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

Date: Friday 2 July 2021 **Time:** 10:00am

Venue: Nottinghamshire Fire and Rescue Service Headquarters, Bestwood Lodge
Drive, Arnold, Nottingham, NG5 8PD

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

A handwritten signature in black ink, appearing to read 'M. J. Taylor'.

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

Agenda	Pages
1 Apologies for Absence	
2 Declarations of Interests	
3 Minutes Minutes of the meeting held on 30 April 2021, for confirmation	3 - 6
4 Update on the Service's Consultation Framework Report of the Chief Fire Officer	7 - 22
5 Service Learning from Covid-19 Report of the Chief Fire Officer	23 - 28
6 Collaboration Update Report of the Chief Fire Officer	29 - 34
7 Exclusion of the Public 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, 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	

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 8388900.

If you need any advice on declaring an interest in any item above, please contact the Governance Officer shown on this agenda before the day of the meeting, if possible.

Governance Officer: Adrian Mann
 0115 8764468
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<https://committee.nottinghamcity.gov.uk/ieListMeetings.aspx?CIId=219&Year=0>

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

**Minutes of the meeting held remotely and streamed to YouTube on Friday 30 April
2021 from 10:01am to 10:56am**

Membership

Present

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

Absent

None

Colleagues, partners and others in attendance:

Candida Brudenell - Assistant Chief Fire Officer
John Buckley - Chief Fire Officer
Gavin Harris - Head of Digital Transformation and IT
Craig Parkin - Deputy Chief Fire Officer
Becky Smeathers - Head of Finance
Malcolm Townroe - Clerk and Monitoring Officer
Phil Wye - Governance Officer

55 Apologies for Absence

None.

56 Declarations of Interest

None.

57 Minutes

The minutes of the meeting held on 13 November 2020 were confirmed as a correct record.

**58 Closure of the 'Areas for Improvement' from the 2019 HMICFRS
Inspection**

Candida Brudenell, Assistant Chief Fire Officer, introduced the report providing 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 presenting closure of the associated 'Areas for Improvement' that were identified.

Resolved to:

- (1) agree the closure of Area for Improvement 13;**
- (2) approve the reporting of the three 'Areas for Improvement' aligned to the Policy and Strategy Committee as discharged.**

59 Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services - State of Fire Report

Candida Brudenell, Assistant Chief Fire Officer, introduced the report presenting Members with an overview of the 'State of Fire' report published by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services, highlighting the following:

- (a) 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 Covid-19 pandemic, with many fire and rescue staff taking on additional activities;
- (b) the six recommendations for national reform of the fire service which were made previously remain necessary and need to accelerate;
- (c) 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.

The following points were raised during the discussion which followed:

- (d) the Report recommends that the Government change the law to give Chief Fire Officers operational independence. In Nottinghamshire it is not clear how this would be beneficial, as there are already strong governance arrangements and a clear scheme of delegation in place, and it remains important that the public are represented in decision making;
- (e) the Service has worked hard in recent years to improve its diversity and culture. Recent recruitment drives have increased the numbers of female employees and those from ethnic minorities. Recent staff surveys have also shown that staff have increasing confidence in management.

Resolved to note the update on the 'State of Fire' report.

60 Collaboration Update

Candida Brudenell, Assistant Chief Fire Officer, presented the report presenting Members with an update on the Service's collaborations including the Joint Headquarters Programme, highlighting the following:

- (a) work is well underway for the necessary processes to ensure a smooth transition of personnel between the current Fire Headquarters and the new Joint Headquarters. These include vetting processes, a revised equality impact assessment, reasonable adjustments and workforce engagement including employee forums and joint meetings;
- (b) collaboration work that has taken place during the Covid-19 pandemic is not included in this report and will be reported later this year in a separate report;
- (c) Nottinghamshire and Derbyshire Joint Fire Control continues to deliver emergency call and incident management on behalf of both Nottinghamshire and Derbyshire Fire Authorities. Its performance is monitored and reported to the Authority's Community Safety Committee on a quarterly basis and performance levels are continually above the agreed measures;
- (d) work is continuing on the high-level disposal options for the Bestwood Lodge site, and the Service will look to achieve full market value for the site.

Resolved to:

(1) note the content of the report;

(2) agree to receive a revised Collaboration Framework for approval in Spring 2022.

61 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.

62 Firefighter Pension Scheme Age Discrimination Remedy

John Buckley, Chief Fire Officer, presented the report on the ongoing implications of the age discrimination case related to the transitional protection for the 2015 Fire Fighters' Pension Scheme.

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

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NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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

UPDATE ON THE SERVICE'S CONSULTATION FRAMEWORK

Report of the Chief Fire Officer

Date: 02 July 2021

Purpose of Report:

To update Members with amendments to the Service's Consultation Framework ahead of the Service's engagement relating to the new Strategic Plan.

Recommendations:

It is recommended that Members:

- Endorse the Service's approach to consultation.
- Approve the updated Consultation Framework.

CONTACT OFFICER

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1. BACKGROUND

- 1.1 The Fire and Rescue National Framework for England (National Framework document) states that fire and rescue services must be transparent and accountable to their communities for their decisions and actions and plan their local services through effective consultation and involvement.
- 1.2 Where fire and rescue services are considering making material changes to service provision - relating to prevention, protection or response - then there is a requirement to undertake public consultation on the options available.
- 1.3 The National Framework document also requires Integrated Risk Management Plans (IRMPs) to be easily accessible to the public and reflect effective consultation with the community, staff representative bodies and partners throughout their development (and at all review stages). Additionally, Services must set out the principles and approach it will take on consultation activity.
- 1.4 Fire and rescue services are required to '*conscientiously consider*' the responses received from public consultation before deciding on any changes that may be made.
- 1.5 Nottinghamshire Fire and Rescue Service's (NFRS) Consultation Framework was published in January 2013 and was aligned to the Government's Code of Practice on Consultation (2008).
- 1.6 In 2018, the Government produced an updated set of Consultation Principles which gave public services clearer direction in relation to the proportionality and scrutiny of consultations. There was also a greater emphasis on considering the needs of those groups being consulted.

2. REPORT

- 2.1 As part of the Service's Year Three Strategic Priority of 'Shaping our Future', a review of the Consultation Framework (2013) was undertaken. This will inform the Service's approach to forming the new 'Strategic Plan'.
- 2.2 The review highlighted that the Service's Consultation Framework did not fully reflect the most recent Governmental recommendations in relation to public service consultations (Consultation Principles 2018). Greater emphasis needed to be added regarding the proportionality of consultations being undertaken, the facilitation of scrutiny of the feedback received through the consultation process and the requirements of the groups being consulted.
- 2.3 The minor amendments made to the NFRS Consultation Framework ensure that the updated document reflects the most recent governmental guidance and can be considered compliant against the National Framework document and the Government's Consultation Principles, 2018.

- 2.4 The increased emphasis within the Consultation Framework on the proportionality of consultations will allow the Service, should it wish, to adopt a more efficient approach to consultation. This would see shorter, more focussed consultation processes for certain activities with full (12-week) consultation maintained for significant changes that affected the delivery of services to communities.
- 2.5 The greater prominence given to the facilitation of scrutiny of the findings of any consultations will allow NFRS to demonstrate that it operates as a transparent and publicly accountable body through its consultation processes.
- 2.6 The revised Consultation Framework (attached as an appendix to this report) will guide the consultation in relation to forming the Service's new Strategic Plan.
- 2.7 Consultation on the Service's new Strategic Plan will incorporate: 'pre-consultation' with staff, stakeholders and partners; engagement with the Nottinghamshire Citizen Panel; full consultation facilitated by an external, independent consultation company; and any necessary adaptations to address current restrictions in place due to Covid-19.
- 2.8 Consultation on the 'Strategic Plan' will begin after presentation of the draft Strategic Plan to the Combined Fire Authority in September 2021.

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

- 5.1 An equality impact assessment has been undertaken during the review of the Consultation Framework.
- 5.2 The greater emphasis on considering the needs of those groups being consulted, within the amended Consultation Framework, will embed a policy driven approach to community focussed consultation; considering and meeting the needs of our diverse community to best engage with them.

6. CRIME AND DISORDER IMPLICATIONS

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

7. LEGAL IMPLICATIONS

Statutory requirements around consultation processes have been reviewed and have led to a revision in the Service's Consultation Framework. This framework is now aligned to the latest national guidance and best practice.

8. RISK MANAGEMENT IMPLICATIONS

- 8.1 The review of the Service's Consultation Framework, and revised document, address the Corporate Risk of 'Workforce Engagement' through ensuring that NFRS personnel are effectively engaged in consultation on Service proposals.
- 8.2 The revised Consultation Framework ensures that the Authority meet the statutory requirements and best-practice guidelines for consultation.

9. COLLABORATION IMPLICATIONS

There are no collaboration implications arising from this report.

10. RECOMMENDATIONS

It is recommended that Members:

- 10.1 Endorse the Service's approach to consultation.
- 10.2 Approve the updated Consultation Framework.

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

None.

John Buckley
CHIEF FIRE OFFICER



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Consultation Framework

2021



Foreword



Nottinghamshire and City of Nottingham Fire and Rescue Authority is committed to effective, fair and accessible consultation with the public, stakeholders and its staff. Above all, consultation should be targeted towards the communities we serve and should be easily accessible.

Effective consultation helps inform the decisions that the Authority may make about the provision of fire and rescue services throughout our City and County. There are requirements within the National Framework to consult effectively on our plans during their development, and at all review stages. Our plans must cover a minimum three-year time span and effective consultation properly includes the community, our workforce, representative bodies and all partners.

Our planning process is an opportunity to have an on-going conversation with communities. This transparent approach will ensure we are accountable to those we serve.

Chair of Nottinghamshire and City of Nottingham Fire and Rescue Authority
Consultation Group

Consultation Criteria

Our consultation criteria reflect the Government's Consultation Principles (2018).

These criteria allow us to decide:

1. [When to consult.](#)
2. [The duration of our consultation.](#)
3. [The content of our consultation.](#)
4. [The accessibility of our consultation.](#)
5. [The cost of our consultation.](#)
6. [Our response to the consultation.](#)
7. [Our capacity to consult.](#)



When to Consult

1.1 Nottinghamshire and City of Nottingham Fire and Rescue Authority will consult when its decisions about the Fire and Rescue Service are likely to have a direct impact on the public.

1.2 Formal consultation is an important stage in any policy making process and will be conducted by one, or a range of methods, to open decisions to scrutiny and allow for additional evidence to inform the Fire Authority.

1.3 It may be necessary to engage in early 'informal' consultation with members of the public, key stakeholders and/or employees to gain initial evidence and to gain an understanding of any issues which may arise. This will always be additional to any consultation and will not replace formal consultation.

1.4 Depending on the nature of our proposals or the issues, we may choose to consult more than once and in different ways. For example, we may consult widely on a policy decision, but then consult again on a more local basis if any decision made may have an impact on a particular area. We may use qualitative and/or quantitative methods – the former to include focus groups, forums and in-depth interviews, and the latter to include various forms of 'survey'. Consultation is not a 'numbers game' in which only quantitative methods count.

1.5 We will try to avoid running our consultations during periods where responses may be affected (eg: political elections, holiday periods). If we do have to do this, we will take account of the impact and adjust our processes accordingly.



The duration of our consultation

2.1 Under normal circumstances consultations will last for up to 12 weeks. The duration of consultations will vary depending on the nature and impact of the issues and may typically last between two and twelve weeks. A proportionate consultation period will be factored into our planning processes to allow for the widest possible relevant engagement. It will also allow us to digest and respond before deciding on any final plans.



2.2 If a consultation must take place over a period where consultees are less able to respond (eg Christmas) or if our proposals are particularly complex, we will give consideration to extending the consultation period.

2.3 For consultation to be proportionate and reflect the issues and timetable available, we may choose to use one or a range of different approaches, including websites, media, social media and other quantitative or qualitative options. Because we want the best data to inform the Fire Authority's decisions, we attach importance to 'deliberative' or 'dialogue' methods of consultation through focus groups and forums.



2.4 This range of methods should ensure that the public, stakeholders and staff have the widest range of options to express their views.

The content of our consultation

3.1 Our consultation processes will be clear about the reasons for our consultation, what our proposals are, and how our public and stakeholders might be affected.

3.2 We will state how the consultation will run and what we will do with the information we gather.

3.3 Where possible we will provide options, costs, benefits and additional information to help ensure that consultees can give informed responses to support our consultation processes. An equality impact assessment will be undertaken on any of our proposals to ensure transparency.

3.4 Where an equality impact assessment might reveal a particular issue for a certain section of our community or stakeholders, we may engage in a more direct way with that community. The method of consultation will always be chosen to reflect the needs of the target communities.

3.5 Any questions asked will be as clear as possible. A mixture of open and closed questions will be used, and consideration will always be given to offering consultees the opportunity to express views not specifically addressed in the questions.



The accessibility of our consultation

4.1 Our consultation exercises will be developed to be as accessible to, and targeted at, those people who are affected by our decisions and for who the consultation is intended to reach.

4.2 We will ensure that our consultations use an appropriate range of methods and are designed and targeted accordingly. Where consultation exercises are needed to reach a diverse audience, several approaches may be required.

4.3 In our consultation documents, it will always be stated in what ways people can participate.

4.4 As far as possible our consultation documents will be easy to understand. We appreciate that some of our proposals may contain technical information and 'jargon' that is not clear to our wider audience. Where this is essential we will provide glossaries and explanations as to the terminology we use.

4.5 Our approach to the distributing information will be pro-active, and we will give consideration to producing alternative versions of documents when requested (eg, audio, Braille, alternative languages).

4.6 A list of options of how we may consult is contained in Appendix A of this framework.



The cost of our consultation

5.1 When preparing for our consultations we will have to consider the burden and cost on the organisation.

5.2 If some information is already in the public domain via our website or other publications, then we may refer people to that option.

5.3 Our broader use of social media will also help to keep costs down, however we will not rely on this option alone because of the requirement to achieve a more representative approach.

5.4 The budget assigned to generic and specific consultation will be available for public scrutiny through our accounts and our website.



Our response to the consultation

6.1 All responses to our consultations will be considered. It is impossible for us to formally acknowledge every submission; however, they will be fed into any decision-making process.

6.2 We may choose to provide a general summary of who responded to our consultation and the summary of views. For example, significant comments may be singled out as part of our reporting process.

6.3 We will seek to publish responses on the same page as our website along with an explanation on how the responses have informed Service priorities.

6.4 The outcomes of all consultation involving the public will be formally presented to the full Fire Authority at one of its meetings where decisions on the consultation will be made.

6.5 Consultation detail will also be préciséd and published in line with our consultation document within -twelve weeks of the consultation period closing.



Our capacity to consult

7.1 Where possible, we will always try to conduct consultations ourselves, as a Service, to keep costs down.

7.2 Where a consultation will place a burden on the organisation that will affect our normal day-to-day role, or where independent design, facilitation or reporting are required, we will seek expert external provision to assist us.

7.3 Where we need additional support, only those providers who meet our requirements within this framework will be contracted and we will take a best value approach.



Appendix A consultation options

(This list is not exhaustive and not in order of priority)

- Written documentation
- Political briefings
- Website publication
- Intranet publication
- Written reports within formal meetings
- Forums – with the public, stakeholders and/or staff
- Media briefings
- Newspaper coverage
- Radio airtime
- Leaflets
- Social media
- Business breakfasts
- Focus groups
- Letters and correspondence
- Visits to key locations
- Adverts
- Online survey





NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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NOTTINGHAMSHIRE
Fire & Rescue Service
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Nottinghamshire and City of Nottingham
Fire and Rescue Authority
Policy and Strategy Committee

SERVICE LEARNING FROM COVID-19

Report of the Chief Fire Officer

Date: 02 July 2021

Purpose of Report:

To update Members with learning from the Service's response to Covid-19 to date.

Recommendations:

It is recommended that Members:

- Note the contents of the report.
- Endorse the approach to learning from the response to Covid-19.

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1. BACKGROUND

- 1.1 In March 2020, the Service responded to the outbreak of Covid-19 and implemented business continuity measures to address local and national restrictions that were introduced by Government.
- 1.2 The Service's Business Continuity Management Group (BCMG) met weekly to assist in managing these impacts. As part of the work undertaken, a 'lessons learnt' log was kept to capture learning from the events and actions of the Service.
- 1.3 During August 2020, Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) was commissioned by the Home Secretary to undertake a thematic inspection of all fire and rescue services in England. This inspection was to review the fire and rescue service responses to the Covid-19 pandemic.
- 1.4 The focus of the inspections was to consider:
 - What is working well and what is being learnt;
 - How the fire and rescue sector is responding to the COVID-19 crisis;
 - How fire and rescue services are dealing with the problems they face;
 - What changes are likely as a result of the COVID-19 pandemic.
- 1.5 The inspection of Nottinghamshire Fire and Rescue Service (NFRS) was completed remotely by HMICFRS between 9 and 15 October 2020.
- 1.6 On 22 January 2021, NFRS received the inspection outcome from HMICFRS in the form of a letter which sets out their assessment of the overall effectiveness of the organisation during the pandemic.

2. REPORT

- 2.1 At the February Fire Authority meeting, the Service reported the outcomes of the HMICFRS Thematic Inspection and captured two areas of recommendation from the report. The report identified two areas of focus for the Service, and wider sector, to consider:
 - It should determine how it will adopt for the longer-term, the new and innovative ways of working introduced during the pandemic, to secure lasting improvements.
 - It should update its plans, including business continuity plans, using the lessons it has learned from the pandemic to date.
- 2.2 This paper updates Members on the actions taken by the Service to address these two actions and takes a reflective look at the last 12 months of Service response to the Covid-19 pandemic.

- 2.3 To form the Service's review of performance, to date, during the Covid-19 response, three key documents were reviewed:
- The 'Strategic Debrief' undertaken by Controlled Events as part of their support of BCM during the Service's response to Covid-19;
 - The Staff Survey undertaken by HMICFRS during their Covid-19 thematic inspections;
 - The 'Lessons Leant Log' from the BCMG.
- 2.4 **The strategic debrief** was facilitated through a debrief survey feedback and debriefing session with the SLT and highlighted 22 recommendations for consideration.
- 2.5 The debrief highlighted that NFRS demonstrated a proven capability to react effectively, respond and recovery to events such as Covid-19.
- 2.6 The recommendations covered a range of areas including revising strategic, tactical and departmental Business Continuity Management (BCM) plans, utilising ICT transformation to enhance the BCM response of Teams, revisiting mental health assessments and support in the light of Covid-19 and embedding practices that were demonstrated to have worked well during the response.
- 2.7 Key areas of good practice highlighted by the report were communications, engagement with representative bodies and minority groups within the workforce, liaison between teams and departments and the use of Strategic Intent documents to focus Service direction.
- 2.8 The 22 recommendations from the debrief are being progressed, overseen by the BCM Manager, to influence future ways of working.
- 2.9 HMICFRS undertook a **Staff Survey** of fire service personnel across England as part of their thematic inspection in to the response to Covid-19. NFRS returned a response rate of 22%, the same as the national average.
- 2.10 Notable positives from the survey include 56% of staff being satisfied with the level of development available to them (16% above national average), 81% of staff feeling their line manager had useful conversations about learning and development with them (36% above the national average), 90% of staff reporting a useful conversation with their manager about mental health (38% above national average) and 77% of staff agreeing that they had been provided with appropriate resources to work in a different location due to Covid (18% more than the national average).
- 2.11 The survey also highlights that there were some areas for improvement. These are particularly that only 47% of staff agreed that they had an appropriate level of Covid-19 PPE to do their job safely, that 12% of staff felt discriminated against at work in the last 12 months and that only 36% of

responding operational staff felt they would be supported by the Service if they used operational discretion at an incident.

- 2.12 The full findings of the survey have been reviewed to ensure that appropriate steps are taken to address, assure and learn from the highlighted areas, in conjunction with the Service's current action plan to support the internal 2020 Staff Survey.
- 2.13 The Service's '**Lessons Learnt Log**' has been compiled since April 2020 with departmental and organisational learning. The log details learning from the BCM period and includes entries that have already been enacted (using table-top exercises to augment practical training), entries which will be used in future planned projects (several references to agile working which is now a Year Three Strategic Priority Area) and entries which require further exploration (the use of digital engagement to support SWVs).
- 2.14 Actions from the log are being reviewed and developed by the BCM manager and Heads of Departments to determine what is going to be implemented as standard practice, discontinued once 'Business as Usual' returns or noted for the future.
- 2.15 Departments and Teams continue to review their practices and capture 'lessons learnt' on the log which is periodically reviewed by the BCM Group.
- 2.16 The Service continues to proudly support partners in the community effort against Covid-19. Since March 2020, the Service has:
- Delivered over 12,500 food and medication parcels to vulnerable members of the community;
 - Administered over 54,000 vaccinations;
 - Built 20 community testing sites;
 - Trained 288 community volunteers;
 - Carried out over 1000 community tests.
- 2.17 The Service continues to work actively with partners in response to community needs and is balancing this with the Service's core service delivery which has seen the resumption of business and domestic related safety activities, in line with the easing of restrictions.

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

There are no equalities implications arising from this report.

6. CRIME AND DISORDER IMPLICATIONS

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

7. LEGAL IMPLICATIONS

The Service has a statutory duty to secure continuous improvement under the Local Government Act, 1999.

8. RISK MANAGEMENT IMPLICATIONS

The Service has utilised the learning from the response to Covid-19 to develop and enhance its business continuity plans and preparedness.

9. COLLABORATION IMPLICATIONS

There are no collaboration implications arising from this report.

10. RECOMMENDATIONS

It is recommended that Members:

- 10.1 Note the contents of the report.
- 10.2 Endorse the approach to learning from the response to Covid-19.

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

None.

John Buckley
CHIEF FIRE OFFICER

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NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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

COLLABORATION UPDATE

Report of the Chief Fire Officer

Date: 02 July 2021

Purpose of Report:

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

Recommendations:

That Members note the contents of this report.

CONTACT 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 & 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 eight key projects are provided for Members below:
- 2.2 **The Design Development – The Redevelopment Project (P1)**
Overall, this project remains on-track, is progressing in line with plans and remains under budget. The new build element of the JHQ is due to be completed prior to Christmas 2021 and the development works on the current Sherwood Lodge building due to be complete by the end of March 2022.
- 2.3 Planning continues on space allocation and road improvements to support the JHQ move with associated meetings continuing to be held on a frequent basis.
- 2.4 Issues relating to the mechanical and electrical design for JHQ have been raised with the contractor and are progressing to a resolution.

- 2.5 **The Legal Framework (P2) and Finance (P3)**
These projects have been closed as the legal framework and financial aspects for the Joint Headquarters have been finalised and reported to Strategic Collaboration Board and Members previously.
- 2.6 **Human Resources and People (P4)**
Work continues to progress 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.
- 2.7 A joint employee forum was held on the 28 April 2021 and a joint employee update event was hosted on the 29 April 2021 where over 100 employees from both services attended.
- 2.8 Branding is being established, influenced by the workforce, to ensure a presence of joint-branding at the JHQ.
- 2.9 **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 through the collaborative governance structure in July 2021.
- 2.10 **Decant from Bestwood Lodge (P6)**
Work is continuing on the high-level disposal options for the Bestwood Lodge site. Final options will be presented to the Fire Authority for decision in July 2021.
- 2.11 **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, including additional internet capacity to support the move. 'Cloud' migration is underway and NFRS aim to be entirely 'cloud' based by the time of the JHQ move.
- 2.12 **Fire Investigation and CSI Colocation (P8)**
Work has begun on the necessary, agreed amendments to the CSI offices in order to facilitate the colocation. These works are anticipated to complete by the end of June 2021 with colocation of the teams following soon after.
- 2.13 The two teams have met regularly to discuss ways-of-working, opportunities and to form stronger relationships ahead of their colocation; the first formal element of the JHQ move.
- 2.14 The teams are expected to transition to the new way of working over the summer 2021.

OTHER COLLABORATION UPDATES

- 2.15 Police and Fire continue to benefit from shared estates at Highfields, West Bridgford and Carlton fire stations. The colocation of teams has enabled greater value for money from the estate and facilitated closer working between teams.
- 2.16 The joint Police and Fire drone has now been mobilised to over 35 fire related incidents and over 150 police related incidents. The drone has provided valuable assistance at a range of incidents including water rescues, missing persons, large fire incidents and fire investigations, as well as wide area searches for offenders, containment of areas and supporting proactive police operations.

JOINT FIRE CONTROL

- 2.17 The Joint Fire Control room continues to operate an emergency response function for both Derbyshire and Nottinghamshire as part of the Tri-Service Fire Control arrangements (alongside Leicestershire Fire and Rescue Service).
- 2.18 Regular performance meetings are held with Derbyshire colleagues to review operations in the Control function as well as a dedicated liaison at middle-manager level within the Service.
- 2.19 Performance in call handling and mobilisations continues to exceed the expected standards as required by the Service.

PREVENTION WORKSTREAMS

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

STRATEGIC INTENT

- 2.21 In line with the Year Three Strategic Action of 'Collaboration to Improve Community Outcomes', under the current Strategic Plan which was approved at the February 2021 Fire Authority meeting, a collaborative meeting for Members with Derbyshire Fire and Rescue Fire Authority is being planned for later in 2021.
- 2.22 This meeting will present an opportunity for Members to discuss the current collaborations and explore future opportunities with elected Members from Derbyshire.

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

That Members note the contents of this report.

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

None.

John Buckley
CHIEF FIRE OFFICER

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