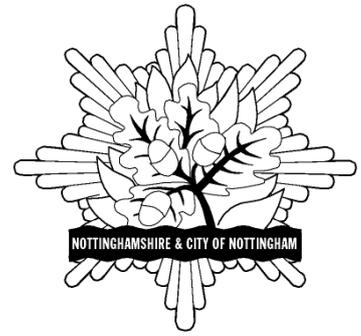


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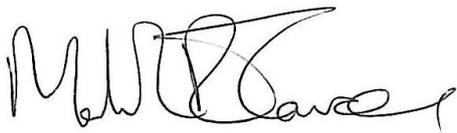


## Nottinghamshire and City of Nottingham Fire and Rescue Authority - Policy and Strategy Committee

**Date:** Friday, 30 April 2021      **Time:** 10.00 am

**Venue:** To be held remotely and streamed -  
<https://www.youtube.com/channel/UCt4VuYp8JJJvXCLRmSRJ1mw/featured>

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



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

<b><u>Agenda</u></b>	<b><u>Pages</u></b>
<b>1 Apologies for Absence</b>	
<b>2 Declarations of Interest</b>	
<b>3 Minutes</b> Of the meeting held on 13 November 2020 (for confirmation)	3 - 6
<b>4 Closure of the 'Areas for Improvement' from the 2019 HMICFRS Inspection</b> Report of the Chief Fire Officer	7 - 14
<b>5 Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services - State of Fire Report</b> Report of the Chief Fire Officer	15 - 20
<b>6 Collaboration Update</b> Report of the Chief Fire Officer	21 - 26
<b>7 Exclusion of the public</b> To consider excluding the public from the meeting during consideration	

of the remaining items in accordance with Section 100A of the Local Government Act 1972, under Schedule 12A, Part 1, Paragraph 3, on the basis that, having regard to all the circumstances, the public interest in maintaining an exemption outweighs the public interest in disclosing the information.

**8 Firefighter Pension Scheme Age Discrimination Remedy**  
Report of the Chief Fire Officer

27 - 56

**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: Phil Wye  
0115 8764637  
phil.wye@nottinghamcity.gov.uk

Agenda, Reports And Minutes For All Public Meetings Can Be Viewed Online At:-  
<https://committee.nottinghamcity.gov.uk/ieListMeetings.aspx?CId=219&Year=0>

If you would like British Sign Language interpretation at the meeting, please contact the service at least 2 weeks in advance to book this, either by emailing [enquiries@notts-fire.gov.uk](mailto:enquiries@notts-fire.gov.uk) or by text on sms: 0115 824 0400



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

**Minutes of the meeting held remotely and streamed to YouTube on 13 November 2020  
from 10.01 am - 10.45 am**

### **Membership**

#### Present

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

#### Absent

Councillor John Clarke

### **Colleagues, partners and others in attendance:**

John Buckley	- Chief Fire Officer
Becky Smeathers	- Head of Finance
Malcolm Townroe	- Clerk and Monitoring Officer
Terry Scott	- Head of Procurement and Resources
Bryn Coleman	- Area Manager and Head of Corporate Support
Gavin Harris	- Head of Digital Transformation and ICT
Catherine Ziane-Pryor	- Governance Officer

### **48 APOLOGIES FOR ABSENCE**

Councillor John Clarke - Leave

### **49 DECLARATIONS OF INTERESTS**

None.

### **50 MINUTES**

The minutes of the meeting held on 24 July 2020 were confirmed and will be signed by the Chair.

### **51 HER MAJESTY'S INSPECTORATE OF CONSTABULARY AND FIRE AND RESCUE SERVICES UPDATE**

John Buckley, Chief Fire Officer, presented the report which provides members with an update on the Service's response to the outcomes of the inspection by Her Majesty's

Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), along with an update on the thematic inspection related to COVID-19, which took place during October.

The following points were highlighted:

- a) the first inspection took place in July 2019 and identified 25 Areas For Improvement (AFI). An action plan to address these areas was presented to Fire Authority and it agreed to be dealt with through the committee structure. Due to the current circumstances, this role will now be undertaken by the Policy and Strategy Committee;
- b) of the initial 25 AFI, 11 have already been completed and the following further 6 are to be confirmed as complete:
  - i. AFI 1 – the Service should use its Integrated Risk Management Plan (IRMP) to ensure it keeps the public safe and secure from the risks identified;
  - ii. AFI 2 – the Service should ensure its firefighters have access to relevant and up to date risk information;
  - iii. AFI 8 – the Service should ensure it implements the process to monitor incident commanders and provide feedback following operational incidents;
  - iv. AFI 11 – the Service should arrange a programme of over-the-border exercises, sharing the learning from these exercises;
  - v. AFI 17 – the Service should put appropriate mechanisms in place to enable closer monitoring of hours worked by staff;
  - vi. AFI 23 – the Service should ensure individual performance targets clearly support objectives within the IRMP.
- c) significant progress has been achieved against AFI 23 in that key elements of the Service's strategic plan are now included in the target and appraisal system for all staff. This clearly identifies how individual staff are contributing to the achievement of elements within the strategic plan. As of September 2020, 90% of appraisals had been completed;
- d) whilst it hasn't been possible in the current circumstances to hold physical cross-border exercises, virtual and desk top exercises have taken place and systems and processes are in place to ensure that AFI 11 can be achieved, so it is proposed to close this AFI as complete although members should be assured that the Service currently and will continue to work collaboratively cross-border;
- e) AFI 4, regarding prevention work with people most at risk was due to be completed by 31 October 2020 but due to national circumstances in responding to the pandemic, an extension to this deadline until 31 January 2021 is requested;
- f) a thematic inspection was undertaken virtually in October 2020 looking at the Service's work in response to the COVID-19 Pandemic between February and July 2020. The Service prepared for the inspection by ensuring that statistics and data were to hand for the inspectorate if required. It was also felt a positive move that the Chair and Officers were interviewed. Initial verbal feedback was positive with no areas

of concern identified and some areas of work highlighted as best practice. A formal response to the thematic inspection is expected in December and will be shared with members and submitted to a formal meeting in the New Year.

Members of the Authority welcomed the progress made in addressing the points raised by HMICFRS and congratulated staff on the achievements, particularly whilst coping with the challenges of COVID-19.

Members' questions were responded to as follows with contributions from Bryn Coleman (Area Manager).

- g) one of the Service's officers has returned having worked with the HMICFRS and gained significant learning and insight which will support the Service to make improvements and provide assurance of ongoing monitoring which will prevent any backwards slippage in the progress made;
- h) a further 46 AFIs have been identified by the Service which if addressed will support the Service from being ranks as 'requiring improvement' to 'good';
- i) prior to any future inspections, the Service will undertake a pre-inspection audit to enable any areas needing attention are identified and, where possible, addressed as part of a new 'inspection-ready' process.

**Resolved to:**

- 1) note the progress made against the AFI Improvement Plan;**
- 2) agree the closure of six further Areas for Improvement (AFIs 1, 2, 8, 11, 17, and 23) as identified in the report;**
- 3) agree the extension of the deadline for AFI 4 to 31 January 2021 as a result of the COVID-19 pandemic;**
- 4) note initial feedback from the HMICFRS COVID-19 response inspection.**

**52 LOCAL FIREFIGHTER PENSION BOARD ANNUAL REPORT 2019/20**

Becky Smeathers, Head of Finance, as the officer responsible for the day-to-day function of the Pension Scheme which is managed by the Fire Authority, presented the annual report.

The following points were highlighted:

- a) usually there would be 3 meetings of the Pension Board per year, but only 2 had taken place due to the March meeting being cancelled due to the COVID-19 Pandemic lockdown, but members were circulated the reports and kept informed and were still able to raise any queries or questions;
- b) the issues around the transfer of pension members from the old firefighters' scheme to the new scheme was challenged as discriminatory so those who were members of the old scheme prior to 31 March 2012, now have the option to choose either now or on their retirement, which scheme they want to apply to their pension from 31 March

2022. The Home Office has provided guidance but it is only guidance and if followed, could potentially put the Authority at risk of financial challenge with regard to current legislation, so further clarity is being sought and the Chief Fire Officer and Head of Pensions with the National Fire Chief's Council, met with a Lead Officer from the Home Office Pensions Section and together they are now considering how best to progress and implement the new scheme;

- c) following a full tender process, from the 5 submissions, West Yorkshire Pension Fund has been appointed as the new pension service provider from 31 December 2020;
- d) there has been a saving of £15,000 which will be invested in specialist pension advice for the Service, in collaboration with Derbyshire and Leicestershire Fire and Rescue Services to ensure best value for money as this is a very complex area;
- e) there is potential for other Fire and Rescue Services within the region, which also change to the same pensions administrative provider and align policies, to join with the current three services to form an East Midlands Network.

Sybil Fielding, Chair of the Pension Board, thanked Becky Smeathers and her team for providing clear, timely and comprehensive information, ensuring that Board Members remained fully informed.

**Resolved to note of the activity of the Pension Board and Pension Scheme Manager during 2019/20.**

### **53 EXCLUSION OF THE PUBLIC**

**Resolved to exclude the public from the meeting during consideration of the remaining item in accordance with Section 100A of the Local Government Act 1972, under Schedule 12A, Part 1, Paragraph 3, on the basis that, having regard to all the circumstances, the public interest in maintaining an exemption outweighed the public interest in disclosing the information.**

### **54 SALE OF THE FORMER FIRE STATION SITE AT HUCKNALL**

Terry Scott, Head of Procurement and Resources, presented the report which seeks approval for the sale of the site of the former Hucknall Fire Station.

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



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Policy and Strategy Committee

# **CLOSURE OF THE ‘AREAS FOR IMPROVEMENT’ FROM THE 2019 HMICFRS INSPECTION**

Report of the Chief Fire Officer

**Date:** 30 April 2021

**Purpose of Report:**

To present Members with an update on the Service’s response to the outcomes regarding the 2019 inspection of Nottinghamshire Fire and Rescue Service by Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services and present closure of the associated ‘Areas for Improvement’ that were identified.

**Recommendations:**

It is recommended that Members:

- Agree the closure of ‘Area for Improvement 13’
- Approve the reporting of the three ‘Areas for Improvement’ aligned to the Policy and Strategy Committee as discharged.

**CONTACT OFFICER**

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Assistant Chief Fire Officer

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corporatecomms@notts-fire.gov.uk

## 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 recent inspection of Nottinghamshire Fire and Rescue Service (NFRS).
- 1.2 In September 2019, Members were presented with an action plan detailing the 25 'Areas for Improvement' (AFIs) that had been highlighted by HMICFRS and capturing the actions to address these areas.
- 1.3 It was agreed that scrutiny and monitoring of progress of these actions would be facilitated through the Fire Authority Committee structure, with regular progress reports being presented to Members.
- 1.4 Of the 25 AFIs, three were aligned to the Policy and Strategy Committee for scrutiny.

## 2. REPORT

- 2.1 Each of the 25 areas for improvement were allocated to a lead officer with clear milestones and expected outcomes. Within the Service, progress against these timelines was monitored and reported through the monthly Performance and Programme Board, chaired by the Chief Fire Officer.
- 2.2 Over the past 24 months, work has been undertaken to develop the Service in the areas highlighted by HMICFRS. Much of the work that was developed had already been started by the Service or was planned as part of the 2019/20 Business Plans. The Service has continued to focus resources and support to ensure continual improvement of these areas as part of the Service's wider Strategic Plan.
- 2.3 As a summary closure report, the areas for improvement, highlighted for scrutiny by the Policy and Strategy Committee, that have been previously 'closed' are captured in the table below. A short description of the closure statement for each area that has been closed to date:

<b><u>Area for Improvement</u></b>	<b><u>Closure Statement</u></b>
AFI 1 – The Service should use its integrated risk management plan to ensure it keeps the public safe and secure from risks identified.	<p>The key aim of this objective was to promote awareness of how the Strategic Plan drives the Service's business, both with its staff and also within communities.</p> <p>The AFI received from HMICFRS was for the IRMP 2014-2019, not the current Service Strategic Plan 2019-2022, however, it was felt that there was some</p>

	<p>crossover learning for the Service.</p> <p>The assessment of the AFI advised the following specific areas for improvement with improvement summarised below:</p> <p><b>Strategic Plan- Promotion with staff- Action Closed.</b></p> <p>A comms plan that included, CFO video brief, Middle Managers day briefing, Internet and social media promotion, intranet, newsletter and informative briefings were used to promote staff and community awareness of the new plan.</p> <p><b>Corporate Planning Framework- greater understanding- Action closed</b></p> <p>To help staff understand the various levels of the Corporate Planning Framework (CPF) a new graphic was developed, approved by SLT and adopted in core documents and Strategies such as the Strategic Plan (Refreshed), the Safer Communities Strategy and the Annual Statement of Assurance. This ensures staff have a greater understanding of the various layers of the CPF that depict the Service's 'golden thread' of actions to ambitions.</p> <p><b>New appraisal Process- Action Closed</b></p> <p>The new appraisal process has been launched. This now has a linear link- via a diagram, to show how individual staff objectives contribute to the 'golden thread' of the organisation.</p> <p><b>Plan-on-a page- Action Closed</b></p> <p>The launch of the new plan-on-a-page gives a clearer link between departmental business plans and team objectives, that can inform PDRS. This further reinforces staff awareness of how they deliver safer communities.</p>
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	<p>The concept has been rolled out across all response sites, as the biggest staff group, and group where this concept is most effective. Following a review, it may be that it is rolled out to other departments.</p> <p><b>Corporate Planning Cycle- e-learning package- Action compete</b></p> <p>An additional action to support this workstream was to develop an all staff e-learning package to further promote awareness of the Corporate Planning Frameworks- which covers all aspect of the Strategic Plan and how staff contribute towards delivering our vision of '<i>creating safer communities</i>'. This package has been developed and launched to all personnel.</p>
<p>AFI 14 – The Service needs to prioritise implementing business continuity plans and test them as soon as possible.</p>	<p>The Service undertook a comprehensive review of BCM plans for all departments and summarised the following elements to satisfy completion of this action:</p> <ul style="list-style-type: none"> <li>• All BCM plans have been reviewed and tested through Covid.</li> <li>• Testing at station level was suspended due to Covid.</li> <li>• Ongoing monitoring of BCM performance is through the Ops Learning Board and KPIs.</li> <li>• Further reassurance on testing and exercising will be sought on return to BAU post Covid.</li> </ul> <p>It was assured that the Service now had processes and structures in place to monitor, review and refresh BCM plans.</p>

- 2.4 Further to the above ‘closed’ areas of improvement, AFI 13 is presented to Members at this meeting with the recommendation to close this action:

Area for Improvement	Closure Statement
<p>AFI 13 – The Service should implement a clear performance management framework that directly supports the objectives identified within the IRMP.</p>	<p>The Service now has an embedded performance management process in place through the monthly reporting to the Performance and Programme Board (PPB) which is Chaired by the CFO.</p> <p>Work continues on building the performance reporting platform, across all departments, to report key data. This will be a continuous process of review and development over coming years.</p> <p>A review of the structure of the performance team has been completed and reported to the Strategic Leadership Team in March 2021.</p> <p>This workstream has been continued as a Strategic Action for 2021/22 and, as such, this workstream will continue in to Year 3 of the Strategic Plan.</p> <p>The Performance Management Policy has been updated to reflect current practices and the Service has a framework in place, an embedded process and a performance dashboard; although it is noted that this work will continue in to 2021/22.</p>

- 2.5 It is proposed that Members of the Policy and Strategy Committee review the AFIs presented in this report and agree closure of all actions. It is proposed that this is reported to the full Fire Authority meeting in July 2021, and that scrutiny of the three AFIs for this Committee is discharged.

- 2.6 It is highlighted to Members that ‘Continuous Improvement’ has been highlighted as a Strategic Action for Year Three of the current Strategic Plan. This will continue the processes developed through AFI 13 and aim to further embed performance management across the organisation including the continued development of the performance measurement, monitoring and management.

### **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 Authority and continuous improvement. This ensures that Members can apply effective scrutiny to be satisfied that statutory obligations are being met.
- 7.3 The Police and Crime Act (2017) Chapter 4 Section 11, outlines that the English inspectors must inspect, and report on the efficiency and effectiveness of, fire and rescue authorities in England.

### **8. RISK MANAGEMENT IMPLICATIONS**

There are no risk management implications arising from this report.

### **9. COLLABORATION IMPLICATIONS**

There are no collaboration implications arising from this report.

## **10. RECOMMENDATIONS**

It is recommended that Members:

- 10.1 Agree the closure of 'Area for Improvement 13'.
- 10.2 Approve the reporting of the three 'Areas for Improvement' aligned to the Policy and Strategy Committee as discharged.

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

None.

John Buckley  
**CHIEF FIRE OFFICER**

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# **HER MAJESTY'S INSPECTORATE OF CONSTABULARY AND FIRE & RESCUE SERVICES – STATE OF FIRE REPORT**

Report of the Chief Fire Officer

**Date:** 30 April 2021

**Purpose of Report:**

To present Members with an overview of the 'State of Fire' report published by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services.

**Recommendations:**

That Members note the update on the 'State of Fire' report.

## **CONTACT OFFICER**

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## 1. BACKGROUND

- 1.1 In January 2020, the Chief Inspector of Her Majesty's Inspectorate for Constabulary and Fire & Rescue Services (HMICFRS), Sir Thomas Winsor, published the first 'State of Fire' report and made six recommendations.
- 1.2 The recommendations were directed at fire and rescue services, the Home Office and fire sector structures and demanded reform across a number of areas.
- 1.3 On 17 March 2021, HMICFRS published the second, annual 'State of Fire' report which covered the period of COVID-19 thematic inspections, and can be accessed via the following link:  
<https://www.justiceinspectors.gov.uk/hmicfrs/wp-content/uploads/state-of-fire-and-rescue-2020-single-page-format.pdf>
- 1.4 At the February 2021 Combined Fire Authority meeting, the Chief Fire Officer presented an update to Members on the outcome of Nottinghamshire Fire and Rescue Service's (NFRS) thematic inspection by HMICFRS for the response to COVID-19.

## 2. REPORT

- 2.1 HMICFRS have highlighted, in the State of Fire report, their opinion that the COVID-19 pandemic has highlighted the practical implications of outdated and inflexible working arrangements in the fire service, reinforcing the need for national reform.
- 2.2 In his annual assessment of England's fire and rescue services, Her Majesty's Chief Inspector of Fire and Rescue Services, Sir Thomas Winsor, highlighted that:
  - Fire services rose to the challenge of the pandemic, with many fire and rescue staff taking on additional activities;
  - Changes to improve fire and building safety in the wake of the Grenfell Tower fire are necessary and welcome; and
  - Progress has been made on introducing a code of ethics to address '*toxic working cultures*' found in a few fire services.
- 2.3 However, the Chief Inspector said that Chief Fire Officers were not always able to quickly deploy firefighters to support the pandemic response – for example the COVID-19 national vaccination programme – because fire National Employers and the Fire Brigades Union failed to reach a national agreement.

- 2.4 In his report, Sir Thomas questioned why such an agreement was even necessary during a public health emergency, given there were strong safety protections in place for all fire and rescue staff.
- 2.5 The Chief Inspector has previously made six recommendations for national reform of the fire service, which he said remain necessary and need to accelerate. Sir Thomas re-emphasised his recommendations for fire service reform with revised completion dates due to the impacts of the COVID-19 pandemic:
- The National Fire Chief's Council (NFCC) and Local Government Association (LGA) should produce a Code of Ethics for fire and rescue services – *deadline of March 2021*;
  - The Government should change the law to give chief fire officers operational independence, which if put in place before the pandemic, could have helped them deploy firefighters more quickly to do tasks beyond their normal duties – *awaiting fire reform implementation plan from the Home Office*;
  - The way the Government allocates funding to the fire sector should be reviewed, as fire services are worried about their long-term financial future once the full effects of the COVID-19 pandemic are known - *to be completed in the next spending review*;
  - The Home Office, NFCC and the LGA should establish a programme of work to improve consistency in four priority areas: Integrated Risk Management Planning; identifying and measuring emergency response standards; defining high risk premises for fire protection work; and setting an expectation frequency of inspections on high-risk premises - *deadline of December 2021*;
  - The Home Office, in conjunction with fire and rescue services, should review and determine the role of fire and rescue services and those who work for them - *awaiting fire reform implementation plan from the Home Office*; and
  - The Home Office, LGA, NFCC and Trade Unions consider if current pay negotiation structures require fundamental reform including the need for an independent pay review body and the future of the 'Grey Book' - *awaiting fire reform implementation plan from the Home Office*.
- 2.6 The Government announced on 16 March 2021 that it would consult on fire sector reform in a new White Paper, which will include changes to fire governance, later in 2021.
- 2.7 Sir Thomas highlighted that he would not make any more national recommendations, at this point, as it is important for the sector to act on the previous recommendations, which are about fundamental reform.
- 2.8 The report focussed on the requirement for fire and rescue service to continue to address the lack of diversity across their workforces and commented that

the lack of diversity and equality is a “*conspicuous failure of fairness that shames the sector*”.

- 2.9 There is focus in the report on the importance the On-Call duty system stating that “*the On-Call workforce demonstrated its value even more than usual during the pandemic*”.
- 2.10 The HMICFRS also highlight that, during their Round Two of inspections, there will be a greater focus on:
- Race and diversity, and how Services are overcoming undue inequalities;
  - Productivity of Services;
  - How Services are identifying and planning against their risks; and
  - Case file reviews in relation to protection and building safety.
- 2.11 NFRS is not directly reported on within the report and it should be noted that many of the comments do not reflect the specific findings detailed in the COVID-19 thematic inspection outcome letter received by the Service.
- 2.12 Since the publication of the NFCC Code of Ethics, the Service has adopted the document and reflect the principles within the Service’s Behavioural Framework. This is being rolled-out to all personnel across the Service and builds upon the Service’s focus in this area since the refresh of the Service Values in 2016.
- 2.13 The Service is engaged in the development of National Fire Standards in relation to the Integrated Risk Management Planning, Prevention and Protection standards. This is supporting the Service’s revised approach to the Risk Based Inspection Programme for fire protection activities, a person-centred approach in Prevention and a revised approach to the Service’s Integrated Risk Management Planning process.
- 2.14 The Service continues to build upon the success of recent wholetime recruitment campaigns, on increasing the diversity of the workforce, through continued positive action around all vacancies and increased work with communities.
- 2.15 The recently established BAME and LGBTQ+ Inclusion Forums, the Equality Steering Group and the Strategic Leadership Team continue to address areas within the Service to improve equality and diversity across the organisation and ensure that progress continues to be focussed upon, and made, in this area.
- 2.16 The Service maintains close links with the HMICFRS Service Liaison Officer (SLO) ahead of the Service’s forthcoming inspection later in 2021/22. Regular meetings are arranged between Service Officers and the SLO to share Service updates and ensure exchange of information.

### **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**

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

### **8. RISK MANAGEMENT IMPLICATIONS**

There are no risk management implications arising from this report.

### **9. COLLABORATION IMPLICATIONS**

There are no collaboration implications arising from this report.

### **10. RECOMMENDATIONS**

That Members note the update on the 'State of Fire' report.

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

None.

John Buckley  
**CHIEF FIRE OFFICER**



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# COLLABORATION UPDATE

Report of the Chief Fire Officer

**Date:** 30 April 2021

**Purpose of Report:**

To present Members with an update on the Service's collaborations including the Joint Headquarters Programme.

**Recommendations:**

It is recommended that Members:

- Note the content of the report.
- Agree to receive a revised Collaboration Framework for approval in Spring 2022.

## CONTACT OFFICER

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Assistant Chief Fire Officer

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## 1. BACKGROUND

- 1.1 Since approval by the Fire Authority of the Service's Collaboration Strategy in September 2018, work has been on-going to identify opportunities to collaborate with partner agencies, primarily emergency services, in the interests of efficiency, effectiveness or improving community outcomes.
- 1.2 A large proportion of this work has taken place with colleagues at Nottinghamshire Police, however, collaboration projects are also on-going with fire and rescue services, with East Midlands Ambulance Service (EMAS) and with other partner organisations.
- 1.3 To date a number of projects have been realised, some of which have now become business as usual. These include a Joint Control function for Derbyshire and Nottinghamshire, joint procurement and use of bunkered fuel with Nottinghamshire Police, co-location of Police colleagues at Highfields and West Bridgford fire stations and the joint Police and Fire drone.
- 1.4 The Police-Fire Collaboration Delivery Board and Strategic Collaboration Board continue to meet on a regular basis. The Boards monitor progress of each of the collaboration workstreams and give direction to the theme leads.
- 1.5 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

### JOINT HEADQUARTERS (JHQ) PROGRAMME

- 2.1 The programme currently reports a 'Green' status with progress being made against the programme plan. A summary update on the key projects is provided for Members below:
- 2.2 **The Design Development – The Redevelopment Project (P1)**  
Overall, this project remains on-track, is progressing well and remains under budget. The new build is now well-underway with the metal infrastructure now in place and brick work ongoing. Some delays were experienced due to freezing weather conditions, but these have not, at this point, impacted on anticipated progress. Some issues have arisen in terms of the mechanical and electrical design and these have been addressed with the relevant stakeholders.
- 2.3 Planning continues on the refurbishment of Sherwood Lodge, space allocation and road improvements to support the JHQ move in early 2022.

- 2.4 **The Legal Framework (P2) and Finance (P3)**  
These projects have now been closed as the legal framework and financial aspects for the Joint Headquarters has been finalised and reported to Strategic Collaboration Board and Members previously.
- 2.5 **Human Resources and People (P4)**  
Work is well underway for the necessary processes to ensure a smooth transition of personnel between the current Fire Headquarters and the new JHQ. These include vetting processes, a revised equality impact assessment, reasonable adjustments and workforce engagement including employee forums and joint meetings.
- 2.6 Branding is being established to ensure staff are aware of anything published that is relating to the move and to carry through to joint-branding at the JHQ.
- 2.7 **Estates Development (P5)**  
A review of both Estates Teams is being undertaken to assess the feasibility of closer working and assess synergy of delivery models. A report will be presented to a future JHQ Programme Board.
- 2.8 **Decant from Bestwood Lodge (P6)**  
Work is continuing on the high-level disposal options for the Bestwood Lodge site; these options and the findings, once the work is complete, will be presented to the Fire Authority for decision.
- 2.9 Legal searches on the Bestwood Lodge Site revealed four land and title issues; these related to the double registration of some parts of the site, a claim to a right of way and a number of land covenants. In February, the Fire Authority gave the authority to start work to resolve the four known issues with the land and title. NFRS are now working with their appointed solicitor to resolve these issues over the next twelve months.
- 2.10 **ICT Project (P7)**  
Work continues against the project plan for completion of ICT enabling works across the Sherwood Lodge site. Work includes enabling the colocation of Fire Investigation and Crime Scene Investigation as a primary element of the JHQ colocation. 'Cloud' migration is underway and NFRS aim to be entirely 'cloud' based by the time of the JHQ move.
- 2.11 **Fire Investigation and CSI Colocation (P8)**  
A new project stream is proposed to include the colocation of the Fire Investigation (FI) and Crime Scene Investigation (CSI) teams to provide greater governance and ensure consistency in approach with other project streams. This project had previously been presented as a standalone item which had been supported by the Strategic Collaboration Board.
- 2.12 NFRS FI Team management are meeting with colleagues from the CSI Department to progress the new ways of working in the shared CSI/FI department. It is anticipated that the teams will be co-located at Sherwood Lodge by May 2021.

## **OTHER COLLABORATION UPDATES**

- 2.13 Building on the shared fuel supplies with Nottinghamshire Police, Police colleagues now have access to car washing facilities across the NFRS estate; reducing cost and time implications for personnel.
- 2.14 The Police and Fire drone has now been mobilised to over 30 fire related incidents and has provided valuable assistance at a range of incidents including water rescues, missing persons, large fire incidents and for fire investigations.

## **JOINT FIRE CONTROL**

- 2.15 Nottinghamshire and Derbyshire Joint Fire Control continues to deliver emergency call and incident management on behalf of both Nottinghamshire and Derbyshire Fire Authorities. The performance of Joint Fire Control is monitored and reported to the Authority's Community Safety Committee on a quarterly basis. Performance levels are continually above the agreed measures. A review of current crewing practices is currently being undertaken to further improve Joint Fire Control's efficiency and effectiveness.

## **PREVENTION WORKSTREAMS**

- 2.16 The Service continues to progress a number of collaborative workstreams within the Prevention department including 'rural intervention', Joint Police and Fire Cadets, the secondment of an Occupational Therapist from the NHS and the Child Home Equipment Safety Scheme with the County Council.

## **JOINT AUDIT AND INSPECTION TEAM**

- 2.17 The Service continues to work with Nottingham City Council on the Joint Audit and Inspection Team (JAIT) which addresses the high risk, high-rise premises within the City through joint inspections. This collaborative working has now inspected over 120 premises and continues to address deficiencies in both fire safety and housing legislation.

## **STRATEGIC INTENT**

- 2.18 At the February 2021 Fire Authority meeting, the Strategic Actions for 2021/22 under the current Strategic Plan were agreed. One of the Strategic Actions is 'Collaboration to Improve Community Outcomes'. This Strategic Action addresses the Service's move to JHQ as well as exploring other collaborative opportunities with other agencies and partners.
- 2.19 The Strategic Action also looks to evaluate current and completed collaborations to identify good practice, assess future opportunities and learn lessons from collaboration projects.

2.20 The Year Three Action is planned to review the Collaboration Framework to ensure that it remains current. This will be presented to Members in Spring 2022.

### **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 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**

There are no risk management implications arising from this report.

### **9. COLLABORATION IMPLICATIONS**

There are no collaboration implications arising from this report.

## **10. RECOMMENDATIONS**

It is recommended that Members:

10.1 Note the content of the report.

10.2 Agree to receive a revised Collaboration Framework for approval in Spring 2022.

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

None.

John Buckley  
**CHIEF FIRE OFFICER**

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