



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

Date: Friday, 24 July 2020 **Time:** 10.00 am

Venue: To be held remotely and streamed:
<https://www.youtube.com/channel/UCt4VuYp8JJvXCLRmSRJ1mw/featured>

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. T. Garner".

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

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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 Governance Officer shown on this agenda, if possible before the day of the meeting.

Governance Officer:

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

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Nottinghamshire and City of Nottingham Fire and Rescue Authority

Policy and Strategy Committee

Minutes of the meeting held remotely and streamed on 1 May 2020 from 10.05 am - 11.50 am

Membership

Present

Councillor Michael Payne (Chair)
Councillor Andrew Brown
Councillor Jonathan Wheeler
Councillor Sybil Fielding
Councillor John Clarke (minutes 23-30 inclusive)
Councillor Toby Neal

Absent

Colleagues, partners and others in attendance:

John Buckley	- Chief Fire Officer
Craig Parkin	- Deputy Chief Fire Officer
Ian Pritchard	- Assistant Chief Fire Officer
Malcolm Townroe	- Clerk and Monitoring Officer to the Authority
Charlotte Radford	- Treasurer to the Authority
Becky Smeathers	- Head of Finance
Gavin Harris	- Head of Digital Transformation
Tracy Crump	- Head of People and organisational Development
Terry Scott	- Estates Manager
Bryn Coleman	- Area Manager
Catherine Ziane-Pryor	- Governance Officer

19 Apologies for Absence

None.

20 Minutes

The minutes of the meeting held on 31 January 2020 were confirmed as a true record.

21 Declarations of Interests

None.

22 Chair's Announcements

Although not listed on the agenda, the Chair was of the opinion that the item could be considered as a matter of urgency in accordance with Section 100B(4)(b) of the Local Government Act 1972, because of the developing circumstances around Covid-19, a brief general introduction update was appropriate.

With the ongoing social distancing requirements, it is necessary to establish interim arrangements for Fire and Rescue Authority meetings and governance. With cross-party agreement, the Authority AGM will be delayed, in line with Central Government arrangements.

This Policy and Strategy Committee virtual meeting is a trial of virtual arrangements, and if successful, further virtual meetings may be held.

Thanks are extended to all Fire and Rescue Service staff for stepping up in support of communities, providing a range of assistance including voluntarily roles supporting increased mortuary capacity, supporting food banks, deliveries of medications and preparedness in assisting the East Midlands Ambulance Service (EMAS) with moving patients between hospitals. Thanks are given to all staff across the Service on behalf of members of the whole Authority, including back office staff who have changed their working practices and enabled continued functioning, including the IT Team who have worked hard to support home working, and those potentially putting themselves at further risk to support communities on the front line.

Thanks also to the Trades Unions which have worked alongside staff.

Particular tribute is paid to John Buckley as the Chief Fire Officer, whose national level role as Finance Lead on the National Fire Chief's Council is paying dividends for the Service and the whole sector from the good relationships built throughout the sector and in Central Government, which have provided a significant uplift for this Service and the whole sector.

The Chair has been working with the LGA's National Joint Council for Local Authority Fire and Rescue Services.

Good cross-party collaboration is providing confidence in the work of the Authority. Particular thanks are extended to Councillor Andrew Brown as Leader of the Opposition on the Authority, and Councillor Jonathan Wheeler.

23 Financial Impact of the Covid-19 Outbreak

John Buckley, Chief Fire Officer, introduced the item and highlighted that circumstances have changed since the publication of the agenda, and a substantive change is to be made to the recommendation.

Becky Smeathers, Head of Finance, presented the report and highlighted the following points:

- a) Since the budget was set in February 2020, global financial circumstances have changed significantly due to the impact of Covid-19 and there is now significant

pressure on the Fire and Rescue Service Budget. Appropriate amendments to the budget have been identified and approval is sought for a temporary increase in borrowing limits if required. Any additional borrowing will be applied short-term follow the established approval process;

- b) Whilst initially a Central Government grant to the Service of £191k was received in March to assist with the cost of additional Covid-19 response work, a further £867k has now been received, giving a total of £1,058k. As such, it is not anticipated that the Service will need to draw on general reserves, so the fourth recommendation is now withdrawn, but the ongoing financial position will continue to be closely monitored;
- c) Budgets continued to be monitored and the Service is currently spending less on training although alternative online training will need to be established to ensure that training standards are maintained. 'Safe and well' visits have been temporarily halted;
- d) It is anticipated that council tax and business rates collection will be substantially impacted. The budget contains a surplus in the collection fund of £94k. This is now not expected to materialise, with significance financial strains on many business and citizens. The ongoing effects will not be apparent for some time, but updates will be provided to members of the Finance and Resources Committee and to the Policy and Strategy Committee in July if required;
- e) With regard to next year's budget, national circumstances will be monitored carefully and considered prior to any proposals;
- f) The new firefighting personal protective equipment (PPE) has now been delivered to stations and authorisation is sought to write off the value of the old withdrawn PPE, which will be temporarily retained as backup;
- g) The interim external audit of accounts will be completed remotely. Whilst the final submission deadline has been extended to the end of November, the Service must have the accounts available on its website by the end of August. The external auditors, Ernst and Young, are reviewing timetables as their NHS audit of accounts has been understandably postponed, the Fire Service's audit will be prioritised.

In response to members' questions, it is noted that the Service replaces all PPE at the same time to ensure that all firefighters have the same level and standard of equipment. PPE generally has a life expectancy of 10 years, after which time it is not considered suitable for protective use and does not have any second-hand monetary value, although it may be gifted to charities for display.

Members of the Committee thanked Becky Smeathers and the Finance Team for their prompt response in extreme circumstances, and welcomed the level of the Central Government grant, which may be a reflection of the Chief Fire Officer's work to raise the profile of this Service and the sector as a whole.

Resolved to

- 1) increase the operational boundary from £31,850m to £33,850m;**
- 2) increase the authorised limit from £35,035m to £37,035m;**

- 3) increase the 12 month loan maturity profile limit from 20% to 30%;**
- 4) write-off £95k second hand PPE out of the stock account.**

24 Authority Governance

Malcolm Townroe, Clerk to the Authority, presented the report which updates members on the legislative changes affecting governance brought in by the Coronavirus Act 2020, and requests that the Authority adopts the proposed temporary changes to governance and meeting arrangements. If approved, the arrangements can be reviewed at the Policy and Strategy Committee at its next scheduled meeting on 10 July 2020.

The emphasis remains on ensuring that business is continued to be undertaken in a transparent manner with the use of virtual meetings which are publicly accessible via YouTube.

Confirmation will be sought from both City and County Councils that it is their intention for appointments to the Fire Authority to continue until a time when respective Annual General Meetings (AGMs) can be held.

Resolved to:

- 1) note the legislative changes brought in by s78 of the Coronavirus Act 2020 and the regulations issued under that section;**
- 2) agree that, as permitted by the Coronavirus Act 2020 and the regulations issued thereunder, all continuing meetings of the Authority will be held by way of online meeting;**
- 3) authorise the Clerk to the Authority to take all and any such steps as may be reasonable and necessary to ensure that online meetings can be delivered in accordance with the legislative requirements and in a secure and safe manner;**
- 4) agree to cancel the Annual General Meeting of the Authority due to be held on 12 June 2020;**
- 5) agree to cancel all future meetings of the Authority, other than meetings of the Policy and Strategy Committee, due to be held before 10 July 2020;**
- 6) agree to receive a further report regarding future meetings and meeting arrangements at this Committee on 10 July 2020.**

25 Service Response to the Covid-19 Outbreak

Prior to the Committee's consideration of this item, the following written question has been submitted by the Fire Brigades Union (FBU) and was read to members by Malcolm Townroe, Clerk to the Authority:

The FBU would like to thank all members and all departments for their part in providing a swift response to Covid-19. We understand the difficulty that working remotely can

bring however as a service we have adapted to the circumstances and overcome the obstacles and challenges that we have all faced. With this in mind the FBU request that all additional work is in line with the current triparty agreement, and the extra work will cease when the triparty agreement ends.

The following response was provided by the Chair:

Thank you for recognising the positive work being done by all within the Service and to all representative bodies for their engagement. These are unprecedented times where our communities look to us for leadership, support and compassion. I am immensely proud of how we have risen to that challenge which is echoed by all members of this Authority and by many from within our communities.

You will be aware that staff from all areas of the Service are undertaking this invaluable work on a voluntary basis, and that the tripartite agreement is only applicable to FBU members. The Service will want to remain engaged in this work whilst ever the community needs us, and where we can provide vital support to ease the hardship and suffering being felt by many citizens. I hope that the FBU will fully support us in those endeavours, providing assistance to people when they need us the most, as they have been for the past few weeks.

John Buckley, Chief Fire Officer, presented the report and highlighted the following points:

- a) The Service has temporarily been unable to operate within the formal governance structure while being unable to hold meetings, but members have been kept fully informed and consulted where appropriate. Their support has been much appreciated;
- b) The Local Resilience Forum (LRF) has been aware of the potential for a pandemic for some time and all Emergency Services reviewed their arrangements once the crisis in China became apparent;
- c) The Service's investment in ICT has proved invaluable for enabling remote working;
- d) All staff have been confirmed as key workers and have been able to access key worker child care and now virus testing. Staff who are shielding are being supported;
- e) Initially there was a Service absence rate of 9%, which has now dropped (across the sector) to about 3%, possibly due to the discipline of staff and an understanding of contamination;
- f) Service delivery has been maintained and excellent availability of on-call assets of nearly 100% 24/7 achieved. There has been a low level increase of garden and rubbish fires, which have not caused any strain to the Service. On-call staff are thanked for their availability and responsiveness;
- g) The Service's work continues with the National Joint Council (NJC) and the triparty agreement, whereby firefighters support partners including the East Midlands Ambulance Service (EMAS), Coroners and support for vulnerable citizens. Additional, broader support has been made available for other partners, including risk assessments and Craig Parkin, Deputy Chief Fire Officer, has been providing support at a local, regional and national level;

- h) Initially there was a delay in staff volunteering for additional community support responsibilities, but then there was an overwhelming response offering a range of support, including for food banks, supporting delivery of food and community supplies. Thanks to the staff who have been involved and showed willing;
- i) All of the usual visits to business premises and citizens' homes have been stopped with the exception of those at high risk. Consideration is taking place as to how this, and general preventative work, can start again but with appropriate protection measures in place. Statutory consultation and work streams have continued;
- j) The Service holds its own stocks of PPE and maintains a high level of resilience;
- k) Resources have been flexed to provide inspection support to the City Council to progress protection work. It is acknowledged that during this period, there will be other areas of work which have slowed or halted and a catch-up period will be required once the pandemic is over. Online training is being provided where possible;
- l) The worst scenario for EMAS has not materialised but staff are trained and available and prepared for the potential for further infection spikes. Although not yet deployed, 16 staff are trained to support the LRF with mortuary transfer and management if required, and face-fit testing for PPE is also being explored in the north of the county;
- m) All local Government Chief Executives across the county regularly meet virtually with lead emergency service partner organisations to share information, seek and provide support and ensure consistent messages;
- n) Regional Chief Fire Officers meet virtually weekly with the Chief Executive of EMAS;
- o) National Chief Fire Officers Council hold a weekly gold meeting, often including ministers and civil servants which feeds into Central Government's 'gold lead'. The Service maintains a high profile with Chief Officers actively providing support regionally and nationally;
- p) Communication and engagement with staff is regular, consistent and maintains social connections, including Occupational Healthsupport for the mental strain of isolation;
- q) Recovery and returning to business as usual is the next stage of planning and includes recruitment which is likely to be more protracted than usual, although some staff who had submitted resignations have withdrawn them so they can continue to support the Service and their communities through this period, for which thanks are given. Staffing strain is likely to become apparent towards the end of the year so in preparation, it is requested that re-engagement of a small number of former firefighters is considered;
- r) Social distancing is likely to be required for some time yet and must be planned for all activity.

Members' comments included:

- s) Thanks to the Chief Fire Officer and all of his team for the work being done. There needs to be some consideration of how Authority members' appreciation to staff can be shown;

- t) Thanks to staff who are responding to community need, such as the Fire Officers who, due to issues in a small area of the city, are delivering controlled medicines. The Service as a whole has been very responsive and it's very much appreciated;
- u) The support of Fire Officers at community hubs, ensuring they can continue to operate to support the most vulnerable citizens, is very much appreciated.

Resolved to:

- 1) endorse the approach taken by the Chief Fire Officer in responding to the Covid-19 outbreak;**
- 2) formerly thank the Chief Fire Officer and all members of the Fire Service for their efforts during the Covid-19 outbreak;**
- 3) approve the short-term re-engagement of operational staff to be utilised as part of a blended approach to maintaining critical staffing levels.**

26 Establishment of a Fire Engineer Post

Prior to consideration of the item, Malcolm Townroe, Clerk to the Authority, read the following question from the Fire Brigades Union (FBU):

The FBU requests that the Authority makes the fire engineer post an equivalent Grey Book role in line with current ranks and relevant qualifications. If a Grey Book employee is successful at applying for the post then the FBU request that this would be offered as a Grey Book role.

The Chair responded as follows:

For clarity, the role was previously undertaken by a Group Manager who by coincidence held the qualification, and as that individual retired, the Group Manager post has been filled to maintain the role within the establishment. The proposal being considered today is to increase the numbers in the establishment in direct response to the need to develop and expand the professional knowledge, expertise and capacity of the Service. The Chief Fire Officer does not believe that any further operational expertise is required in the Fire Protection Department, and he also recognises that Grey Book roles are compromised by the need to maintain operational competence, generally have higher turnover in such posts, and have higher costs associated with them.

Furthermore, the post will also provide greater career progression for current Fire Protection professionals, and demonstrates the Authority's desire to offer opportunities to all.

The post will be open to anyone with skills, knowledge and expertise. The most suitable candidate will be offered the role regardless of their current conditions of service, on the basis of it being a Green Book role going forward.

Craig Parkin, Deputy Chief Fire Officer, presented the report which seeks approval to establish a fire engineer post.

Following the Hackitt Enquiry into the Grenfell Tower fire, there is a greater focus on fire prevention and safety. The establishment of this post will provide greater flexibility to meet the requirements of the competency framework for fire regulators, as specified by National Fire Chiefs Council.

Operational staff are being trained to undertake low level assessments, which will release capacity for higher level assessments to be undertaken by the Fire Engineer who will identify risk and respond accordingly.

Resolved to approve an increase to the permanent establishment with the creation of and recruitment to a Fire Engineer role.

27 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.

28 Update on the Proposed New Worksop Fire Station Project

Ian Pritchard, Assistant Chief Officer, presented the report which updates members on the proposed new Worksop Fire Station Project.

Resolved to approve the recommendations as set out in the report.

29 Restructure of the Procurement and Resources Department

Ian Pritchard, Assistant Chief Officer, presented the report which sets out the proposed restructure of the Procurement and Recourses Department, as part of the ongoing review cycle.

Resolved to approve the recommendations as set out in the report.

30 Corporate Support Restructure

Ian Pritchard, Assistant Chief Officer, presented the report which sets out the proposed restructure of the Corporate Support Department, to meet organisational requirements and priorities and deliver Service objectives in 2020-22.

Resolved to approve the recommendations as set out in the report.



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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

2019/20 REVENUE AND CAPITAL OUTTURN

Joint Report of the Treasurer and Chief Fire Officer

Date: 24 July 2020

Purpose of Report:

To report to Members on the provisional financial performance of the Service in the year 2019/20, analysing significant variances against the original revenue and capital budgets. The outturn position gives Members an overview of the financial position prior to the final outturn to be reported in the Statement of Accounts for 2019/20 which will be presented in draft to the Finance and Resources Committee in September 2020 prior to the external audit and to Fire Authority for approval later in the year.

Recommendations:

It is recommended that Members:

- Note the contents of this report.
- Approve the slippage of £4,182k on the capital programme.
- Approve the carry forward of surplus funding relating to the Child Home Safety Equipment Pilot in an earmarked reserve.

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1. BACKGROUND

The purpose of this report is to give Members information regarding of the Authority's financial performance in 2019/20. The outturn position may be subject to change if any issues are identified by the finance team prior to completion of the accounts or by the auditor which require amendments to revenue or capital expenditure.

2. REPORT

- 2.1 When the 2019/20 revenue budget of £42.696m was approved by the Fire Authority in February 2019, it was on the basis that a budget deficit of £1.240m would be supported by general reserves to balance the budget.
- 2.2 Total expenditure for 2019/20 was £42.096m. Of this, net expenditure of £2k was funded from Earmarked Reserves, requiring £603k of funding from General reserves. This represents an underspend position of £600k against the planned use of general reserves of £1.240m.
- 2.3 Table 1 below shows a summary of expenditure and funding.

Table 1 – Summary Expenditure and Funding Position

	Annual Budget 2019/20	Actual 2019/20	Variance 2019/20
	£000's	£000's	£000's
Employees	35,648	35,122	(526)
Premises	2,474	2,802	328
Transport	1,759	2,339	580
Supplies & Services	4,103	4,023	(80)
Third Party Payments	703	795	92
Support Services	191	184	(7)
Capital Financing	2,438	2,388	(50)
Income	(4,619)	(5,556)	(937)
Net Expenditure	42,696	42,096	(600)
Funded by:			
General Fund Reserves	(1,240)	(603)	638
Earmarked Reserves	0	(2)	(2)
Revenue Support Grant	(5,335)	(5,371)	(3)
Non-Domestic Rates	(10,828)	(10,828)	0
Council Tax	(25,293)	(25,293)	0
Total Funding	(42,696)	(42,096)	600

- 2.4 Details of variances have been reported on to Finance and Resources Committee throughout the year. Whilst the revenue budget underspend in

total is £600k, which is relatively small at 1.4% of the overall budget, within this figure there are a few significant over and underspends. These are detailed below.

- 2.4.1 **Wholetime Pay** - the wholetime pay budget is underspent by £86k this represents 0.37% of the £23m budget. Basic pay, national insurance, bank holiday pay and pension contributions are underspend by £365k and these underspends are offset by overspends on unplanned and pre-planned overtime of £26k and £251k respectively. The additional pre-planned overtime was required to fill gaps in the ridership prior to the recruitment courses being delivered.
- 2.4.2 **On-Call Pay** - this overall retained pay budget underspent by £124k. The most significant area of underspend relates to drills and training, which is underspent by £249k. This is largely due to a reduction in the number of planned recruitment courses and lower than budgeted numbers of on-call staff. The budget for turnouts is overspent by £76k. £41k of this relates to major incidents in Lincolnshire and Derbyshire, £37k of which has been recovered from the host fire authorities.
- 2.4.3 **Non-Uniformed Pay** - non-uniformed pay is underspent by £213k. This is due to posts that have been vacant during the year. There have been consistently high levels of underspend on non-uniformed pay for several years. This has been addressed in the 2020/21 budget process by increasing the vacancy factor to ensure that it more accurately aligned to levels experienced in previous years.
- 2.4.4 **Pension Costs** - the underspend is £87k. This mainly relates to ill health retirement costs these are difficult to predict as they are dependent on the number of ill health retirements during the year, and costs for each retirement can vary greatly.
- 2.4.5 **Premises Costs** - there is an overspend on premises costs of £327k. This mainly relates to Buildings Repairs and Maintenance (£88k) Utilities (£63k) and Business Rates (£42k). The building repairs overspend was largely due to additional expenditure to address Health and Safety, welfare and operational reasons. These included repairs to the heat protection in the SDC fire house, cleaning to the ducting in the smoke house, works to provide separate welfare facilities to accommodate several female fire fighters at Worksop station. The overspend on utilities was caused by higher inflationary increases than expected. The Business Rates include an additional revaluation charge of £17k for Newark station.
- 2.4.6 There was a further £147k of building alterations carried out to facilitate the move of Nottinghamshire Police to West Bridgford and Highfields. This has been recharged to the Police.

- 2.4.7 **Supplies and Services Costs** - community safety equipment underspent by £80k, but £37k of this relates to the Children's Home Safety Equipment Scheme Countywide Pilot that has been carried out in partnership with Nottinghamshire County Council. The pilot was originally intended to finish at the end of the financial year, however it is recommended that surplus funding received from the County Council in 2019/20 is carried forward as an earmarked reserve to fund the continuation of the pilot into 2020/21.
- 2.4.8 **Transport** - this budget overspent by £580k. £210k relates to two vehicles have been damaged and repair costs are included in the expenditure pending the settlement of the insurance claims. There is also an element of unplanned maintenance and high demand for planned maintenance.
- 2.4.9 **Income** – additional income of £159k was received to offset costs from incidents such as the Toddbrook and the Wainfleet incident. In addition, £147k was recovered from the police for the works carried out at Highfields and West Bridgford. A further £191k was received in March from Central Government to cover the additional costs incurred with COVID-19. The unspent element of this at the end of March (£177k) was transferred to earmarked reserves to cover expenditure in 2020/21.
- 2.4.10 **Revenue Support Grant** - an additional £36k was received by way of Revenue Support Grant (RSG). This was an additional allocation of RSG from the Secretary of State to refund Business Rates Levy from prior years that was not utilised.

RESERVES

- 2.5 Details of the use of reserves during 2019/20 can be found in Appendix A. A net total of £605k has been utilised from reserves during the year. Total reserves as at 31 March 2020 were £9.734m.

Table 2 – Breakdown of Reserve Movement during 2019/20

Reserves	Balance 01/04/19 £'000	Net Movement 2019/20 £'000	Balance 31/03/20 £'000
Earmarked	4,763	(2)	4,761
General Fund	5,576	(603)	4,973
Total	10,339	(605)	9,734

- 2.6 The £2k net movement in Earmarked reserves includes the transfer of £181k to reserves of unused Emergency Service Network (ESN) grant and £177k Covid-19 grant received in March. £363k has been used to support revenue expenditure during the year.

- 2.7 After using £603k to finance the deficit for 2019/20, general fund reserves stand at £4.973m as at 31 March 2020.

CAPITAL BUDGET OUTTURN

- 2.8 Details of project expenditure can be found in Appendix B. Final expenditure as at 31 March 2020 was £1.843m, which is an underspend within the year of £4.755m against the Revised Budget of £6.599m.
- 2.9 A summary of variances is shown in the following table with explanations of major variances in the following paragraphs.

Table 3 – Capital Outturn Position 2019/20

	Revised Budget 2019/20	Actual 2019/20	(Under) / Over spend 2019/20	Slippage to 2020/21
	£000's	£000's	£'000	£000's
Transport	538	213	(325)	225
Operational Equipment	1,335	839	(496)	474
Property	3,895	594	(3,301)	3,104
IT & Communications	831	197	(634)	379
Total	6,599	1,843	(4,755)	4,182
Funded by:				
Capital Grant		0		0
Borrowing		1,779		4,182
Earmarked Reserves		22		0
Capital Receipts		15		0
Total		1,843		4,182

- 2.10 The 2019/20 budget for the capital programme was £6.737m. Total expenditure in 2019/20 was £1.843m and the underspend for 2019/20 was £4,894k. £2.6m of this relates to the replacement of Worksop Fire Station which is delayed due to issues with site availability (see section 2.17).

Transport

- 2.11 **Light Vehicle Replacement** – several vehicles are still to be ordered due to delays in the procurement of the replacement vehicles for the Persons at Risk Team PART). Slippage of £172k is requested to be slipped into 2020/21.
- 2.12 **Special Appliances** – the new Hazardous Materials Environmental Protection Unit (HMEPU) is near completion and was expected to be delivered by the end of March 2020, however due to the impact of COVID-19 this has now been delayed. The budget of £53k is requested to be slipped into 2020/21.

Equipment

- 2.13 **Lightweight Fire Coats/Structural PPE** – this project was expected to be complete in March 2020, but some deliveries have been slightly delayed due to high PPE demand. Slippage of £74k is requested for the Lightweight Fire Coats and £400k for the Structural PPE.

Property

- 2.14 **Hucknall Fire Station** – the On-Call station in Hucknall has now co-located with the East Midlands Ambulance Service (EMAS) station in Hucknall. This was a collaborative project which will benefit both Services and the local community. The final invoices for the project will be paid in 2020/21. Slippage of £158k is required for this project.
- 2.15 **Refurbishment of Stations** – air conditioning work at West Bridgford Fire Station is not yet complete. Slippage of £40k is requested for this project.
- 2.16 **Workshop** – the new station is no longer going ahead on the originally identified site due to issues related to accessing mains gas water and sewerage. An additional paper is on the agenda for this project. The delays require that the budget of £2,657k is slipped into 2020/21.
- 2.17 **Headquarters** – this project is progressing on target. Slippage of £239k is requested for initial work being undertaken.

Information and Communications Technology

- 2.18 The delays in the national Emergency Services Mobile Communication Project (ESMCP) have had a knock-on effect on anticipated expenditure on project related equipment, resulting in an underspend of £41k.
- 2.19 The tri-service control and mobilising system work has largely been completed under the maintenance contract. The remaining budget of £171k is to be slipped into 2020/21 to enable any development work following the creation of Joint Fire Control to be undertaken.
- 2.20 The Finance Agresso Upgrade this is a collaborative project with Derbyshire and Leicestershire Fire Services. The upgrade has been implemented in all of the three sites. Work will commence on this project being put onto the cloud. The £37k budget requires slippage into 2020/21.
- 2.21 The cyber security software purchase has been delayed, requiring slippage of £20k into 2020/21.
- 2.22 The Business systems Development project – The budget of £20k is to be slipped into 2020/21 to enable further development work following the implementation of the Personal Development Review (PDR) system.

- 2.23 The Business Process automation project - The budget of £83k is to be slipped into 2020/21 to enable redesign activities to be progressed and any development work.
- 2.24 The mobile computing project - As a result of Covid-19 and ESN, the need to increase the use of Mobile technologies will need to increase. The budget of £25k is to be slipped into 2020/21 to enable the project to be implemented.
- 2.25 The ICT SharePoint Project - This project has taken longer than initially expected due to the amount of work required from teams to transfer files across. As a result of Covid-19 ICT will commence work to migrate SharePoint to Office365. The budget of £26k is to be slipped into 2020/21 to enable the project to be completed.
- 2.26 Performance Management - The budget of £9k is to be slipped into 2020/21 to enable the final work to be implementation on this project.
- 2.27 A summary of requests for slippage is shown in the table below:

Table 4 – Capital Slippage into 2020/21

Scheme	Slippage Required £'000
Special Appliances	53
Light Vehicle Replacement	172
Structural PPE	400
Lightweight Fire Coats	74
Refurbishment of stations	40
Joint Headquarters	239
Newark Fire Station	10
Hucknall Fire Station	158
Worksop Fire Station	2,657
Business Systems Development	20
Mobile Computing	25
SharePoint	26
Cyber Security	17
Business Process Automation	33
Performance Management	9
Emergency Services Network	41
Tri Service Control	171
Finance Agresso Upgrade	37
Total	4,182

DEBTS WRITTEN OFF IN 2019/20

- 2.28 One debt totalling £1,620.37 have been written off during the 2019/20 financial year. This relates to the overpayment of pension, when a pensioner died shortly after payment. Attempts were made to claim the overpayment back, but his widow was in poor health and in a care home, so a decision was made not to chase the debt on compassionate grounds.

STATEMENT OF ACCOUNTS AND AUDIT UPDATE

- 2.29 The Authority's Statement of Accounts is produced annually and is a comprehensive statement of the Authority's financial position and financial transactions in the reported year. Following the Coronavirus amendment to the Accounts and Audit Regulations, the date for publishing the draft accounts was extended from 31 May to the 31 August 2020.
- 2.30 The deadline for approval of the audited Statement of Accounts being approved by Fire Authority is similarly extended from 31 July to 30 November 2020. Ernst Young, the Authority's External Auditors, have indicated that the audit of the Statement of Accounts is likely to commence on 7 September 2020. At this point in time it is anticipated that it will be completed by the 30 November deadline.

3. FINANCIAL IMPLICATIONS

The financial implications are set out within the main body of the report.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

There are no human resources implications arising from this report.

5. EQUALITIES IMPLICATIONS

An equality impact assessment has not been undertaken because this report summarises only the financial impact of activities undertaken in 2019/20. Equality impacts arising from new policies implemented in the year will have been identified in other reports.

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

There are no risk management implications arising specifically from this report, however the regular receipt of financial reports is key to managing one of the most significant risks to the organisation, that of financial risk. Throughout the year, finance department staff work collaboratively with budget holders towards keeping expenditure within budget and improving financial performance and reporting to Finance and Resources Committee at regular intervals.

9. COLLABORATION IMPLICATIONS

This report includes income and expenditure from several collaboration agreements. Opportunities for collaboration are continually being investigated.

10. RECOMMENDATIONS

It is recommended that Members:

- 10.1 Note the contents of this report.
- 10.2 Approve the total capital slippage of £4,182k to be carried forward to 2020/21 as detailed in paragraph 2.27.
- 10.3 Approve the carry forward of surplus funding relating to the Child Home Safety Equipment Pilot in an earmarked reserve.

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

None.

Charlotte Radford
TREASURER TO THE FIRE AUTHORITY

John Buckley
CHIEF FIRE OFFICER

RESERVE POSITION AT 31 MARCH 2020

Reserve	Opening Balance 01/4/19 £'000	Movement into Reserve £'000	Use of Reserve £'000	Movement During 2019/20 £'000	Closing Balance 31/3/20 £'000
Prevention, Protection and Partnership	375	2	(94)	(31)	252
Resilience	536	177	(77)	(126)	510
Capital	1,037	0	0	0	1,037
Transition	714	0	(30)	(684)	0
Information, Communication and Technology (ICT)	1,144	0	(67)	53	1,130
Operational	415	0	(15)	(212)	188
Pension	309	0	0	(309)	0
Other	24	0	0	(24)	0
Transformation and Collaboration	0	0	0	1,387	1,387
Regional Funds	207	181	(80)	(53)	255
Total Earmarked Reserves	4,763	360	(363)	(2)	4,761
General Reserve	5,576	0	(603)	0	4,973
Total Reserves	10,339	360	(966)	(2)	9,734

CAPITAL EXPENDITURE 2019/20

Scheme	Revised Budget 2019/20 £'000	Actual Expenditure 2019/20 £'000	(Under) / Over Spend £'000	Slippage required to 2020/21 £'000
Transport				
Special Appliances	150	97	(53)	53
Light Vehicle Replacement	388	116	(272)	172
	538	213	(325)	225
Equipment				
Conversion of Hose Reel Equipment	22	22	0	0
BA Sets	113	109	(4)	0
Structural PPE	1,020	602	(418)	400
Lightweight Fire Coat	180	106	(74)	74
	1,335	839	(496)	474
Estates				
Refurbishment of Fire Stations	110	0	(110)	40
Joint Headquarters	250	11	(239)	239
Newark Fire Station	317	131	(186)	10
Hucknall Fire Station	561	403	(158)	158
Joint Control Room	0	49	49	0
Workshop Fire Station	2,657	0	(2,657)	2,657
	3,895	594	(3,301)	3,104
IT & Communications				
Business System Development	50	10	(40)	20
ICT replacement equipment	277	140	(137)	0
Mobile Computing	50	8	(42)	25
SharePoint development	26	0	(26)	26
HQ core switch upgrade	30	0	(30)	0
HQ project (Enabling Works)	50	0	(50)	0
Cyber Security	20	3	(17)	17
Business Process Automation	61	28	(33)	33
Performance Management	10	1	(9)	9
ESMCP Grant from DCLG (ESN)	41	0	(41)	41
Tri Service Control	171	0	(171)	171
Finance Agresso Upgrade	45	8	(37)	37
	831	198	(633)	379
Total	6,599	1,844	(4,755)	4,182
	Revised	Actual	(Under) /	Slippage

	Budget 2019/20 £'000	Expenditure 2019/20 £'000	Over Spend £'000	required to 2020/21 £'000
Financed by:				
Capital Grant		0		0
Capital Receipts		15		0
Earmarked Reserves		0		4,182
Revenue Contribution to Capital		22		0
Borrowing		1,807		0
Total		1,844		0



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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

REVENUE, CAPITAL AND PRUDENTIAL CODE MONITORING REPORT TO 31 MAY 2020

Report of the Chief Fire Officer

Date: 24 July 2020

Purpose of Report:

To report to Members on the financial performance of the Service in the year 2020/21 to the end of May 2020.

Recommendations:

It is recommended that Members:

- Note the contents of this report;
- Approve the virement of £62k from the MRP budget to operational equipment to fund the purchase of new fire hoods in response to the Grenfell enquiry outcomes (£37k) and to correct an error in the medical equipment budget (£25k) (Section 2.17);
- Approve the addition of two new projects to the Capital Programme:
 - £30k capital project for ICT equipment to enable the service to react to Covid-19 (Section 2.24);
 - £70k Command Support upgrade to be funded from Earmarked Reserves (Section 2.30).
- Approve the slippage of £2,557k to 2021/22 for the Worksop replacement fire station project (Section 2.28).

CONTACT OFFICER

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Head of Finance

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Email : becky.smeathers@notts-fire.gov.uk

**Media Enquiries
Contact :** Vicky Brown
(0115) 967 0880 vicky.brown@notts-fire.gov.uk

1. BACKGROUND

- 1.1 Budget monitoring is a key aspect of financial management for the Fire Authority. Regular reporting of spending against the revenue budgets is a check that spending is within available resources and, if necessary, allows for financial resources to be re-assigned to meet changing priorities.
- 1.2 This report covers those areas with a higher risk of significant variance. An assessment of this risk has been made in the light of the size of the budgets selected and/or previous experience of variances, as well as the emergence of actual variances. It is vital that an overview of the budgetary position during the year is maintained so that appropriate action can be taken in respect of significant variances and the budget is managed as a whole.
- 1.3 Monitoring against the prudential indicators set out by the Fire Authority in February 2020 is also included in this report, as required in the Prudential Code published by the Chartered Institute of Finance and Accountancy (CIPFA).

2 REPORT

REVENUE BUDGET

- 2.1 The revenue monitoring position is set out in Table 1 below. It shows a forecast outturn position of £43.914m, a £1.497m underspend against the revised budget of £45.411m. £510k of the underspend relates to the Section 31 grant for Covid-19 which has been received but not yet allocated. The remaining £987k largely relates to vacancies in wholetime pay pending recruitment (see section 2.5).
- 2.2 The original budget approved by members in February 2020 reflected the planned use of £274k of earmarked reserves. In addition to this, a further £246k is planned to be drawn down from earmarked reserves during the year to fund expenditure incurred. A summary position of expenditure and funding is shown in the table below:

Table 1 – Summary Expenditure and Funding Position

	2020/21 Budget £'000	Revised Budget £'000	Forecast Outturn £'000	Variance £'000
Net Expenditure	45,165	45,411	43,914	(1,497)
RSG/Council Tax/Business Rates	(44,891)	(44,891)	(44,891)	0
General Fund Reserves	0	0	987	987
Covid-19 Grant Reserve			510	510
Earmarked Reserves	(274)	(520)	(520)	(0)
Total	0	0	0	0

- 2.3 A more detailed analysis of expenditure can be found at Appendix A.
- 2.4 Major variances on specific budgets are shown below.
- 2.5 **WHOLETIME PAY:** total wholetime pay is expected to underspend by £985k. This has been caused due to a higher than anticipated level of vacancies due to the wholetime training course being later than originally anticipated and not due to commence until April 2020. An element of the underspend will be offset by increased overtime which will be necessary to cover vacancies. Alternative ways of increasing the cover are also being explored which may further utilise anticipated underspends.
- 2.6 Overtime activity has reduced during the Covid-19 pandemic, but this is expected to increase later in the year. Overall, expenditure is expected to be contained from within the current budget.
- 2.7 **ON-CALL PAY:** overall, on-call pay is on budget, although this reflects some changes in activity. Community safety work has reduced as a result of Covid-19 preventing access to homes. However, this has been offset by increased level of turnouts to support the community in different ways, such as the delivery of medicines and food parcels.
- 2.8 **NON-UNIFORMED PAY:** non-uniformed pay is expected to overspend by £132k (after compensating for secondment income relating to staff seconded to HMICFRS -Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services). The budget for non-uniformed pay assumed that staff would receive a pay award of 2%. The latest offer made by the National Employers is for 2.75%. Although this offer has not yet been accepted, the forecast outturn has been increased to reflect this offer.
- 2.9 **PENSION COSTS:** the forecast underspend is £84k relates to ill health charges. The level of ill health charges varies from year to year and can be difficult to forecast. The forecast is based on ill health retirements that have been approved so far this year. No other cases are anticipated at this stage but it is possible that there could be more ill health retirements later in the year. Should this occur the forecast will be amended accordingly.
- 2.10 **TRAINING COSTS:** the forecasted underspend of £75k relates to the reduction in external training due to COVID 19 and the possibility that future training will be done online rather than face to face in the future. This situation is being addressed with the possibility of increased training levels later in the year.
- 2.11 **PREMISES COSTS:** the forecasted overspend is £72k. £44k is due to the business rates being higher than expected at budget time. In addition, the cleaning budget is forecasted to overspend by £27k this is due to the increased cleaning costs during COVID, this additional cost will be met from the Covid-19 grant (section 2.14).

- 2.12 **SUPPLIES AND SERVICES COSTS:** the forecasted underspend is £28k. Within this total there are several significant variances.
- 2.13 Community safety equipment and expenditure on smoke alarms is expected to underspend by £61k, this is due to the impact of Covid. It is difficult now to know when the levels of activity will resume. Offsetting this underspend are 2 areas of overspending. There is an anticipated overspend of up to £25k on the external audit fees for the 2018/19 accounts. In addition, a £14k overspend is expected for joint control charges from Derbyshire Fire and Rescue. This is due to additional staff being employed to cover long-term sickness it is assumed at this stage this cover will continue for 6 months.
- 2.14 **GOVERNMENT GRANTS:** the Service has received additional funding for Covid 19 of £1,058k. £191k was included in the 2019/20 outturn and a further £867k has been received in 2020/21. The grant can only be allocated to additional expenditure, so any redirection to staff from other duties, for example, cannot be claimed. The current forecasted outturn for expenditure which can be funded from the grant is £357k.

Table 2 – Expenditure to be funded from Covid-19 Government Grant

Expenditure	Actual to May £'000	Forecast Outturn £'000
Admin Pay	2	5
Operational Pay and Overtime	3	4
On Call Firefighters Other Work	5	46
Cleaning Materials/Contract Cleaning	6	27
Operational Equipment Uniforms and PPE	18	29
Computer Hardware/ Software and consumables/Phones	16	46
Business Continuity Support	0	50
Safe and Well Catch-Up	0	100
ICT Support	0	50
Total	50	357

- 2.15 Work is being undertaken to identify key areas of work that will address the ongoing risks of Covid-19 to ensure that the grant is used with best effect. Expenditure is there expected to rise later in the year.

- 2.16 It has been confirmed that the grant cannot be used to address the potential shortfall in 2021/22 budgets caused by reduced collection rates for Council Tax and Business Rates. The impact of this is expected to be in the region of £750k for Council Tax and £200k for Business Rates. These figures may increase if further lockdown measures are introduced. The government have announced that the deficit can be split over 3 years and indicated that some support will be made available as part of the Comprehensive Spending Review. The situation will be monitored and the impact on future year's budgets will be addressed as part of the Medium Term Financial Strategy when more information around the long-term impact of Covid-19 and the settlement figures are available.
- 2.17 **CAPITAL CHARGES:** the total forecast overspend is £51k. Minimum Revenue Provision is underspent by £78k due to the slippage of £4m from the capital programme in 2019/20. It is proposed that the underspend is reallocated to the following budgets:
- Operational Equipment – £37 is required to fund the purchase of fire hoods to be held on appliances in response to the outcome of the Grenfell recommendations;
 - Operational Equipment (medical) to correct a miscalculation during the 2020/21 budget process.
- 2.18 There is a forecasted deficit of £81k on interest receivable following a significant drop in interest rates and the need to keep cash in shorter term investments given the increased market uncertainty. Interest charges are expected to overspend by £48k. This is due to the taking out loans earlier than originally anticipated. Two loans totalling £3m were taken from the Public Works Loans Board in March 2020 which took advantage of the fall in loans rates brought about by the economic impact of the pandemic. This had the additional advantage of securing the Authority's cash flow position at the beginning of the Covid-19 pandemic. This borrowing, whilst within the Authority's prudential limits, was taken ahead of schedule. As a result of this, the interest costs had not been factored into the budget.

RESERVES

- 2.19 Details of the use of reserves during 2020/21 can be found in Appendix B.
- 2.20 Expected levels of reserves at 31 March 2020 are £10.9m as detailed in Table 3 below.

Table 3 – Anticipated Movement in Reserves 2020/21

Reserves	Balance 01/04/20 £'000	Anticipated Use 2020/21 £'000	Expected Balance 31/03/21 £'000
Contributions from earmarked reserves	4,327	(442)	3,885
Transfer to Covid-19 reserve	177	510	687
General Fund ¹	4,973	987	5,960
Total	9,477	1,055	10,532
ESMCP ² Regional Reserve	255	(78)	177
Total	9,732	977	10,709

¹ Provisional general fund figure

² Emergency Services Mobile Communications Programme

- 2.21 The general reserve is predicted to be £5.96m at the end of the financial year. This remains above the minimum level of £3.9m agreed by Fire Authority on December 2020.
- 2.22 The Emergency Services Mobile Communications Programme (ESMCP) regional reserve has been shown separately to those reserves held by the Authority to reflect that the funds are to be allocated regionally and do not belong to Nottinghamshire Fire and Rescue Service (NFRS).

CAPITAL PROGRAMME

- 2.23 The current approved 2020/21 capital programme is £3.988m. Capital slippage from 2019/20 is £4.3m. £160k was approved by Finance and Resources Committee in January 2020 and £4,182k is requested for approval as part of the 2019/20 outturn report on this agenda.
- 2.24 The total capital spend to date is £346km and the forecast out-turn expenditure is £5,309m. The current capital programme is shown at Appendix C. The most significant areas of variances are detailed below.

ICT

- 2.25 The ICT programme (£975k) has been developed from the Digital Strategy. includes replacement equipment and software and supports the specific schemes which underpin the strategy. There has been additional expenditure of £30k on equipment to help the organisation cope with home working during lockdown. This has been funded from the Covid-19 Government Grant. The creation of a capital budget of £30k is requested for this project, to be funded from the Covid grant.

ESTATES

- 2.26 The property programme flows directly out of the Property Strategy.
- 2.27 Planning approval has now been granted for the Joint Headquarters new building at Sherwood Lodge and the contract for works is due to be signed shortly. Much of the building work on this project will be undertaken during the 2020/21 financial year and early 2021/22.
- 2.28 Worksop Station – the new station is no longer going ahead on the originally identified site due to issues related to accessing mains gas water and sewerage. A further paper for Worksop Station is elsewhere on the agenda. The delays in the project mean that a significant part of the budget is unlikely to be spent in 2020/21. Slippage is requested of £2.557m

TRANSPORT

- 2.29 The fleet replacement programme is derived from the Fleet Strategy and reflects current and future expected demand.
- 2.30 The Command Support Unit (CSU) is mobilised to assist with communications, command and control at incidents which require the attendance of 5 operational pumping appliances or more. At these incidents, it is key that the ICT and other communications equipment function correctly. The CSU has been modified to ensure that the technology and communications software are sufficiently up to date to ensure it meets national resilience requirements. The upgrade has cost £70k and has been funded from an Earmarked Reserve created from funding received for national resilience purposes. It is requested that this project be added to the capital programme.

PRUDENTIAL CODE MONITORING

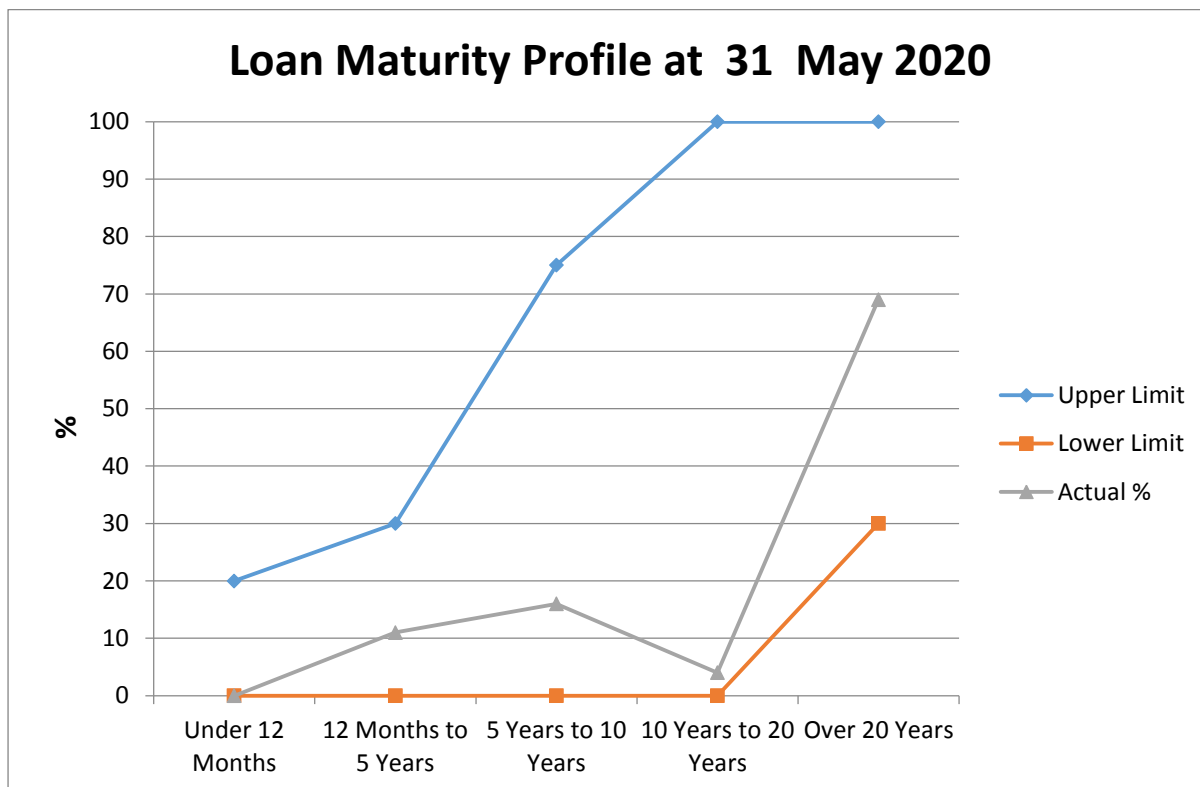
- 2.31 The Fire Authority approved the prudential indicators for 2020/21 at its meeting on 28 February 2020. Amendments were made to the authorised limits and 12-month maturity profile at Policy and Strategy Committee on 1 May 2020 to address the financial impact of Covid-19. The Prudential Code requires that performance against these indicators is reported to Members.
- 2.32 The approved indicators along with performance as at 29 February 2020 are shown in the table below. There are some indicators which cannot be calculated until the year end expenditure is known.

Prudential Code Monitoring

Prudential Indicator	Approved Indicator	As at 29 February 2020
Estimate of Ratio of Financing Costs to Net Revenue Stream	5.3%	Year End Only
Estimate of Total Capital Expenditure to be Incurred	£5,576,000	Year End Only
Actual Borrowing		£25,600,000
Estimate of Capital Financing Requirement	£29,073,000	£29,073,000
Operational Boundary	£33,850,000	£31,850,000
Authorised Limit	£37,035,000	£35,035,000
Upper limit for fixed rate interest exposures	100%	100%
Upper limit for variable rate interest exposures	30%	0%
Loan Maturity:	<u>Limits:</u>	
Under 12 months	Upper 30% Lower 0%	See Graph Below
12 months to 5 years	Upper 30% Lower 0%	See Graph Below
5 years to 10 years	Upper 75% Lower 0%	See Graph Below
Over 10 years	Upper 100% Lower 0%	See Graph Below
Over 20 years	Upper 100% Lower 30%	See Graph Below
Upper Limit for Principal Sums Invested for Periods Longer than 365 Days	£2,000,000	0
Upper limit for internal borrowing as a % of the Capital Financing Requirement	20%	12.09%

2.33 Total borrowing at the end of May 2020 was £25.6m which is within the operational and authorised limits set out above. Borrowing activity has remained within these boundaries throughout the period covered by the report. There has been no borrowing activity since the start of the financial year.

2.34 The loan maturity profiles are all within the limits set. These are best demonstrated by graph.



2.35 Investments as at 31 May 2020 totalled £11m. Investment rates are monitored within the benchmarking group supported by Link Asset Services. There are seven councils and NFRS within the group, as at the end of December 2019, NFRS weighted average rate of return is 0.94%, the average of the group is 0.88%.

OTHER FINANCIAL UPDATES

PENSION ADMINISTRATION CONTRACT UPDATE

2.36 Following the termination of the Firefighter's Pension Administration Contract with Leicestershire County Council, a full OJEU procurement exercise has been undertaken alongside Derbyshire and Leicestershire Fire Authorities. The contract has now been awarded to West Yorkshire Pension Fund who have a proven track record of providing this service to numerous other Fire Authorities. The implementation process is about to commence and West Yorkshire Pension Fund will take over the contract from 1 January 2021. The new contract will deliver savings in the region of £15k per year.

Car Leases

2.37 As anticipated, HMRC have ruled that the VIA car leasing scheme is not considered to be a provided car scheme. If this had not been the case, officer car lease car payments would have been subject to tax and national insurance. However, the lease payments should have been subject to VAT payments. Officers are being charged VAT with effect from August 2020. Backdated payments are being calculated and will be met from the £225k provision that was set aside for this purpose in 2018/19.

3. FINANCIAL IMPLICATIONS

The financial implications are set out in the body of the report.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

There are no human resources or learning and development implications arising directly from this report. Some of the efficiency targets will have had staffing implications which were considered as part of the decision-making process at the time.

5. EQUALITIES IMPLICATIONS

An equality impact assessment has not been undertaken because this report is not associated with a policy, function or service. Its purpose is to explain variances to the approved budget, which reflects existing policies.

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 directly from this report.

8. RISK MANAGEMENT IMPLICATIONS

Budget monitoring and the regular receipt of financial reports is key to managing one of the most significant risks to the organisation, that of financial risk. The process of budget monitoring is a key risk management control measure as are the management actions which are stimulated by such reporting.

9. COLLABORATION IMPLICATIONS

This report identifies several areas where collaboration is taking place between NFRS, other fire authorities, East Midland Ambulance Service and Nottinghamshire Police. Opportunities for collaboration around asset use and ownership are continually being investigated.

10. RECOMMENDATIONS

It is recommended that Members:

- 10.1 Note the contents of this report;
- 10.2 Approve the virement of £62k from the MRP budget to operational equipment to fund the purchase of new fire hoods in response to the Grenfell enquiry outcomes (£37k) and to correct an error in the medical equipment budget (£25k) (Section 2.17).
- 10.3 To approve the addition of two new projects to the Capital Programme:
 - £30k capital project for ICT equipment to enable the service to react to Covid-19 (Section 2.24);
 - £70k Command Support upgrade to be funded from Earmarked Reserves (Section 2.30).
- 10.4 To approve the slippage of £2,557k to 2021/22 for the Worksop replacement fire station project (Section 2.28).

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

None.

John Buckley
CHIEF FIRE OFFICER

REVENUE BUDGET MONITORING POSITION AS AT 31 MAY 2020

Budget Area	Annual Budget £'000	Revised Budget £'000	Exp to Date £'000	Forecast Outturn £'000	(Under) / Over Spend Against Revised budget £'000
Employees	35,942	36,116	6,207	35,221	(895)
Premises	2,564	2,564	680	2,635	71
Transport	1,637	1,637	1,178	1,613	(24)
Supplies & Services	3,508	3,510	696	3,481	(29)
Third Party	783	783	3	797	14
Support Services	191	191	56	191	0
Capital Financing Costs	2,537	2,607	(28)	2,577	(30)
Fees and Charges	(405)	(405)	(21)	(405)	0
Other Income	(1,592)	(1,592)	(2,340)	(2,197)	(605)
Net Cost	45,165	45,411	6,431	43,914	(1,497)
Financed by:					
Government Funding	(12,699)	(12,699)	2,136	(12,699)	0
Non-Domestic Rates	(3,778)	(3,778)	1,687	(3,778)	0
Council Tax	(26,074)	(26,074)	2,607	(26,074)	0
Pension Grant	(2,340)	(2,340)	0	(2,340)	0
Reserves	0	0	0	987	987
Earmarked Reserves	(274)	(520)	(520)	(10)	510
Funding Total	(45,165)	(45,411)	(6,950)	(43,914)	1,497
Total	0	0	(519)	0	0

ESTIMATED RESERVE POSITION AT 31 MARCH 2021

Reserve	Opening Balance 01/4/20 £'000	Movement During 2020/21 £'000	Closing Balance 31/3/21 £'000
Prevention, Protection and Partnership	252	(1)	251
Resilience	510	440	950
Capital	1,037	0	1,037
Information, Communication and Technology (ICT)	1,130	(92)	1,038
Operational	188	(4)	184
Transformation and Collaboration	1,387	(275)	1,112
Regional Earmarked Reserves*	255	(78)	177
Total Earmarked Reserves	4,759	(10)	4,749
General Reserve	4,973	987	5,960
Total Reserves	9,732	977	10,709

* Emergency Services Mobile Communications Programme

BUDGET MONITORING MAY 2020

CAPITAL PROGRAMME	Approved Budget 2020/21	Slippage to be approved from 2019/20	Revised Budget 2020/21	Expenditure	Remaining Budget	Estimated Outturn to the end of March 2020	Outturn Variance
ICT & COMMUNICATIONS							
HR System Upgrade	51		51		-51	51	
Business System Development		20	20			20	
Business Process Automation	50	33	83	23	-60	83	
Mobile Computing HQ - Link ICT	75	25	100	6	-94	100	
Replacement	100		100	10	-90	100	
Cyber Security	20	17	37		-37	37	
ICT SharePoint Internet/Intranet Performance		26	26		-26	26	
Management System		9	9		-9	9	
ESMCP Grant from DCLG (ESN)		41	41		-41	41	
Tri-Service Control Project		171	171		-171	171	
Unit4 Business World Upgrade		37	37	8	-29	37	
Coronavirus - Covid 19 Replacement Equipment	250		250	19	-231	250	30
	546	379	925	66	-839	955	30
ESTATES							
Joint Headquarters Project	2,500	239	2,739		-2,739	2,057	-682
Refurbishment and Rebuilding Fire Stations		40	40			40	
Workshop Fire Newark Fire Station	500	2,657	3,157	2	-3,155	600	-2,557
		10	10			10	

Hucknall Fire Station	11	158	169	1	-168	169	
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	3,011	3,104	6,115	3	-6,062	2,876	-3,239
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CAPITAL PROGRAMME	Approved Budget 2020/21	Slippage to be approved from 2019/20	Revised Budget 2020/21	Expenditure	Remaining Budget	Estimated Outturn to the end of March 2020	Outturn Variance
EQUIPMENT							
CCTV - vehicles	40	160	370		-370	370	
Structural PPE		400	248	177	-71	248	
Lightweight Fire Coat		74	74	30	-44	74	
Air Bag Replacements	70		70		-70	70	

	110	634	762	206	-556	762	
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TRANSPORT							
Vans & Other Light Vehicles	226	172	498		-498	498	
Modification of Command Support Unit				70	70	70	70
Special Appliances	95	53	148		-148	148	

	321	225	646	70	-576	716	70
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	3,988	4,342	8,498	346	-8,032	5,309	-3,139
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TO BE FINANCED BY	Actual	Estimated Outturn
Earmarked Reserves	0	30
Capital Receipts	0	550
New Borrowing	346	3,277
Revenue contributions to capital	0	70
Total	346	3927

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NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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

SERVICE DELIVERY PERFORMANCE REPORT

Report of the Chief Fire Officer

Date: 24 July 2020

Purpose of Report:

To provide Members with an update on the performance of the Service Delivery Directorate.

Recommendations:

That Members note the contents of this report.

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1. BACKGROUND

- 1.1 Service Delivery involves the delivery of key functions to the communities in Nottinghamshire, including Response, Prevention and Protection activities.
- 1.2 This report is based upon performance and activities undertaken by Service Delivery, in support of the delivery of the Services 2019-21 'Strategic Plan'.

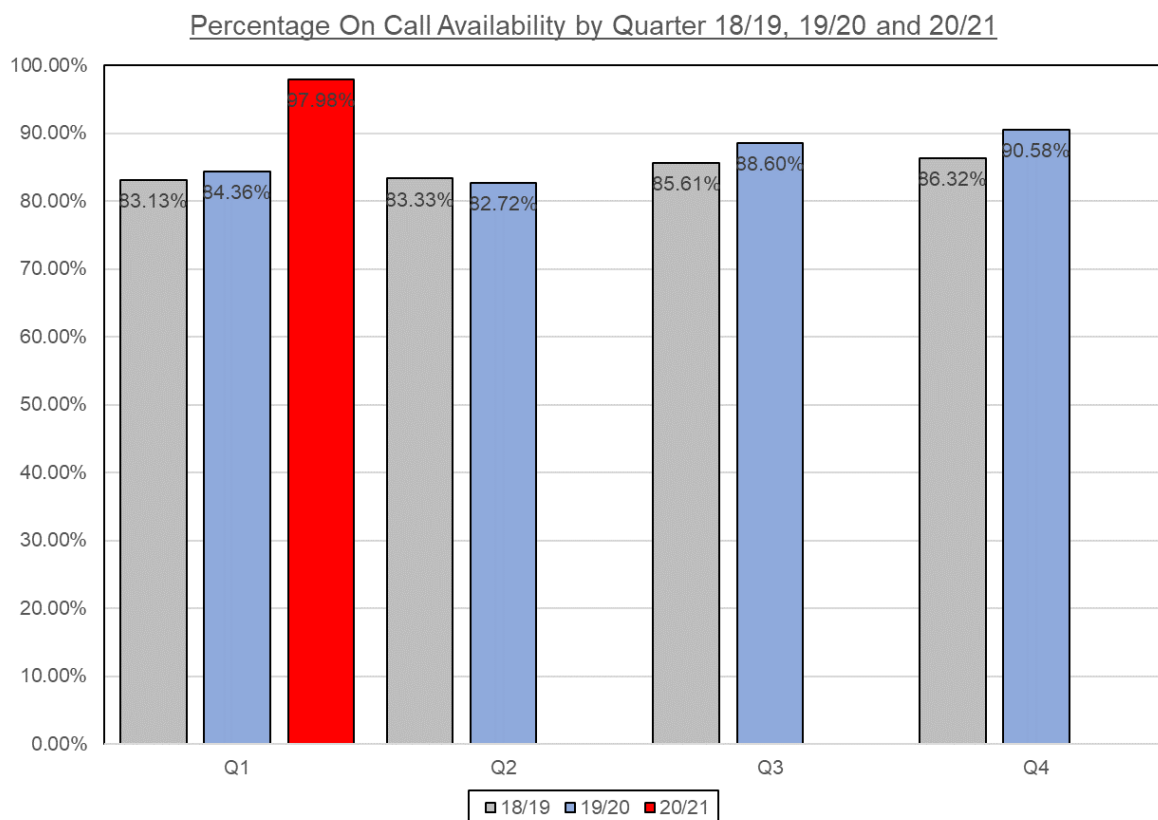
2. REPORT

RESPONSE

- 2.1 A total of 2391 incidents were attended by Nottinghamshire Fire and Rescue Service (NFRS) between 1 April and 30 June 2020 which is a decrease of 237 incidents during the same period in 2019. The following incidents were attended during this period:
 - 139 accidental dwelling fires; decrease of 19 compared to the same period in 2019;
 - 344 deliberate secondary fires; decrease of 115 compared to the same period in 2019;
 - No fire fatalities; decrease of 2 compared to the same period in 2019;
 - 462 special service calls; decrease of 182 compared to the same period in 2019.
- 2.2 A key target for the Service, as detailed in its Strategic Plan, is that all emergency incidents will be attended on average, within 08:00 minutes. Between 1 April and 30 June 2020, the overall average attendance time was 07:56 minutes, which was an increase in performance of 5 seconds against the previous quarter.
 - Priority 1 (P1). Average 08:37 minutes – incidents which pose an immediate threat to human life or pose a risk of severe human injury where intervention has the potential to save life and/or reduce the risk;
 - Priority 2 (P2). Average 07:44 minutes – incidents which pose a serious hazard and high-risk threat to the environment, society, property or heritage – and fire and rescue service immediate response;
 - Priority 3 (P3). Average 09:07 minutes – incidents which pose a potential hazard to human life, the environment, society, property or heritage or incidents which pose a confirmed low hazard to human life.

- 2.3 On-call availability between 1 April and 30 June 2020 (Appendix A) reports an average of 97.98% availability with each section averaging 2140 hours of availability. All 14 sections performed above the Services performance standard of 85% availability, with no sections falling below 70% over the reporting period.

The section with highest level of availability was Harworth, maintaining 100% availability.



- 2.4 As requested by Members, the availability of Retford and Ashfield Day Shift Crewing (DSC) stations, is reported separately. At Ashfield and Retford DSC stations between the hours of 08:00 and 18:00 fire cover is provided by one Wholtime and one On-call appliance, outside of those hours it is provided by two On-call appliances.

Between 1 April and 30 June 2020, Ashfield DSC:

- Maintained one On-call appliance 98.19% between 08:00 and 18:00;
- Maintained one wholtime appliance 100% between 08:00 and 18:00;
- Maintained at least one On-call appliance 99.88% and two On-call appliances 69.05% between 18:00 and 08:00;
- Maintained an average of 99.00% availability for On-call (minimum of one On-call appliance available over 24 hours).

Between 1 April and 30 June 2020, Retford DSC:

- Maintained at least one On-call appliance 99.45% between 08:00 and 18:00;
- Maintained one wholetime appliance 100% between 08:00 and 18:00;
- Maintained one On-call appliance 99.96% and maintained two On-call appliances 57.40% between 18:00 and 08:00;
- Maintained an average of 99.90% (minimum of one On-call appliance available over 24 hours).

2.5 On-call availability has positively been affected by the implications of Covid-19, this is a result of a number of employees being furloughed from their primary employment or required to work from home, resulting in increased On-call availability.

2.6 A key part of the Service's ongoing commitment to ensure resources are mobilised to emergency incidents in a timely manner is the performance of Joint Control. As part of the 'Functional Collaboration Agreement', between Nottinghamshire and Derbyshire Fire and Rescue Services (DFRS), two key performance measures were agreed, they are:

- Calls answered in 7 seconds – target 90%;
- Mobilisation System Availability – target 99.0%.

In agreement with DFRS, and with the aim of continuously improving performance a new target of 96% has been agreed for calls to be answered in 7 seconds.

- Between 1 April and 30 June 2020, control room staff achieved 96.5% for the percentage of calls answered in 7 seconds, surpassing the target by 0.5%;
- Between 1 April and 30 June 2020, the mobilising system availability saw the system being available for 99.9% of the time, surpassing the target by 0.9%.

2.7 As part of the planning and preparedness for operational incidents, the Service delivers an annual exercise programme. The exercise programme enables crews to train and practice essential skills, maintaining their operational competences and ensures familiarisation with risks they may face. Due to the implications of Covid-19 and social distancing factors, the Service suspended its physical exercise programme, but implemented a number of table-top and 'virtual hybrid' exercises, to ensure familiarisation of risks and exercising continues, albeit in a reduced capacity.

Covid-19 Partnership Work

- 2.8 In response to the Covid-19 pandemic and its impact on Nottingham and Nottinghamshire, the Service has undertaken a broader range of activities to support partner organisations and the most vulnerable communities.
- 2.9 To date, the Service has delivered 5,833 food parcels and 1,570 medicines to households and care facilities across the city and county. Response crews have telephoned 843 of our most high-risk residents as part of a befriending/ signposting scheme that was introduced to ensure that the most vulnerable had human contact during lockdown and were aware of other support services available to them.
- 2.10 Nottinghamshire Fire and Rescue Service (NFRS) has entered into staff sharing agreements with East Midlands Ambulance Service (EMAS), 12 firefighters have undertaken 74 shifts as ambulance drivers supporting EMAS's outpatient/urgent care function. A further 16 firefighters have been trained to increase support available to the city and county's mortuary functions.
- 2.11 Additional to the above, further Covid-19 support has included:
- An agreement with Clinical Commissioning Group for NFRS staff to support the delivery of controlled and anticipatory medication;
 - Support to the National Institute of Health Research and the delivery of Covid-19 vaccination trial medication;
 - 20 NFRS fire stations are being used as 'drop-off locations' for the ppe4nhs campaign. Donations of 6500 disposable aprons, 300 face-shields and large quantities of hand sanitiser have been processed through NFRS locations.

To celebrate and promote NFRS's role in supporting communities during Covid-19, a short promotional video has been produced and can be accessed [here](#).

PREVENTION

- 2.12 Since restrictive measures were placed on movement in communities, and business continuity measures were adopted within the Service, the Prevention Team has amended the delivery of their activities to ensure that the Service continues to support those who are most vulnerable in the community. With the cessation of prevention activities by Response crews, the Persons at Risk (PAR) Team have modified their normal working arrangements in order to triage all referrals from partner agencies, and the public, for safe and well visits.
- 2.13 Between 1 April and 30 June 2020, 2123 referrals have been made to the Service. These referrals are all contacted by a phone call and are assessed against the Service's CHARLIE matrix. Those citizens deemed to be 'very

high risk' are attended by members of the PAR Team, wearing appropriate personal protective equipment (PPE). 384 face-to-face visits have been completed in this timeframe. Those which are assessed to be high or medium risk are given individual input relating to fire safety, are offered support and informed that a full safe and well visit will be completed once the Service returns to normal activities. In addition to this, Response crews have completed a total of 291 safe and well visits post-incident.

- 2.14 Steps are being taken under the Service's approach to stabilisation during the current business continuity management arrangements to address the back-log of visits created by this approach and to support communities in remaining safe from fire.
- 2.15 The PAR Team also continue to respond to requests for deaf alarms, threats of arson and also to referrals for young fire-setters. The Service has delivered 239 of the above interventions during the reporting period of this paper.
- 2.16 The Service's District Prevention Officers (DPOs) have adapted their normal ways of working to both support the PAR Team, in contacting residents from safe and well referrals, and also coordinating the work of Response crews in supporting local communities. DPOs have engaged with partner agencies and charities to offer support and have co-ordinated crews to deliver items such as medicines, food deliveries and other essential supplies. The DPOs have also led on a 'befriending and support' service whereby vulnerable members of the community are contacted by crews and personnel to offer support, guidance and reassurance during these difficult times.
- 2.17 Whilst physical engagements have been paused, the Service continues to engage with National Fire Chief Council (NFCC) campaigns, actively participating in smoking cessation, drowning prevention week, dementia action week, sprinkler week and boat safety week. These campaigns were delivered predominantly through media engagement utilising the Service's social media platforms, the website and local media outlets.

PROTECTION

- 2.18 The Protection Team has continued their statutory role of regulation, but have amended their ways of working in line with guidance from the NFCC. The Service has adopted remote-auditing where possible, to engage with those premises which are deemed to have the highest risk from fire, to ensure that businesses continue to operate in a safe and compliant manner.
- 2.19 The Protection Team continues to respond to referrals relating to fire safety concerns, complaints and building regulation submissions, including visits to businesses when required, utilising appropriate PPE and processes to minimise risk to personnel. During the period of this report, the Team has completed 73 face-to-face audits and 360 desk-top audits. The Team has also undertaken one enforcement action against a premises that failed to meet the required fire safety standards and completed 16 follow-up visits from previous action.

- 2.20 In addition to their audit and enforcement role, the Team has completed 198 building control consultations, 105 other consultations with local authorities, have dealt with 27 complaints and undertaken 91 thematic visits to premises.
- 2.21 The Protection Team continues to engage with the remaining premises undergoing remediation for ACM cladding in the City of Nottingham, ensuring that progress continues to be made, in line with agreed remediation plans, to remove this risk.
- 2.22 In the timeframe of this report, two Business Reassurance and Engagement (BRaE) activities were carried out. One of these was following a large industrial fire at Langar and the other was in response to a number of arson incidents within a short period of time in Basford, Nottingham. In total, 49 businesses were engaged with in relation to fire safety and business continuity measures.
- 2.23 The Service has used the opportunity of a reduced workload for its Fire Safety Inspectors (FSIs) to redirect further resources to the collaborative project with Nottingham City Council (NCC). Members will be aware of the joint-approach with NCC that is addressing the risk from Multi-Occupancy Residential Buildings (MORBs) in the City where a FSI has been seconded for a period of two years to form part of a Joint Audit and Inspection Team (JAIT). A further FSI has been seconded for an initial period of three months to the Team in order to maximise the opportunity of many MORBs being currently empty, or at limited capacity, due to the absence of the student population. This will enable the Team to make progress in inspecting these premises and ensuring that they are safe and compliant for when the occupants return. During the period of this report, the Joint Audit and Inspection Team have audited 33 premises in the City, highlighting a number of areas for improvement and improving safety for our communities.

Building Risk Review

- 2.24 Members will be aware of the work undertaken by the NFCC in relation to the building risk review for residential premises over 18 metres in height and with ACM cladding, undertaken at the end of last year.
- 2.25 The Service has now received the second tranche of premises, which expands the remit of assurance to all residential premises over 18 metres in height. NFRS has 120 premises of this type in total, across the City and County.
- 2.26 A commitment has been made by the Secretary of State for MHCLG that all high-rise buildings would be inspected or assured no later than 2021. Therefore, the Service is now embarking on a process to inspect these premises over the next 18 months.
- 2.27 The JAIT, due to covering the city conurbation, will be auditing the majority of these premises; 79 in total. The other premises will be audited by geographical Fire Protection teams.

- 2.28 The Service will also ensure that a suitable operational response is planned for any incidents involving these premises, through site visits and the gathering of operational risk information.
- 2.29 NFRS is required to submit monthly updates to NFCC tracking the progress of this work between now and the end of 2021.

Fire Investigation

- 2.30 Between 1 April and 30 June 2020, 43 Level Two fire investigations were completed. The Fire Investigation team has also presented two reports to Her Majesty's Coroner in relation to fatal incidents in previous months.

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.

8. RISK MANAGEMENT IMPLICATIONS

An effective performance culture and regime ensures that the Service focuses on key objectives which contribute to the management of strategic and corporate risks. Robust performance information and analysis supports effective decision making and efficient use of resources.

9. COLLABORATION IMPLICATIONS

The Service continually seeks opportunities to work closely with other partner's services to maximise efficiency and to provide the highest level of service to the public.

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

APPENDIX A

ON-CALL APPLIANCE AVAILABILITY 1 APRIL – 30 JUNE 2020 (EXCLUDING DAY SHIFT CREWING STATIONS)

Station	Available (No. of Hours and %)		Available – Alternative Crewing (No. of Hours and %)		Unavailable – Insufficient Crew (No. of Hours and %)		Unavailable – No OIC (No. of Hours and %)		Unavailable – No Driver (No of Hours and %)		Unavailable – More Than 1 Variable (No. of Hours and %)		Increase in availability against previous quarter
02 Blidworth	2181.5	99.89%	2.5	0.11%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	3.09%
07 Warsop	2173.5	99.52%	2.5	0.11%	2	0.09%	5	0.23%	1	0.05%	0	0.00%	1.24%
08 Worksop	2053	94.00%	0	0.00%	6	0.27%	20.5	0.94%	42.5	1.95%	62	2.84%	1.44%
10 Harworth	2184	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0.81%
11 Misterton	2175.5	99.61%	3.5	0.16%	0	0.00%	4	0.18%	1	0.05%	0	0.00%	2.82%
13 Tuxford	2116.25	96.90%	32.5	1.49%	5.25	0.24%	17.75	0.81%	1.75	0.08%	10.5	0.48%	6.85%
14 Southwell	2083.75	95.41%	10.5	0.48%	3.5	0.16%	35.75	1.64%	31.5	1.44%	19	0.87%	16.54%
15 Collingham	2057.50	94.21%	76.50	3.50%	22.50	1.03%	22.50	1.03%	3.00	0.14%	2.00	0.09%	9.88%
16 Newark	2149.5	98.42%	7.5	0.34%	0.5	0.02%	26.5	1.21%	0	0.00%	0	0.00%	12.11%
17 Bingham	2156.25	98.73%	0.00	0.00%	0.00	0.00%	25.75	1.18%	1.00	0.05%	1.00	0.05%	6.42%
23 Stapleford	2179	99.77%	0	0.00%	0	0.00%	5	0.23%	0	0.00%	0	0.00%	4.93%
24 Eastwood	2089.75	95.68%	14.25	0.65%	4.75	0.22%	73.25	3.35%	0	0.00%	2	0.09%	7.91%
25 Hucknall	2182	99.91%	2	0.09%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1.48%
28 East Leake	2177	99.68%	0	0.00%	0	0.00%	7	0.32%	0	0.00%	0	0.00%	0.43%



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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

UPDATE ON THE SERVICE RESPONSE TO HER MAJESTY'S INSPECTORATE OF CONSTABULARY AND FIRE AND RESCUE SERVICES INSPECTION

Report of the Chief Fire Officer

Date: 24 July 2020

Purpose of Report:

To present Members with an update on the Service's response to the outcomes regarding the inspection of Nottinghamshire Fire and Rescue Service by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services.

Recommendations:

It is recommended that Members:

- Note the progress made against the AFI Improvement Plan;
- Agree the closure of eight specific areas for improvement.

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1. BACKGROUND

- 1.1 At the meeting of the Fire Authority in July 2019, Members were presented the report from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) following the inspection of Nottinghamshire Fire and Rescue Service (NFRS).
- 1.2 At the September 2019 Fire Authority meeting, Members were presented with an action plan detailing the 'areas for improvement' (AFI), that had been highlighted by HMICFRS, and capturing the actions to address these areas.
- 1.3 It was agreed that Fire Authority scrutiny would be conducted through the committee structure with regular progress reports being presented to Members. Of the 25 AFIs, 12 were aligned to the Community Safety Committee for scrutiny, 8 were aligned to Human Rescues Committee, 2 were aligned to Finance and Resource Committee, and 3 were aligned to Policy and Strategy Committee.
- 1.4 Due to the changes in Fire Authority governance due to Covid-19, the reporting of updates to the various committees was suspended. This paper provides Members with an update across all 25 AFIs.

2. REPORT

- 2.1 HMICFRS highlighted 25 AFIs for the Service to consider. Each improvement area has been allocated to a lead officer, with clear milestones and expected outcomes to deliver the improvement required.
- 2.2 Progress against each of the 25 AFIs is monitored each month at the Programme and Performance Board. This is chaired by the Chief Fire Officer.
- 2.3 All AFIs are monitored, tracked and reviewed through an online 'action tracker'. This allows for ongoing updates and scrutiny.
- 2.4 The timescales for delivering all of the AFIs has ranged from a few months, to the last two actions being scheduled to be completed in April 2021.
- 2.5 Eight AFIs have now been completed with significant progress being made on the remaining AFIs. (Please see Appendix A).

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 Policing 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 Nottinghamshire Police continue in relation to their experience of HMICFRS inspections and how NFRS can learn from that in preparation for future inspections.

10. RECOMMENDATIONS

It is recommended that Members:

10.1 Note the progress made against the AFI Improvement Plan

10.2 Agree the closure of eight specific areas for improvement

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

None.

John Buckley
CHIEF FIRE OFFICER

HMICFRS AREAS FOR IMPROVEMENT – JUNE 2020 UPDATE

AFI Ref.	AFI Title	Reporting Committee	Completion Date	Comments
Actions Seeking Closure by Fire Authority				
AFI 7	The Service should ensure staff know how to command fire service assets assertively, effectively and safely at incidents.	Community Safety	29 February	<p>ACTION COMPLETED</p> <p>Closure statement provided by Head of Risk and Assurance 26 February 2020.</p> <p>HMICFRS identified that a structured process to ensure command training revalidation every two years was not in place for station manager level and above.</p> <p>Two yearly revalidation assessments for command Levels 1 to 4 are now in place. Monitoring of compliance rates to continue via the Joint L&D/Service Delivery meeting quarterly with six monthly reporting through to SLT for oversight.</p>

AFI Ref.	AFI Title	Reporting Committee	Completion Date	Comments
Actions Seeking Closure by Fire Authority				
AFI 10	The Service should ensure operational staff have good access to cross-border risk information.	Community Safety	31 March	<p>ACTION COMPLETED</p> <p>Closure statement provided by Head of Risk and Assurance 5 May 2020.</p> <p>HMICFRS identified that risk information is shared via MDT in the tri-service between Nottinghamshire, Leicestershire and Derbyshire, however information from South Yorkshire and Lincolnshire cannot be accessed.</p> <p>Cross border risk information is now available as follows:</p> <ul style="list-style-type: none"> • Derbyshire – all risk information; • Leicestershire – all risk information; • Lincolnshire – Level 3 premises within 5km of the border; • South Yorkshire – Level 3 premises within 5km of the border.

AFI Ref.	AFI Title	Reporting Committee	Completion Date	Comments
Actions Seeking Closure by Fire Authority				
AFI 12	The Service should ensure all incident commanders have a thorough understanding of JESIP (Joint Emergency Services Interoperability Principles).	Community Safety	31 March	<p>ACTION COMPLETED</p> <p>Statement provided by GM Corporate 4 April 2020.</p> <p>HMICFRS identified "Staff at Crew and Watch Manager level have not received training in this area (JESIP) for some time".</p> <p>As of 31 March 2020, an audit of training records shows that all operational staff (barring those on long term sick, maternity leave etc.) have completed the directed JESIP e-learning packages.</p> <p>A review of other actions required to close this action confirms: JESIP is embedded within Level 1 command training courses, and is to be added to revalidation courses from 1 April 2020.</p> <p>The Service exercise programme for 2020/21 has stated JESIP objectives for certain exercises.</p>

AFI Ref.	AFI Title	Reporting Committee	Completion Date	Comments
Actions Seeking Closure by Fire Authority				
AFI 16	The Service should ensure it has sufficiently robust plans in place which fully consider the medium-term financial challenges beyond 2020 so it can prepare to secure the right level of savings.	Finance and Resources	31 March	<p>ACTION COMPLETED</p> <p>Closure statement provided by Head of Finance 6 March 2020.</p> <p>The Medium Term Financial Strategy, Reserves Strategy and Capital Strategy were all approved by Fire Authority on 20 December 2019.</p> <p>At its meeting on 28 February, Fire Authority approved a 1.95% increase in Council Tax which enabled a balanced budget to be set for 2020/21.</p> <p>Furthermore, it is anticipated that the Authority will be able to set balanced budgets in the years 2021/22 to 2023/24.</p>

AFI Ref.	AFI Title	Reporting Committee	Completion Date	Comments
Actions Seeking Closure by Fire Authority				
AFI 3	The Service should review and update its prevention strategy to take account of risks.	Community Safety	30 April	<p>ACTION COMPLETED</p> <p>Closure Statement provided by Head of Prevention and Protection 30 March 2020.</p> <p>The inspection highlighted how the Service did not have a published, or adopted, Prevention Strategy and staff highlighted how the Service does not use a strategy.</p> <p>Hard copies of the strategy have now been published and distributed to all teams.</p> <p>The strategy is referenced in team meetings and has been central to the focussing of the 2020/21 business plan and also enacting core business during current BCM arrangements.</p> <p>The three milestones detailed within the February 2020 update have been met.</p> <p>Continuing assurance will be achieved through the review of 1:1s, team meetings and PDRs to ensure that they reference the strategy. Conversations with teams will assess how well embedded the strategy now is, going forward.</p>

AFI Ref.	AFI Title	Reporting Committee	Completion Date	Comments
Actions Seeking Closure by Fire Authority				
AFI 24	The Service should improve staff awareness and understanding of promotion and selection process.	Human Resources	31 May	<p>ACTION COMPLETED</p> <p>The Progression Procedure has been revised and published and provides additional information about the way that the selection process works to ensure clarity around the process.</p> <p>Candidate briefings will be undertaken prior to promotion processes. These were undertaken for the recent Station Manager process and are scheduled for the Crew and Watch Manager process which will take place in May. This allows prospective candidates to seek clarity and ask questions about the process.</p>

AFI Ref.	AFI Title	Reporting Committee	Completion Date	Comments
Actions Seeking Closure by Fire Authority				
AFI 14	The Service needs to prioritise implementing business continuity plans and test them as soon as possible.	Policy and Strategy	30 June	<p>ACTION COMPLETED</p> <p>Closure statement provided by Head of Risk and Assurance 8 June 2020.</p> <p>HMICFRS identified that the Service has business continuity plans in place for Control and ICT functions and that requirements for testing have been identified. For fire control there are records of continuity testing. There was no programme in place to test plans of every department or station.</p> <p>The rationale for the closure is as follows:</p> <ul style="list-style-type: none"> • All plans have been reviewed and tested through Covid; • Testing at station level suspended due to Covid; • Ongoing monitoring of BCM performance is through Ops Learning Board and KPIs. <p>Further reassurance on testing and exercising will be sought on return to business as usual (BAU) post-Covid.</p>

AFI Ref.	AFI Title	Reporting Committee	Completion Date	Comments
Actions Seeking Closure by FA				
AFI 18	The Service should develop a well-being strategy and a system to improve understanding of health, safety and wellbeing trends.	Human Resources	31 December	<p>ACTION COMPLETED</p> <p>Closure Statement provided by Head of people and Organisational development 22 April 2020.</p> <p>The HMI report found that the Service does not have a health and wellbeing strategy. It also does not consistently evaluate the effectiveness of its wellbeing measures.</p> <p>The Well-Being Strategy has been approved by Fire Authority and published on MyNet.</p> <p>The second well-being report has been considered by the Service Health, Safety and Welfare Committee and is an established agenda item.</p> <p>Assurance will now take place to ensure that the strategy is established and effective.</p>

AFI Ref.	AFI Title	Reporting Committee	Completion Date	Comments
PROGRESS AGAINST OTHER AREAS FOR IMPROVEMENT				
AFI 6	The Service should ensure it makes better use of its specialist resources in implementing its risk-based inspection programme. It should ensure it allocates and quality-assures these inspections appropriately.	Community Safety	31 July	<p>ACTION STATED AS 80% COMPLETE</p> <p>Latest update on progress (May updates):</p> <p>Reviewing this AFI, the review of the RBIP does not meet the initial criteria of the AFI or the timescales. Therefore, whilst this workstream will continue, progress will not be narrated against this AFI going forward.</p> <p>In relation to the outstanding actions:</p> <p>Service Delivery Evaluation and Assurance Group (SDEAG) meeting that was due for the end of May will now occur on 11 June to review Q4 and 2019/20 data.</p> <p>The peer QA review of fire safety audits for June will now not go ahead due to the Covid19 BCM arrangements. This will be re-arranged for once BAU is established and Fire Safety Inspectors can be safely shadowed at work. Other alternatives for peer QA are being explored including review of reports and responses.</p> <p>PDRs are now underway which will address performance of teams and individuals.</p>

AFI Ref.	AFI Title	Reporting Committee	Completion Date	Comments
PROGRESS AGAINST OTHER AREAS FOR IMPROVEMENT				
AFI 19	The Service should improve staff awareness and understanding of promotion and selection process.	Human Resources	31 July	<p>ACTION STATED AS 90% COMPLETE</p> <p>Latest update on progress (May updates):</p> <p>The staff survey has now gone live and will provide specific feedback about Service values, and whether they are understood and demonstrated across the Service. This should provide final assurance against this item.</p>
AFI 1	<p>T</p> <p>The Service should use its integrated risk management plan to ensure it keeps the public safe and secure from the risks identified.</p>	Policy and Strategy	30 September	<p>ACTION STATED AS 80% COMPLETE</p> <p>Latest update on progress (May updates):</p> <p>Action progressing on track for September completion. The final remaining action from the original SATA action is to deliver the plan-on-a-page on fire stations. The final format is close to being agreed. The specific KPIs are now being finalised between Response/Prevention/Protection managers, and the concept is ready for sign off. The target is for these to be available on stations from the end of July.</p> <p>An additional action linked to this work stream is that of providing an eLearning package. This is progressing well, and an initial version should be available within 4-6 weeks. This work is currently with the multi-media officer.</p>

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AFI Ref.	AFI Title	Reporting Committee	Completion Date	Comments								
PROGRESS AGAINST OTHER AREAS FOR IMPROVEMENT												
AFI 2	The Service should ensure its firefighters have access to relevant and up to date risk information.	Community Safety	30 September	<p>ACTION STATED AS 85% COMPLETE</p> <p>Latest update on progress (May updates):</p> <p>On track to delivery against updated timescale of 30 September 2020.</p> <p>As of 5 June, the following SSRIs have been transferred into the CFRMIS Mobile Ops Intel system:</p> <table><tr><td>Numbers completed and authorised</td><td>337</td></tr><tr><td>Numbers submitted awaiting assurance</td><td>26</td></tr><tr><td>Numbers checked out awaiting submission (in progress)</td><td>37</td></tr><tr><td>Rejected SSRIs awaiting action by crews</td><td>12</td></tr></table>	Numbers completed and authorised	337	Numbers submitted awaiting assurance	26	Numbers checked out awaiting submission (in progress)	37	Rejected SSRIs awaiting action by crews	12
Numbers completed and authorised	337											
Numbers submitted awaiting assurance	26											
Numbers checked out awaiting submission (in progress)	37											
Rejected SSRIs awaiting action by crews	12											

AFI Ref.	AFI Title	Reporting Committee	Completion Date	Comments
PROGRESS AGAINST OTHER AREAS FOR IMPROVEMENT				
AFI 8	The Service should ensure it implements the process to monitor incident commanders and provide feedback following operational incidents.	Community Safety	30 September	<p>ACTION STATED AS 75% COMPLETE</p> <p>Latest update on progress (May updates):</p> <p>As stated in previous comments the monitoring of incidents continues, with feedback being presented to the OLB for consideration on a monthly basis.</p> <p>Lessons learnt from incident monitoring is then communicated to the wider workforce in a number of formats, including Command Meetings, Command groups and the Services Operational Bulletin.</p> <p>The membership of the OLB also includes a representative from L&D, which enables any lessons learnt, etc. to feed back into any aspect of training where required.</p> <p>Below is the annual returns officer monitoring report for 2019/20, which shows returns of 98% for incidents attended.</p> <p>/Cont'd</p>

				<p>Ongoing monitoring shows during this Q4 – 2019/20, FDOs were:</p> <ul style="list-style-type: none"> • Mobilised 339 times, with officers booking in-attendance 254 times; • 251 forms have been submitted to the Risk and Assurance Team; • This is an 99% return for the quarter. <p>Standard report formats for future OLB have been agreed, and in future will capture not only issues identified, but the actions taken to inform organisation learning.</p> <p>A report, presenting a Service Incident Monitoring Procedure, was presented to SLT in June 2020 and approved.</p>
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AFI Ref.	AFI Title	Reporting Committee	Completion Date	Comments
PROGRESS AGAINST OTHER AREAS FOR IMPROVEMENT				
AFI 17	The Service should put appropriate mechanisms in place to enable closer monitoring of hours worked by staff.	Human Resources	30 September	<p>ACTION STATED AS 50% COMPLETE</p> <p>Latest update on progress (May updates):</p> <p>The technical issues related to i-Trent should be resolved in July as a result of an ICT upgrade, which should allow the Service to build the workflow needed to issue a welfare check for all those undertaking dual employment within the action due date.</p> <p>Dual contractor timesheets are now live, with all required recording of hours worked and on-call cover being recorded. A review of findings will be reported to SLT in September 2020.</p>

AFI Ref.	AFI Title	Reporting Committee	Completion Date	Comments
PROGRESS AGAINST OTHER AREAS FOR IMPROVEMENT				
AFI 20	The Service should develop a training plan which clearly aligns and supports its workforce plan.	Human Resources	30 September	<p>ACTION STATED AS 75% COMPLETE</p> <p>Latest update on progress (May updates):</p> <p>The officer competency matrix requires review to ensure that necessary succession planning for officer specialisms is included as part of the 2020-22 workforce plan.</p> <p>A copy of the specialist skills has been obtained and will be reviewed with the Head of Service Delivery to ensure that necessary succession planning has been undertaken in line with the retirement profile for the officer cadre.</p> <p>A training matrix of mandatory learning has been drafted and circulated for comments. Once this is approved, mandatory training requirements for each role will be recorded in i-Trent against roles so that any training gaps can be identified and addressed by line managers. The facility to record eLearning undertaken via NFRSLearn has been developed and existing data uploaded into i-Trent against personal training records. This will necessitate some changes to eLearning modules in order to register the learning as completed, which will be undertaken by the digital learning team. The draft workforce plan includes both corporate level and departmental learning requirements and this was discussed at SLT in June.</p>

AFI Ref.	AFI Title	Reporting Committee	Completion Date	Comments
PROGRESS AGAINST OTHER AREAS FOR IMPROVEMENT				
AFI 21	The Service should ensure staff are appropriately trained in safety-critical skills, such as incident command.	Community Safety	30 September	<p>ACTION STATED AS 75% COMPLETE</p> <p>Latest update on progress (May updates):</p> <p>As stated in the March update, a report detailing operational competency rates should be presented to SLT.</p> <p>The report presented to SLT (1 June 2020), was the third (6 monthly) report presented. The report identified significant improvements in the recording of MOC, and appropriate levels of 'in-ticket' competencies for the operational workforce. The report only identified one area of concern, which is being addressed outside of this reporting format.</p>
AFI 23	The Service should ensure individual performance targets clearly support objectives within the IRMP.	Human Resources	30 September	<p>ACTION STATED AS 90% COMPLETE</p> <p>Latest update on progress (May updates):</p> <p>The new PDR process has now gone live, and this will facilitate the recording of individual performance targets against corporate objectives. All PDRs should be completed by the end of September, at which time an overview can be taken to provide assurance against this action item.</p>

AFI Ref.	AFI Title	Reporting Committee	Completion Date	Comments
PROGRESS AGAINST OTHER AREAS FOR IMPROVEMENT				
AFI 11	The Service should arrange a programme of over-the-border exercises, sharing the learning from these exercises.	Community Safety	31 October	<p>ACTION STATED AS 33% COMPLETE</p> <p>Latest update on progress (May updates):</p> <p>The suspension of the exercise programme was reviewed at May's OLB, where it was agreed the suspension would continue, and be reviewed again in June 2020. However, it was agreed that a 'virtual hybrid' exercise format would be trailed and reported back to June's OLB.</p> <p>Additionally, table-top exercises continue to be delivered throughout the Service, with all WDS crews now having completed at least one table-top exercise on a risk local to them. On-call will be undertaking facilitated table-top exercises in the near future.</p>

AFI Ref.	AFI Title	Reporting Committee	Completion Date	Comments
PROGRESS AGAINST OTHER AREAS FOR IMPROVEMENT				
AFI 4	The Service should ensure it targets its prevention work at people most at risk.	Community Safety	31 October	<p>ACTION STATED AS 80% COMPLETE</p> <p>Latest update on progress (May updates):</p> <p>The Service continues to receive referrals from partner agencies for those who may be vulnerable to fire in the community. These referrals are all now dealt with via the Persons at Risk (PAR) Team.</p> <p>All referrals are contacted by phone and the 'CHARLIE' matrix is utilised to triage the visit. Referrals with an indicated 'medium' risk are informed that they will be visited once the Service returns to BAU and advice is offered over the phone.</p> <p>'High' and 'very high' risk referrals (scored against the CHARLIE matrix) are visited by members of the PAR Team, with specialist PPE, in order to undertake the SWV. This is ensuring that prevention work is being targeted at those people most at risk.</p> <p>To date, since the start of BCM arrangements, the PAR Team have received and triaged 359 new referrals, made 1110 triage telephone calls and have undertaken SWVs.</p> <p>/Cont'd</p>

				<p>Progress against the key timescales, as detailed in the February update, for the extension of the deadline are:</p> <p>June (2020) external evaluation of SWV - this element of work will not begin as planned due to the impact on NTU by CV19. Discussion continues with NTU about external evaluation projects however this is unlikely to be completed for this AFI. When reviewing the original SATA model, this will not detract from the fulfilment of this AFI.</p> <p>June / July 2020 - engagement with partners in relation to SWV referrals - this engagement will begin in June. The online partner agency referral pathway is now 'live' and will be pushed to Partner agencies. Engagement may be lower than previously anticipated due to other priorities currently facing partner agencies, but this will be reviewed as progress is made.</p> <p>The Service maintains a close liaison with NFCC (with representation on the SWV working group) in relation to the revised, standardised SWV project. This will influence the future of the SWV visit within the Service going forward. At present, the workgroup has stalled due to CV19 and developments are being monitored. This may impact on the revised SWV being rolled out in August / September as planned.</p>
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AFI Ref.	AFI Title	Reporting Committee	Completion Date	Comments
PROGRESS AGAINST OTHER AREAS FOR IMPROVEMENT				
AFI 5	The Service should evaluate its prevention work, so it understands the benefits better.	Community Safety	31 October	<p>ACTION STATED AS 90% COMPLETE</p> <p>Latest update on progress (May updates):</p> <p>No further update to the April 2020 update apart from the SDEAG meeting scheduled for late-May is now to be held in June. This will review Q4 performance and 2019/20 data</p>
AFI 15	The Service needs to accelerate its plans to improve ICT so that it makes best use of available technology to support operational effectiveness and efficiency.	Finance and Resources	31 March 2021	<p>ACTION STATED AS 54% COMPLETE</p> <p>Latest update on progress (May updates):</p> <p>Good progress has been made with the technical aspects of the project, however the Covid-19 lockdown has severely impacted the effectiveness of the Proof of Concept (POC) activity. The project dates related to the POC and connected tasks will need to be reviewed and rescheduled once lock-down has been lifted.</p>

AFI Ref.	AFI Title	Reporting Committee	Completion Date	Comments
PROGRESS AGAINST OTHER AREAS FOR IMPROVEMENT				
AFI 22	The Service should improve communication around positive action through all levels of the organisation.	Human Resources	31 March 2021	<p>ACTION STATED AS 50% COMPLETE</p> <p>Latest update on progress (May updates):</p> <p>A communications plan around positive action to support the wholetime recruitment campaign has been agreed with corporate comms and will include information published via MyNet and the newsletter to keep staff informed about the campaign. The FBU area actively engaged with this process. All positive action will be undertaken online or remotely due to the Covid situation and this will limit the potential of crews to get directly involved with applicants. However, the Service will be setting up potential to establish a "buddy" approach for those who would like to become more involved in the process and link in with applicants directly (albeit remotely).</p>

AFI Ref.	AFI Title	Reporting Committee	Completion Date	Comments
PROGRESS AGAINST OTHER AREAS FOR IMPROVEMENT				
AFI 9	The Service should ensure that, when responding to a 999 call, mobile data terminals are reliable to allow staff to access risk information.	Community Safety	31 March 2021	<p>ACTION STATED AS 67% COMPLETE</p> <p>Latest update on progress (May updates):</p> <p>Fire Appliance MDT Replacement (01/06/2020)</p> <p>Discussion at SLT on 1 June 2020. Extract from meeting minutes:</p> <p>“Systel Android L.E.G.O. and MDTs – document available on the MyNet site, which GH took SLT through, following a recent meeting. The document includes a number of questions posed, and answers. To utilise this, an upgrade to the latest version of the system would be required. Ideally this would be in place before the next HMI inspection, and whilst this is likely to be rolled back for a year, infrastructure will be upgraded by then. A number of areas are not yet clear, around ESN compliance and budgets (and need to factor in to next year's proposals), provision to on-call employees (only available on Android and not iPhones) etc. The best solution needs to be found and hence GH will explore further and provide more detail in a report to SLT at a future date, along with bringing the item to the internal Tri-Service Executive Board.”</p>

AFI Ref.	AFI Title	Reporting Committee	Completion Date	Comments
PROGRESS AGAINST OTHER AREAS FOR IMPROVEMENT				
AFI 13	The Service should implement a clear performance management framework that directly supports the objectives identified in the IRMP.	Policy and Strategy	30 April 2021	<p>ACTION STATED AS 35% COMPLETE</p> <p>Latest update on progress (May updates):</p> <p>Progress is still continuing with the development of PowerBI despite further technical issues. It is still anticipated to be completed by April 2021.</p> <p>The new Business Architect commenced in role on the 1/6/2020. Over the coming months they will be tasked with reviewing the Performance Management Framework.</p> <p>SLT Programme and Performance Board is continuing to meet as review progresses. An additional performance report is being created to review the Service`s recovery from Covid 19.</p> <p>Technical issues with hardware have created issues with the processing large data sets. IT is investigating with a view to upgrading the hardware to cope with the increased demands that are now being placed on it.</p>

AFI Ref.	AFI Title	Reporting Committee	Completion Date	Comments
PROGRESS AGAINST OTHER AREAS FOR IMPROVEMENT				
AFI 25	The Service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders.	Human Resources	30 April 2021	<p>ACTION STATED AS 30% COMPLETE</p> <p>Latest update on progress (May updates):</p> <p>Work is progressing on the aspiring middle managers programme with an anticipated launch date of Autumn 2020. Looking to identify potential development roles. Initial discussions undertaken about the potential for a joint approach with Derbyshire FRS, possibly including secondments at a future point.</p>



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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

SHAPING OUR FUTURE 'ORGANISATIONAL HEALTH' UPDATE 2020

Report of the Chief Fire Officer

Date: 24 July 2020

Purpose of Report:

To update Members on organisational development, equality, diversity and inclusion activities taking place across the organisation.

Recommendations:

That Members note the progress made in the organisational development and inclusion agenda.

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1. BACKGROUND

This report provides an update for Members on the progress made on the organisational development (OD), equality, diversity and inclusion (EDI) workstreams within the organisation. Workforce equalities monitoring information is presented to Human Resources Committee every six months.

2. REPORT

- 2.1 During the last 12 months, Nottinghamshire Fire and Rescue Service (NFRS) has made further progress in moving forwards the workstreams set out in the Organisational Development and Inclusion (ODI) Strategy (2015-2020). This is to be superseded by the Service's new People Strategy which is currently in development.
- 2.2 The ODI workstreams are also addressing three of the four areas for improvement arising from the people elements of the HMICFRS inspection which took place in 2019. These are:
- Promoting the right values;
 - Culture ensuring fairness and promoting diversity;
 - Managing performance and developing leaders.
- 2.3 This paper seeks to provide Members with an update on progress, and appraise them of future objectives. Key priorities during the last year have included:
- A new performance and development review (PDR) policy;
 - A values-based behavioural framework;
 - A joint commitment on diverse workforce;
 - Advancing the BSL Charter work.

PDR

- 2.4 The Service's annual PDR process is an opportunity for the line manager to meet with their line reports and discuss their performance over the previous 12 months and consider what training and development needs to be put in place to meet the next year's objectives.
- 2.5 A project was initiated to deliver the different facets of this work. These included a complete review of the policy, a new form, process and guidance and a new electronic solution for recording the form.
- 2.6 The PDR form is now recorded on the iTrent system which provides much more functionality than the previous version. Performance objectives have also been created which managers can choose and tailor for their staff. These have also been linked to business plans and Service strategic documents to

show the 'golden thread' between individual work and the Service's Integrated Risk Management Plan.

- 2.7 The iTrent system also provides the Service with a great deal more management information, as well as the opportunity for greater quality assurance of the process.
- 2.8 The new policy governing PDRs also further embeds 1:1s, or 'supervision' as it is sometimes known, as a key part of the performance management cycle at the Service.

BEHAVIOURAL FRAMEWORK

- 2.9 Alongside the PDR process has been the launch of the Service's new Behavioural Framework, which is attached at Appendix A to this report. This piece of work is a progression of the Service's values which were launched in 2016. The framework was inspired and influenced by the National Fire Chiefs Council (NFCC) Leadership Framework and similar competency tools developed by Nottingham City Council and Staffordshire Fire and Rescue Service.
- 2.10 The document covers all of the four values (value and respect; we are professional; one team; and openness to change) and is split in to three different levels – employees, managers and strategic leaders. Within each area there are positive and negative behavioural indicators.
- 2.11 This tool is to be used by managers during coaching/mentoring conversations, 1:1/supervision meetings, PDRs and will become a key part of the performance management process at NFRS.

JOINT COMMITMENT TO IMPROVE WORKFORCE DIVERSITY

- 2.12 As part of the organisation's drive to communicate the business case for diversity and improve internal understanding of positive action, the Service has developed a Joint Commitment between the Chief Fire Officer, Chair of the Fire Authority and its representative bodies (FBU, FOA and Unison). This is attached at Appendix B to this report.
- 2.13 The document demonstrates that all stakeholders are supportive of the organisation's approach to reducing under-representation in the Service's workforce. It is hoped that this document, alongside training and other methods, can be used to improve employees' understanding of positive action for recruitment, retention and progression.

LGBT+

- 2.14 NFRS continues to support LGBT+ service users and staff. The organisation was proud sponsors of Worksop and Nottingham Pride in 2019 and has shown visible support during International Day Against Homophobia, Biphobia and Transphobia, in addition to raising awareness of LGBT equality through

the Service's training packages to its workforce. For LGBT History Month in February of this year, Christopher Jones, an on-call firefighter at Harworth Fire Station, [talked on camera](#) about his experiences of coming out to his family and colleagues.

FIREFIGHTER RECRUITMENT POSITIVE ACTION

- 2.15 The Service is recruiting to wholetime firefighter positions in 2020. In order to prepare for this, the Service has seconded a Crew Manager in to the OD and Inclusion Team. This role will be a central part of the next 'Yes You Can' campaign which will see between 24 and 36 new firefighters enter the organisation from April 2021. In terms of diversity, the Service hopes to build on the excellent outcomes from 2018 when 29% of successful candidates were women and 20% were from Black, Asian and Minority Ethnic (BAME) backgrounds.

BLACK LIVES MATTER

- 2.16 The death of George Floyd in May brought to the forefront the subject of race equality in the workplace and in society. A large number of BAME employees met to speak about their feelings and fears which had been brought to the surface by the recent Black Lives Matter protests. A number of concerns were raised by the group which NFRS will be acting upon over the next 12 months and beyond. It is hoped that this group will continue to meet more frequently in future.
- 2.17 The Service BAME action plan is currently under review and the Deputy Chief Fire Officer is liaising with BAME employees on this action plan during July. Additional funding has also been earmarked to support the action plan's delivery and wider inclusion agenda. This consultation work continues to highlight wider concerns of BAME employees and communities and directly links to the Services positive action to better reflect and serve those communities.
- 2.18 The COVID 19 pandemic, combined with the focus on Black Lives Matter, has further raised concerns over its reported, disproportionate impact upon BAME communities and work is underway to assess impact on the Service BAME colleagues. Line managers have been provided guidance and a risk assessment for each individual to discuss, feedback is currently being collated with the support of the Occupational Health Team.
- 2.19 The Service is also liaising with the National Fire Chiefs Council to ensure the fire sector is sharing information and accessing national government, as well as public health guidance to mitigate the impact of the pandemic upon its BAME employees.

BSL CHARTER

- 2.20 NFRS is signed up to the British Deaf Association's British Sign Language (BSL) Charter, pledging to make its services accessible to BSL users. Since signing up, five NFRS employees from its Fire Prevention and Fire Protection departments have enrolled on a British Sign Language level one course.
- 2.21 In order to improve communication and awareness, a new web page has been designed for BSL users on fire safety, in addition to a communication resource for crews to use at incidents with BSL and other users with communication barriers. Deaf equality training has also been delivered to community safety staff, administrators and the Service's SLT. The Service has also collaborated with Derbyshire Fire and Rescue Service on a joint non-emergency SMS number for enquiries from deaf service users. The Service also delivered an open day for the Deaf community to raise awareness of what the Service does and of fire safety issues pertinent to the community.

360-DEGREE FEEDBACK

- 2.22 Access to 360-degree feedback for middle and senior leaders continues to be rolled out, with another cohort of five managers taking place since the last report to Policy and Strategy Committee. This feedback enables managers to complete a self-assessment and receive feedback about their management skills and styles from their teams, peers and line manager. This leads to a 1:1 feedback session and action plan for the manager to support personal development.

EMPLOYEE ENGAGEMENT - STAFF SURVEY 2020

- 2.23 The Service's Staff Survey in 2018 saw 55% of all employees completing the questionnaire, the highest ever completion rate for the Service. As a result of the last survey, the organisation prioritised the review of the PDR process, improved ICT training including recently invested in an ICT trainer, enhanced signposting and awareness relating to mental health at work and redoubled its efforts to improve internal communication with staff.
- 2.24 This year's survey is open and, so far, 45% of staff have completed it after three weeks. It is hoped that the organisation can improve the response rate again this year.

ENGAGING WITH BAME COMMUNITIES

- 2.25 Since the Government's announcement of business places reopening, the Service's Fire Protection Team have engaged with businesses in relation to ensuring safe practices are engaged as buildings re-open. This includes support and advice to building owners where premises may have changed their operating models or adapted their building layouts in order to adopted 'Covid-secure' requirements. In order to engage more effectively with BAME communities and business owners, the Service engaged with contacts from

the Inclusion Team and engaged directly with a number of organisations that specifically serve BAME communities.

- 2.26 In relation to domestic fire safety, the Prevention Team has been engaging in telephone triaging for safe and well referrals, and also undertaking 'befriending and support' phone calls to vulnerable members of the community. Following the publication of the Public Health England research in to the disparities in the risk and outcomes of COVID-19 for BAME communities, the Service has adopted an approach for vulnerable people, where they identify as being from a BAME community, to offer support, advice and signposting to relevant agencies and support services.

COLLABORATION

- 2.27 The Service continues to work with partners across Nottinghamshire and the fire sector. NFRS was part of a multi-agency partnership conference in 2019 on LGBT mental health and wellbeing. The Service was also part of a multi-agency disability history month conference on role models and leadership, at this event Pulp Friction members (the social enterprise working with individuals with learning disabilities who run the Services canteen) spoke about their experience and the skills they have gained. NFRS plans to take part in another Disability History Month conference on hidden disabilities later this year.
- 2.28 The Service also continues to be a proactive member of the Future Leaders Programme. This is a multi-agency positive action leadership programme aimed at reducing under-representation at middle and senior management levels across Nottingham.
- 2.29 NFRS is also part of the working groups for the EDI Strategy and the National Code of Ethics. The latter is a recommendation from Sir Tom Winsor's [State of Fire and Rescue](#) report. NFRS's values-based Behavioural Framework, which was developed in advance of the recommendation, is expected to fulfil some of the requirements of the new code.

3. FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

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

5. EQUALITIES IMPLICATIONS

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

6. CRIME AND DISORDER IMPLICATIONS

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

7. LEGAL IMPLICATIONS

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

8. RISK MANAGEMENT IMPLICATIONS

There are no risk management implications arising from this report.

9. COLLABORATION IMPLICATIONS

Some of the organisation's collaboration workstreams have been highlighted within the report.

10. RECOMMENDATIONS

That Members note the progress made in the organisational development and inclusion agenda.

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

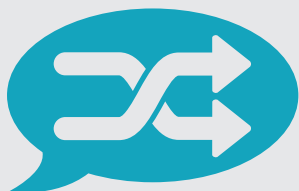
None.

John Buckley
CHIEF FIRE OFFICER

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Behavioural Framework

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NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Welcome to Nottinghamshire Fire and Rescue Service's Behavioural Framework. This document has been developed as part of wider piece of work to improve the way in which performance is managed and people are developed across Nottinghamshire Fire and Rescue Service and to establish a common set of behaviours across the organisation.

We have developed this to be used in conjunction with the Seven Principles of Public Life referenced below. This framework contains elements of the Nottingham City Council, National Fire Chiefs Council and Staffordshire FRS competency and leadership frameworks. Thank you to those three organisations who have influenced the direction of this work.

This document replaces the NFRS Values Toolkit which was launched in 2016 but it does not replace existing role maps, person specifications or job descriptions.

The framework has three levels which are:

- **All employees**
- **Managers and Supervisors**
- **Strategic Leaders**

It should be used to frame conversations and establish expectations to improve performance of individuals/teams and should be used in the following situations:

- **1:1 meetings and PDRs**
- **Coaching & mentoring conversations**
- **Development, talent and career conversations and Personal Development Plans (PDP)**
- **When addressing under-performance with an individual (or team) – Personal Performance Improvement Plans (PPIPs)**
- **Self-assessment**
- **Recruitment and selection**
- **360-degree feedback**



7 Principles of Public Life

Everyone in public office at all levels – Ministers, civil servants, NHS staff, the police, council officers – all who serve the public or deliver public services should uphold the Seven Principles of Public Life, also known as the Nolan Principles.

Nottinghamshire Fire and Rescue Service's behavioural framework should be read and adhered to in conjunction with the Nolan Principles.

They are as follows:

1

Selflessness

Holders of public office should act solely in terms of the public interest.

2

Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

3

Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

4

Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

5

Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

6

Honesty

Holders of public office should be truthful.

7

Leadership

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

Employees show this when they do the following...



WE ARE PROFESSIONAL

- + Demonstrates pride in appearance and standards of dress
- + Lets manager know when under time pressure or work accuracy is at risk
- + Manages routine tasks effectively and anticipates busy periods, prepares accordingly
- + Uses basic diary management and planning tools to plan in advance to ensure deadlines are met
- + Finishes work to a high standard, not satisfied with simply finishing something
- + Demonstrates a responsible approach to confidentiality and can be trusted with sensitive information
- + Shows attention to detail
- + Commit to developing self and others – seeking out development opportunities, knowledge and new work experiences
- + Is proactive in seeking and achieving work tasks and activities
- + Take responsibility for your own health and wellbeing
- + Communicate in a respectful and timely way

Employees don't show this when...

- Fails to act as a positive role model
- Belittles those who are acting professionally and in line with Service expectations
- Is constantly negative and lacks enthusiasm
- Tends to present problems rather than solutions
- Tends to apportion blame to others when things go wrong
- Lack of enthusiasm and motivation to improve
- Fails to take personal responsibility for actions
- Lacks pride in their work
- Fails to finish work to a high standard and on time
- Fails to take responsibility for personal development
- Fails to engage positively and politely with members of the public and service users



ONE TEAM

- + Supports team members/colleagues under pressure or stress
- + Works collaboratively with others - is a good 'team player'
- + Builds positive relationships across the team, organisation and community
- + Listens to and gets input, ideas and views from a diverse range of colleagues and teams
- + Proactively involved in cross-functional team working
- + Works proactively to understand others' challenges and experiences to reduce a 'them and us' culture

Employees don't show this when...

- Fails to understand or appreciate impact on others. Does not consider situations from others' viewpoint
- Is preoccupied with own agenda rather than the needs of team and organisation
- Fails to build contact with people beyond own work area
- Maintains old stereotypes about 'other' groups in the organisation

Employees show this when they do the following . . . (continued)



OPEN TO CHANGE

- + Looks for opportunities to improve working practices
- + Engages with staff engagement initiatives and offer suggestions for change (Little Acorns, staff survey)
- + Anticipates and prepares ahead for work-related problems and issues
- + Embraces new processes/equipment etc and provides feedback
- + Has flexible and adaptable approach to work

Employees don't show this when...

- Is obstructive towards learning or progress
- Does not take responsibility for keeping up to date with local or organisational news/changes
- Unwilling to try different methods of working



WE VALUE AND RESPECT OTHERS

- + Listens carefully to manager, colleagues and service users
- + Respects the right for colleagues to hold different views
- + Manages own reaction and emotions when provoked
- + Challenges inappropriate behaviour
- + Invites a positive response from colleagues and customers through a respectful approach
- + Understands and respects the value of diversity
- + Interprets and reacts to others' body language, feelings and emotions, taking time to consider own response
- + Encourages and seeks out different perspectives to build on own ideas
- + Is aware of own interpersonal style, adapting behaviour for different audiences accordingly

Employees don't show this when...

- Shows little consideration or respect for other colleagues
- Challenges others in a way that intimidates or undermines
- Fails to allow others to voice different views in meetings
- Exhibits aggressive, overpowering or bullying behaviour
- Fails to recognise and respect others' values and beliefs
- Challenges inappropriately
- Exhibits rude or dismissive behaviour
- Applies preconceptions or stereotyping inappropriately
- Fails to recognise the value of diversity

Managers show this when they do the following...



WE ARE PROFESSIONAL

- + Undertakes regular supervisory/1:1 meetings and PDRs
- + Is proactive in tackling situations that may have a negative impact on the reputation of the team or Service
- + Measures own and team/service performance against SMART objectives, financial and operational targets
- + Sets clear performance measures and structures to track team performance, tackling any issues that arise
- + Encourages and persuades others to improve performance and raise standards
- + Considers and balances Service risks when managing work priorities and activities
- + Aware of wider organisational priorities and communicates these via team meetings and other methods
- + Drives self and colleagues towards key objectives and outcomes, accepting personal accountability for missed deadlines or errors
- + Promotes and upholds our values and professional standards
- + Demonstrates a responsible approach to confidentiality and can be trusted with sensitive information

Managers don't show this when...

- Fails to act as a role model and inspire others
- Promotes silo mentality rather than collective responsibility for others' problems
- Allows personality clashes or history to cloud judgement or decision-making
- Tends to apportion blame to others when things go wrong
- Unwilling to recognise, or deal with, capability or performance issues in self or others; avoids difficult conversations and confrontation
- Gives up in the face of obstacles and does not demonstrate a sense of personal responsibility for delivery
- Shows a lack of understanding or respect for established governance arrangements and processes



ONE TEAM

- + Works with teams to adopt a unified approach to working practices
- + Willingly shares team's resources, knowledge and information with others
- + Breaks down 'them and us' mentalities and silos through honesty, transparency and wider engagement inside and outside NFRS
- + Does not let relationship problems develop which adversely impact on morale, wellbeing or performance
- + Creates a culture where individual and team wellbeing is a priority
- + Ensure systems and processes are in place to support teams

Managers don't show this when...

- Fails to understand or appreciate their impact on others
- Does not consider situation from others' viewpoint
- Is preoccupied with own or hidden agenda rather than the needs of staff, customers or partner agencies
- Fails to build contact with people beyond own work area
- Consistently works in isolation, pursuing own solution without the involvement of appropriate stakeholders
- Gives little time to the development of peers and colleagues

Managers show this when they do the following . . . (continued)



OPEN TO CHANGE

- + Is open-minded about new ideas and suggestions and empowers others to innovate
- + Seeks opportunities to collaborate and build effective networks for change
- + Seeks feedback from line managers, peers and team about own performance in order to keep learning and developing
- + Takes ownership of managerial messages and the change process
- + Avoids being overly-cautious, or too traditional when solving existing or emerging issues
- + Evaluates impact of changes to service delivery to learn lessons and implement that learning

Managers don't show this when...

- Does not focus on a drive to improve service delivery
- Fails to prioritise, keep track of progress, or adapt approach when deadlines, targets or standards are threatened or changed
- Obstructive towards learning or progress
- Fails to see relevance of wider organisation issues, sector trends or contextual developments to organisation or role; fails to communicate these
- Shows a lack of willingness to take an alternative approach irrespective of its merits



WE VALUE AND RESPECT OTHERS

- + Listens to, and gets input on, ideas and views from a diverse range of perspectives, regardless of seniority or position
- + Retains a sense of perspective and emotional control throughout difficult situations
- + Is pro-active in considering how to deliver better services for individual customers and communities
- + Addresses intimidating/bullying/discriminatory behaviour, retaining emotional control and perspective
- + Is proactive in employing, recruiting and retaining a diverse workforce and supports the Service's approach to positive action
- + Looks for opportunities to support others through 1:1s and coaching/mentoring, developing own skills where necessary
- + Actively seeks to understand where others are coming from during meetings and discussions with others to meet their needs
- + Avoids jumping to conclusions by taking steps to understand underlying causes behind people's behaviour or views
- + Tackles relationship breakdowns swiftly, isolating key issues and taking appropriate courses of action
- + Is aware of unconscious bias and the impact on the workplace and managing people and public

Managers don't show this when...

- Shows little consideration or respect for other colleagues
- Challenges others in a way that intimidates or undermines
- Fails to appreciate the need to engage the support of stakeholders
- Fails to allow others to voice different views in meetings
- Overlooks inappropriate behaviour
- Fails to recognise the value of diversity

Strategic Leaders show this when they do the following...



WE ARE PROFESSIONAL

- + Acts as a role model in everything they do and at all times
- + Behaves selflessly and with integrity and delivers on promises made to staff, elected members and the public
- + Encourages a coaching culture and puts in place mechanisms which give people access to coaching and mentoring
- + Demonstrates a drive for efficiency, improvement and value for money, benchmarking performance against wider sector and service standards
- + Develops and builds effective relationships with senior colleagues, elected members and collaborative partners
- + Demonstrates strong awareness, understanding and compliance with NFRS corporate, financial and project governance arrangements
- + Prioritises the development of talent and drives a culture of aspiration and success
- + Tackles, and takes accountability for under-performance, sickness absence, or mediocrity within the team and wider service

Strategic leaders don't show this when...

- Fails to act as a role model and inspire others
- Promotes silo mentality rather than collective responsibility for others' problems
- Tends to apportion blame to others when things go wrong
- Allows personality clashes or history to cloud judgement or decision-making
- Makes unrealistic promises about what can be delivered
- Unwilling to recognise, or deal with, capability or performance issues in self or others
- Avoids difficult conversations and confrontation
- Gives up in the face of obstacles and does not demonstrate a sense of personal responsibility for delivery
- Shows a lack of understanding or respect for established governance arrangements and processes



OPEN TO CHANGE

- + Assess the wider operational and political environment to manage the impact of changes, sharing knowledge with colleagues
- + Drive through transformational change to achieve excellence at NFRS
- + Articulate a clear vision for the future of NFRS
- + Encourages innovation, including new technology, to improve service delivery
- + Seeks feedback about own performance in order to keep learning and developing
- + Admits and learns from mistakes and encourage others to do the same
- + Is willing to adapt and modify behaviour in order to meet emerging needs
- + Fosters and embeds the principles of a learning organisation

Strategic leaders don't show this when...

- Does not focus on a drive to improve service delivery
- Fails to prioritise, keep track of progress, or adapt approach when deadlines, targets or standards are threatened or changed
- Obstructive towards learning or progress
- Fails to see relevance of wider organisation issues, sector trends or contextual developments to organisation or role; fails to communicate these
- Rejects ideas quickly or spontaneously without reflection or adequate insights
- Shows stubbornness in the face of opposition, even when proved wrong

Strategic Leaders show this when they do the following . . . (continued)



ONE TEAM

- + Proactively maintains team/stakeholder cohesion, trust, wellbeing and productivity
- + Mindful of diversity (of thought as well as identity) affecting decision-making and approach to problems
- + Proactively addresses relationship breakdown at organisational level and with key stakeholders
- + Demonstrates collective responsibility at a strategic level through clear action and messaging
- + Is aware of their personal impact on the people around them and always seek to improve how they work with others
- + Creates a culture where individual and team wellbeing is a priority and has systems and processes in place to make sure teams are coping
- + Looks after personal health and wellbeing of self and others and seeks help if it is needed

Strategic leaders don't show this when...

- Fails to understand or appreciate impact on others; does not consider situation from others' viewpoint
- Is preoccupied with own or hidden agenda rather than the needs of staff, customers or partner agencies
- Fails to build contact with people beyond own work area
- Consistently works in isolation, pursuing own solution without involvement of appropriate stakeholders
- Gives little time to the development of peers and colleagues



WE VALUE AND RESPECT OTHERS

- + Helps colleagues/the team understand different organisational politics, personalities and suitable tactics for tackling different situations
- + Works hard to build and keep trust by listening to others' views and adapting to change
- + Understands, interprets and effectively manages complex group dynamics
- + Provides strategic leadership and decision-making in promoting diversity and inclusion
- + Promotes two-way dialogue and seeks mutually beneficial solutions
- + Is committed to developing an organisational culture which is progressive, inclusive and values-led
- + Diffuses conflict situations, focusing on outcomes and issues without isolating individuals and/or diverse perspectives
- + Reflects on the extent of the impact of own behaviour on colleagues and partners, adjusting behaviour appropriately
- + Considers the impact on people in the short and long-term (on both colleagues and public) associated with key strategic decisions
- + Fosters a culture of mutual respect - swiftly tackles bullying, discriminatory, aggressive or inappropriate behaviour
- + Ensures that senior colleagues, elected members and partners who display inappropriate or insensitive behaviour are challenged appropriately

Strategic leaders don't show this when...

- Shows little consideration or respect for other colleagues
- Challenges others in a way that intimidates or undermines
- Fails to appreciate the need to engage the support of stakeholders
- Fails to allow others to put in different views in meetings
- Overlooks inappropriate behaviour with regard to the organisation's processes, values and expected behaviours
- Fails to recognise the value of diversity
- Fails to understand impact of own identity, gender and culture on behaviour and decision-making



NOTTINGHAMSHIRE **Fire & Rescue Service**

Creating Safer Communities

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Joint Commitment

between NFRS and its Representative Bodies to improve workforce diversity



Nottinghamshire Fire and Rescue Service works hard to attract, recruit and retain different groups of people to work for the organisation. The Service traditionally experiences under-representation from black, Asian and minority ethnic communities (BAME), women (in firefighter positions), LGBTQ+ communities and disabled people.

Long-term institutional barriers have led to this under-representation and, so it is up to the Service to reduce these barriers both within the organisation and within the communities we are trying to attract. It is not enough to say that we are 'open' and 'equal' without addressing the barriers of bias, cultural perceptions, self-confidence or discrimination which exclude people – consciously or unconsciously. Positive action goes some way to levelling the playing field for people.

This statement provides the joint clarity for NFRS managers, employees and their representative bodies regarding our commitment to attracting, recruiting and retaining a diverse workforce. Diversity enables us to engage more readily and positively with community members using our services and it enables us to solve problems in different ways. It is also essential in attracting a broader range of talent to the organisation.

Positive action provisions (sections 158 & 159), as outlined in the Equality Act 2010, allow employers to identify and remove the barriers and issues to the employment, retention and progression of people from 'under-represented' groups, whilst still employing people on merit.

Our Commitment

In summary, Nottinghamshire Fire and Rescue Service and all workforce representatives are committed to greater diversity in the workforce. All parties understand the importance of this and will seek to improve understanding of diversity and positive action across the workforce and union membership. The support of all employees and managers is essential in making NFRS a truly inclusive workplace and improving workforce diversity.

Mark Stilwell, FBU

Sonny Roberts, FBU

Clare Hudson, FBU

John Buckley,
Chief Fire Officer

Jo Dawson, FOA

Michael Payne,
Chair of the Fire Authority

Jolanta Nanda, UNISON



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Frequently Asked Questions:

What is positive action?

Positive action includes measures taken to inform under-represented groups within the Services workforce about career opportunities. It can be targeting advertising at under-represented groups and measures to increase a particular group's skills or understanding of a recruitment process, for example, this could include mentoring a group on the application process.

What is the difference between positive action and positive discrimination?

Positive action means taking steps to enable all individuals to have equal access to jobs and career opportunities. Positive discrimination means to treat an applicant more favourably on the basis of a protected characteristic. NFRS would only do this in very rare circumstances and only if legally permissible.

What is the value of positive action?

Successful positive action will help to reduce disadvantages and allow people from all communities to have equal access to NFRS career opportunities. Positive action should be an ongoing initiative and it can be more successful if sustained work is undertaken over a longer period. This may include ensuring that girls in primary schools routinely see, and have access to, visible female role models in less 'traditionally' female careers like firefighting. Positive action also helps to replicate the networks in minority groups which may exist between existing employees and their families, friends and relatives.

What forms can positive action take?

Positive action can be delivered in a variety of formats depending on the desired outcomes. Some examples of positive action may include:

Targeted advertising

Advertising on particular radio shows or stations which may target ethnic minority groups should raise the awareness of the Service's careers amongst under-represented groups within the community.

Mentoring

Providing coaching on what each stage of the recruitment process requires will address disadvantage between different groups. For example, providing additional information on how to achieve the fitness standards to female candidates who, statistically, are most likely to drop out of the process at the fitness test stage.

Awareness raising events –

The Service has previously delivered firefighter for a day events and targeted these at women and BME communities, where physical firefighter selection tests have been undertaken complemented by a presentation on the role of a firefighter to raise awareness of both the fitness standards and the Service's careers.



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: 24 July 2020

Purpose of Report:

To update Members on the progress of collaboration activities.

Recommendations:

That Members note the contents of this report

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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 progress a number of collaboration projects and opportunities to work more closely 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 Derbyshire Fire and Rescue Service, 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 Fire Control function for Derbyshire and Nottinghamshire, joint procurement and use of bunkered fuel with Nottinghamshire Police, and co-location with the Police at a number of fire stations, including Highfields, Carlton, East Leake and London Road.
- 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 Service 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.
- 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)** – following a thorough tendering process jointly managed by both Nottinghamshire Fire and Rescue Service and Nottinghamshire Police's procurement teams, Beeston-based construction company, Henry Brothers Midlands, has been appointed as the preferred

contractor for the construction of the new building which will form part of the new Joint Police and Fire Headquarters at Sherwood Lodge.

- 2.2 Enabling works, including the removal of a number of trees and the removal of some pre-fabricated buildings, have already been completed on site. The date for work to start for the new building was 13 July 2020 and some pre-start activities, such as the delivery of fencing and cabins, took place prior to this.
- 2.3 Work to create a memorial garden for fallen police and fire colleagues is progressing well and it is hoped an opening ceremony will take place later this year.
- 2.4 At a meeting of the Strategic Collaboration Board on 5 May 2020, a joint ownership model was proposed as an alternative to a Limited Liability Partnership (LLP); a separate report on this is to be presented to Members.
- 2.5 A communications plan is in place for the Joint Headquarters programme, and the communications teams from both organisations worked together to publicise the appointment of the contractor and the start of the work on site.
- 2.6 **West Bridgford Police and Fire Station** – work to redevelop West Bridgford fire station as a joint Police and Fire station was temporarily put on hold due to the coronavirus and furloughing of Highways staff; this impacted on work to create the entrance to the new car parking area and the re-location of traffic signalling equipment and a communications mast.
- 2.7 Other civil works have commenced, with a planned completion date of 24 July 2020. It is anticipated that Highways and Nottinghamshire Fire and Rescue Service (NFRS) contracted civil works will run in parallel during this period.
- 2.8 The internal accommodation works are complete and the areas to be occupied by Nottinghamshire Police have been furnished. A move-in date of early August is anticipated subject to completion of the outstanding works.
- 2.9 **Ambulance, Police and Fire Station, Hucknall** – the official launch for the new Ambulance, Police and Fire station in Hucknall was scheduled for March 2020, however, this had to be put on hold due to the coronavirus crisis. It is hoped a new date can be identified, once it is safe to do so.
- 2.10 **Prevention** – a number of workstreams are on-going with Nottinghamshire Police with regards to prevention activity. These include joint approaches to rural safety and crime prevention, road safety and work in schools, as well as a jointly-delivered Cadets programme.
- 2.11 While some prevention initiatives and activities have been temporarily put on hold due to the coronavirus pandemic, five workstreams have been identified for further development during 2020/21. These have been agreed by the respective Chief Inspectors within Nottinghamshire Police in liaison with the Prevention Area Manager at Nottinghamshire Fire and Rescue Service.

- 2.12 **Rural Intervention** – this collaboration workstream began in 2019/20, but changes in personnel meant it was not embedded as effectively as was hoped. The appointment of a new dedicated Chief Inspector has presented opportunities for revised plans for the coming year, including refreshing the joint guidance folder for the farming community, the potential for joint events, and closer proactive working during the summer and autumn months.
- 2.13 **Road Safety** – the Nottinghamshire Road Safety Partnership Strategic Group is chaired and vice-chaired by Nottinghamshire Fire and Rescue Service and Nottinghamshire Police respectively, working with partners to improve road safety across the city and county.
- 2.14 In 2020/21 both organisations will work closely together to build on the success of Operation Thought and Operation Highway, two joint road safety initiatives that were carried out in 2019, as well as reviewing the success of the fire service-delivered ‘Biker Down’ initiative to see if there are opportunities for closer collaboration.
- 2.15 **Joint Cadets Programme** – the joint Police and Fire cadets programme has been operating successfully from Highfields fire station and is due to be embedded there, once it is safe to do so. A joint Memorandum of Understanding is in place for the provision of a cadets programme in the future, with plans to roll this out to two additional locations in 2020/21.
- 2.16 **CHARLIE Referral Training** – a business case is being developed to deliver CHARLIE referral training (a profile developed by Nottinghamshire Fire and Rescue Service of those people who are most at risk from fire and other incidents in the home) to PCSOs and PCs. This will be submitted to the next meeting of the Collaboration Delivery Board for discussion and consideration.
- 2.17 **Joint Home Safety Operatives** – an outline business case is being presented to the Collaboration Delivery Board for the recruitment of 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.
- 2.18 **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.
- 2.19 **Joint Drone** – the joint drone with Nottinghamshire Police has been requested by Nottinghamshire Fire and Rescue Service approximately 30 times and successfully deployed to operational incidents on at least 12 occasions; this includes several large industrial fires, animal and water rescue incidents, a collapsed structure, a fire which had spread within a row of terraced houses, two large fires in the open and several fire investigations.

- 2.20 Benefits include improved situational awareness and decision-making, increased firefighter and public safety, the ability to identify 'hot spots' and fire spread, and a quicker resolution to the incident. Evaluation forms are completed at each incident and the use of the drone will continue to be monitored and evaluated.
- 2.21 Members will be updated on future collaboration developments and progress.

3. FINANCIAL IMPLICATIONS

- 3.1 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 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 which 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

That Members note the contents of this report.

11. BACKGROUND PAPERS FOR INSPECTION (OTHER THAN PUBLISHED DOCUMENTS)
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None.

John Buckley
CHIEF FIRE OFFICER

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