.

Joint Headquarters. Progress is awaiting news on planning permission being granted pending the outcome of a safety review of the A60/ Burntstump Hill junction. Dependent on the findings and if any works are recommended, there may be an additional charge to cover or contribute towards the costs of works. Ian Prichard, Assistant Chief Officer, continues to meet regularly with Police colleagues.

Highfields Fire Station. Police colleagues are now established on site.

West Bridgford Police and Fire Station. It is anticipated that the planning permission required for some adaptations, will be achieved in the New Year.

Hucknall Joint Emergency Services Hub. Work is ongoing but once complete the site of the Hucknall Fire Station will be released.

Joint learning and development. An external provider is being sought for the ILM L5 certificate in management, which will also be accessed by police colleagues. Joint mentoring programs are also being explored. The Fire Service Training Houses at Carlton and Retford Fire Stations are being used regularly for Police training.

Prevention. The joint prevention strategy is being produced with police colleagues including a reinvigorated Road Safety Prevention Strategy, and potentially a Joint Specialist Home Safety Team.

Joint Police and Fire Cadets Programme. One course has been completed and the next is due to start shortly. It is hoped that the cadets programme will appeal to some of the young people who may previously have accessed the Prince's Trust scheme.

Emergency Planning and Resilience. An agreement is now in place allowing the police to access NFRS fuel bunkers. The cost of fuel is recharged, but with a larger volume required a lower price has been achieved and there is a contribution towards bunker maintenance. NFRS has access to two police drones and pilots, which will prove valuable in assessing incident sites.

Access to fire stations for welfare. Police officers now have access to fire stations for rest facilities.

Fire investigation and crime scene investigation (CSI) co-location. It is proposed that to improve information intelligence sharing, NFRS will co-locate with police investigation colleagues at Sherwood Lodge, prior to occupying the joint headquarters. New legislation has been introduced regarding evidence, which the police already comply with, and so will be able to support the fire service in submitting robust evidence acceptable in court.

The following responses were provided to questions from committee members:

- (a) Once the joint emergency services hub at Hucknall is operational, the potential options for the use or disposal of the current Hucknall Fire Station site will be brought to the Finance and Resources Committee for further consideration;
- (b) there have been changes to the apprenticeship levy whereby there may be potential for the cost of some team training courses, such as ILM, to be offset against the levy. The suggestion from a member of the Committee that further collaboration with the County Council may be mutually beneficial will be followed up. Once roles have been accredited, clarification will be provided to members of the Authority;
- (c) The vulnerable people referred to as a focus for the Specialist Home Safety Team include those with mental health issues, alcoholism, living alone and sometimes elderly. It has become apparent that in addition to the shared safeguarding social care element, that Police and Community Protection are also attempting to support these

people with safety and crime prevention advice, so it is of mutual benefit to work together and ensure the first contact with these people really counts and can promptly resolve and address any issues identified. The recent Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) report highlighted that the Service needed to increase its home safety presence within the community and target the most vulnerable. However, the Service does not hold the data required to achieve this, so working with partner agencies which maintain such quality data is essential. In addition agencies may assist with tracking the outcomes of such prevention activity;

- (d) A small number of staff are still wary of some elements of collaboration with the Police, including moving to a shared headquarters site, but joint work is ongoing to address this and the majority of staff are engaging well. There is a whole work stream focusing on bringing the two very different cultures together with an understanding and appreciation of each other. To ease the transition to the new headquarters, it is likely that all Police staff will be moved to different areas within the site and at the same time that the Fire Service moves in, to help lessen any tensions regarding perceived ownership;
- (e) With the current severe overnight flooding issues in Worksop, more than 200 properties have been affected and approximately 60 firefighters are deployed within the area, which the Police have declared as a major incident. Partner agencies have requested support but due to capacity and officers working around the clock, requests have unfortunately had to be refused;
- (f) The highways review of the A60 junction and the additional traffic resulting from the joint headquarters, can only be considered as beneficial, but in the spirit of prevention, safety should not be judged by the number of fatalities, but by the ability to prevent incidents and injury.

Members of the Committee commended the excellent work of all staff in ensuring the success of collaboration, including the operation of the Joint Control Centre, particularly during recent incidents of high demand such as flooding, and suggested that a press release to ensure citizens, MPs and the LGA are aware of the positive collaboration work being achieved in the Service, particularly following the negative reporting against the fire crews and individual officers who attended the Grenfell Tower incident.

It was requested by members of the Committee that:

- (i) A Joint Fire and Police Cadets Programme is also operated in the north of the county;
- (ii) With regard to the current Hucknall Fire Station site, disposal includes consideration for achieving a long-term income.

RESOLVED to note the update and prepare a press release on the positive achievements of collaborative working.



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Nottinghamshire and City of Nottingham
Fire and Rescue Authority
Community Safety Committee

HMICFRS UPDATE: PUBLICATION OF THE STATE OF FIRE AND RESCUE REPORT

Report of the Chief Fire Officer

Date: 31 January 2020

Purpose of Report:

To make Members aware of the publication of the HMICFRS State of Fire and Rescue report.

Recommendations:

It is recommended that Members:

- Note the contents of this report.
- Endorse the approach to adopting recommendations from the State of Fire and Rescue report.
- Agree to receive any additions to the formal HMICFRS action plans through the Fire Authority Committees.

CONTACT OFFICER

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1. BACKGROUND

- 1.1 In 2017, Her Majesty's Inspectorate of Constabulary became Her Majesty's Inspectorate for Constabulary and Fire and Rescue Services (HMICFRS).
- 1.2 In spring 2018, HMICFRS started an 18-month programme to inspect all 45 fire and rescue services in England. This was the first independent inspection for fire and rescue services in over a decade.
- 1.3 In 2019, Nottinghamshire Fire and Rescue Service (NFRS) had their inspection, following which a report was received that detailed the findings.
- 1.4 The State of Fire and Rescue report, written by HMICFRS lead inspector, Sir Tom Winsor, was published on 16 January 2020. The report details the summary findings following the inspection of all 45 fire and rescue services in England. It makes four overarching recommendations, as well as highlighting a number of other points to help promote improvement for the sector.
- 1.5 Members have previously been provided with access to this report and it is also available via this [link](#).

2. REPORT

- 2.1 NFRS welcome the work of HMICFRS in providing independent scrutiny to the fire sector. The Service welcomes the recommendations it has made to NFRS specifically following its inspection, and now the recommendations it makes to promote improvement to the sector as a whole.
- 2.2 The report rightly recognises some of the good work that fire services are undertaking nationally. The report specifically recognises that '*fire services determination and dedication to protect life and property are second to none*'.
- 2.3 In part one of the report, there is a section entitled, '*Significant Reform Is Needed to Modernise the Sector*'. Within this section, the report details 17 areas of improvement for the fire sector. These have been listed at Appendix A to this report.
- 2.4 Part one finishes with HMICFRS making four formal recommendations to the sector. These are entitled '*Setting Expectations to Create Modern Fire and Rescue Services Fit for the Future*'. The specific recommendations are:
 1. *By June 2020, the Home Office, in consultation with the fire and rescue sector, should review and with precision determine the roles of: (a) FRSs; and (b) those who work in them.*
 2. *By June 2020, the Home Office, the LGA, the NFCC and trade unions should consider whether the current pay negotiation machinery requires*

fundamental reform. If so, this should include the need for an independent pay review body and the future of the 'grey book'.

3. *By September 2020, the Home Office should consider the case for legislating to give chief fire officers operational independence. In the meantime, it should issue clear guidance, possibly through an amendment to the Fire and Rescue National Framework for England, on the demarcation between those responsible for governance and operational decision making by the chief fire officer.*
 4. *By December 2020, the NFCC, with the LGA, should produce a code of ethics for FRSs. The code should be adopted by every service in England and considered as part of each employee's progression and annual performance appraisal.*
- 2.5 Part two of the report details the methodology of the Service inspections. It details 37 key findings, which it breaks down into the areas of effectiveness, efficiency and people. These are referenced Appendix B of this report.
- 2.6 Although the report makes recommendations to the sector as a whole, and not specifically to individual fire and rescue services, it is proposed that the Service reviews the document in detail to identify any opportunities for learning and service improvement, and adds any areas to the formal HMICFRS action plan for the Service.
- 2.7 It is proposed that any additions to the action plan will be reported through the Fire Authority committee structure.

3. FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

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

5. EQUALITIES IMPLICATIONS

An equality impact assessment has not been undertaken because the information contained in this report does not relate to a change in policy or procedure.

6. CRIME AND DISORDER IMPLICATIONS

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

7. LEGAL IMPLICATIONS

- 7.1 The Fire and Rescue Services Act 2004 places a duty on NFRS in respect of the delivery of its services to communities.
- 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*'. The reporting of Service Delivery's performance ensures that the Service is focusing on key objectives as set by the Fire and Rescue Authority and continuous improvement. This ensures that Members can apply effective scrutiny to be satisfied that statutory obligations are being met.
- 7.3 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.

10. RECOMMENDATIONS

It is recommended that Members:

- 10.1 Note the contents of this report.
- 10.2 Endorse the approach to adopting recommendations from the State of Fire and Rescue report.
- 10.3 Agree to receive any additions to the formal HMICFRS action plans through the Fire Authority Committees.

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

None.

John Buckley
CHIEF FIRE OFFICER

**SIGNIFICANT REFORM IS NEEDED TO MODERNISE THE SECTOR:
17 AREAS OF SUGGESTED IMPROVEMENT**

1. The role of the fire sector needs greater clarity.
2. National terms and conditions need reviewing.
3. Trade union influence is not always in the best interests of public.
4. Chief fire officers need operational independence.
5. Operational response is strong but many services need to improve their protection work.
6. The sectors strength lies in its response.
7. The degree of variation between services is undesirable.
8. The future of the on-call model needs attention.
9. Staff need to be better treated.
10. There is a toxic culture in too many services.
11. Better performance and talent management is needed.
12. Some watches develop their own culture, sometimes to the detriment of the service.
13. Diversity must be addressed.
14. More and more wellbeing provision is being made available.
15. Some services are financially strapped; others are inefficient.
16. The sector is missing opportunities to use data and technology effectively.
17. Significant savings could be achieved through combining services.

KEY FINDINGS FOR THE INSPECTION PROGRAMME

Effectiveness

- How services respond to fires and emergencies is one of their principal strengths, but there is too much variation in response
- The number of fire engines available differs hugely across services
- The viability of the on-call crewing model is of concern
- Services have taken steps to achieve greater operational consistency
- Services can work together to respond to major incidents
- Services aren't doing enough to enforce fire safety
- The lack of fire safety enforcement is a concern
- False alarms continue to be the biggest demand the services face
- Services are doing less prevention work and don't always target it effectively
- Greater evaluation of prevention activities is needed
- There is an inconsistent approach to identifying risk
- The use of risk information needs improvement
- Services could do more to engage with their local communities

Efficiency

- Resources aren't always aligned to risk
- Workforce plans could be more ambitious and better linked to risk
- Many services are under-resourcing prevention and protection
- Most services have made savings, but more could be done
- Reservices have grown significantly over recent years, but their intended use may not be sensible or sustainable

- There are barriers to workforce reform
- Services are willing to collaborate with others
- Services need better financial data
- Services need to keep continuity plans up to date
- Services need to make sure their workforces are productive
- While there are pockets of innovation, services and the sector as a whole need to use technology better
- Services are exploiting opportunities to generate an income
- Services are now planning for the future

People

- The values and culture in some services must be improved
- Services need to think hard about the consequences of a watch culture
- Services take staff wellbeing seriously
- Services need to monitor staff working hours more closely
- Better workforce planning is needed
- Staff are generally well trained and equipped to provide the best response possible to the public
- Diversity remains an aspiration, with much work still to do
- There is a lack of diversity amongst leadership
- Inequality between operational and non-operational staff
- There is much variation in how services seek and use feedback from their staff
- Managing and developing individual performance needs to improve

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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: 31 January 2020

Purpose of Report:

To update Members on the progress of collaboration activities.

Recommendations:

It is recommended that Members:

- Note the contents of this report.
- Endorse the Service's pro-active approach to collaboration.

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1. BACKGROUND

- 1.1 Since approval by the Fire Authority of the Service's Collaboration Strategy in September 2018, work has been on-going to identify opportunities to collaborate with partner agencies, primarily emergency services, in the interests of efficiency, effectiveness or improving community outcomes.
- 1.2 A large proportion of this work has taken place with colleagues at Nottinghamshire Police, however, collaboration projects are also on-going with fire and rescue services in Derbyshire, Leicestershire and South Yorkshire, and with East Midlands Ambulance Service.
- 1.3 Members will be aware that collaboration formed an integral part of the Sustainability Strategy 2020, which aimed to assist the Authority to meet its future financial challenges.
- 1.4 To date a number of projects have been realised, some of which have now become business as usual. These include a Joint Control function for Derbyshire and Nottinghamshire, joint procurement and use of bunkered fuel with Nottinghamshire Police, and co-location of Police training colleagues at Highfields fire station.
- 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) last year. The future embedding and evaluation of collaboration projects remains an important part of the Service's HMICFRS action plan and the ten priorities identified for the coming year.
- 1.6 The Police-Fire Collaboration Delivery Board and Strategic Collaboration Board meet on a regular basis. The Boards monitor progress of each of the collaboration workstreams and give direction to the theme leads.
- 1.7 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.
- 1.8 The Joint Headquarters Programme Board meets on a regular basis to oversee each of the projects identified as being required to deliver a successful joint Police and Fire Headquarters in 2021/22. The Board reports on progress to the Collaboration Delivery Board and Strategic Collaboration Board.

2. REPORT

- 2.1 **Joint Headquarters (JHQ)** – planning permission for the redevelopment of the Sherwood Lodge site, including the construction of a new building, was granted by Gedling Borough Council on 5 December 2019. A number of conditions were cited, however none of these are considered to present

additional risks to the programme and all will be addressed as part of the redevelopment project.

- 2.2 Enabling works, including the removal of a number of trees and some pre-fabricated buildings, have begun on the Sherwood Lodge site in preparation for the construction work. Work has also been completed to prepare the area designated as a memorial garden to fallen Police and Fire colleagues – the next phase will be the installation of marble obelisks which will bear the names of those to be remembered, along with plants and seating. It is anticipated the memorial garden will be formally opened in May 2020.
- 2.3 Work is on-going to establish 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.
- 2.4 The RIBA Stage 4 (architect's update) has been presented to and approved by the JHQ Programme Board. The 'Invitation to Tender' window opened to the six shortlisted contractors on Friday 24 January 2020 and interviews are scheduled for 18 and 19 March. This will be followed by tender evaluation by the project team.
- 2.5 **West Bridgford Police and Fire Station** – internal works are progressing well and are due to be completed in accordance with the scheduled programme. An application for planning consent for the external works was submitted to Rushcliffe Borough Council, but this was not approved. The Council has requested an amended proposal for the parking areas, requiring a hard-bound surface with drainage as opposed to the 'grasscrete' surface proposed in the planning application. Re-worked plans have been submitted.
- 2.6 The delay in planning will have an impact on the overall programme, cost and the planned moving in date for Nottinghamshire Police. The Service is working closely with the Police and the works contractor to update the project plan and produce a revised budget.
- 2.7 **Ambulance, Police and Fire Station, Hucknall** – the Service's on-call firefighters have moved into the new Ambulance, Police and Fire Station at East Midlands Ambulance Service's existing base in Annesley Road, Hucknall. Nottinghamshire Police is due to move in to the building next month, and an official launch event is being scheduled for March 2020.
- 2.8 **Prevention** – a number of work streams are on-going with Nottinghamshire Police with regards to prevention activity. Work to build on previous achievements and embed a joint rural intervention programme to target risks in rural communities is underway, while plans are being developed to deliver CHARLIE referral training (a profile developed by Nottinghamshire Fire and Rescue Service (NFRS) of those people who are most at risk from fire and other incidents in the home) to PCSOs and PCs.

- 2.9 A review is due to take place of the joint Police and Fire cadets' programme currently being run at Highfields fire station, with a proposal to run two additional programmes at alternative locations in 2020/21.
- 2.10 The Service's prevention team is working on proposals to improve and develop the Nottinghamshire Road Safety Partnership to effectively deliver co-ordinated collaborative road safety education and initiatives.
- 2.11 A business case is being developed to recruit two joint (Police and Fire) Home Safety Operatives on a trial/fixed term basis to prioritise engagement and interventions with vulnerable people who are at risk, or have been victims, of crime. Their work would focus on delivering fire safety and crime prevention advice and implementing practical support and solutions.
- 2.12 **Emergency Planning and Resilience** – a legal agreement is being finalised and costs have been agreed to allow Nottinghamshire Police to access jet washing facilities on fire stations for its vehicle fleet. The agreement will be for an initial 12-month period, after which it will be reviewed.
- 2.13 **Joint Drone** – the joint drone with Nottinghamshire Police went live on 6 January 2020 and is available on a 24/7 basis for deployment to Police and/or Fire incidents. The drone can be requested through Police Control and deployment is at the discretion of the Police Control Room Force Incident Manager (Control Room Chief Inspector or Sergeant). The Service will be invoiced at an agreed hourly rate. An e-learning package has been developed for NFRS operational staff on the drone's capabilities and how to request it.
- 2.14 **South Yorkshire Fire and Rescue Service** – work is on-going to share appliance availability between respective Control rooms to ensure that the closest appliance is always mobilised to an incident, including over-border.

3. FINANCIAL IMPLICATIONS

- 3.1 Sharing of NFRS estate with partner agencies such as Nottinghamshire Police will generate an annual rental income which will off-set the running costs of premises and assets therein.
- 3.2 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 into future financial planning.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

- 4.1 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.
- 4.2 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 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 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 National Framework Document indicates 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/ICT security are in place and have been issued to any personnel who are co-habiting NFRS premises or using them on a regular basis.

9. COLLABORATION IMPLICATIONS

This report provides Members with an update on collaboration workstreams.

10. RECOMMENDATIONS

It is recommended that Members:

- 10.1 Note the contents of this report.
- 10.2 Endorse the Service's pro-active approach to collaboration.

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

None.

John Buckley
CHIEF FIRE OFFICER