

# Public Document Pack



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

**Date:** Friday, 28 April 2023      **Time:** 10.00 am

**Venue:** Joint Fire / Police HQ, Sherwood Lodge, Arnold, Nottingham, NG5 8PP

**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 be 'M. J. [unclear]'. The signature is written in a cursive style.

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

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of the remaining item 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.

**9 Exempt Minutes**

39 - 40

Of the meeting held on 27 January 2023, for confirmation.

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

**Minutes of the meeting held at Joint Fire / Police HQ, Sherwood Lodge, Arnold,  
Nottingham, NG5 8PP on 27 January 2023 from 10.00 am - 10.58 am**

**Membership**

Present

Councillor Michael Payne (Chair)  
Councillor Sybil Fielding  
Councillor Patience Uloma Ifediora  
Councillor Mike Quigley MBE  
Councillor Jonathan Wheeler  
Councillor Tom Hollis (Substitute for Councillor Jason Zadrozny)

Absent

Councillor Jason Zadrozny

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

Craig Parkin – Chief Fire Officer  
Mick Sharman - Acting Assistant Chief Fire Officer  
Damien West - Area Manager Head of ICT, Corporate Support  
Becky Smeathers - Head of Finance and Treasurer to the Authority  
Malcolm Townroe – Clerk and Monitoring Officer to the Authority  
Catherine Ziane-Pryor – Governance Officer

**15 Statements made by the Chair on behalf the Service and Fire Authority**

Councillor Michael Payne, Chair, informed the committee that a statement had been made in support of firefighters who were injured fighting the recent fire that took place in Edinburgh City Centre. Our thoughts are with them and their families.

Today is National Holocaust Memorial Day. On behalf of the Authority and Service we remember the six million Jewish men, women and children, who were murdered by the Nazis and their collaborators, and all victims of Nazi persecution and all subsequent genocides.

The meeting observed a minute's silence.

**16 Apologies for Absence**

Councillor Jason Zadrozny (Councillor Tom Hollis substituting)  
Councillor Tom Hollis for his delayed arrival.

## **17 Declarations of Interest**

None.

## **18 Minutes**

The minutes of the meeting held on 11 November 2022 were confirmed as a true record and signed by the Chair.

## **19 Framework for Application of Firefighter Pension Scheme Abatement Policy**

Becky Smeathers, Head of Finance and Treasurer to the Authority, presented the report which provides a framework for the application of the Abatement Policy for the Firefighters' Pension Scheme by which discretionary abatements will be guided, as requested at the last Committee meeting.

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

- a) Previously a blanket policy had been in place, but following the advice of the LGA, the policy is to be revised and consideration given on an individual basis if there is a clear exceptional benefit to the Service in doing so. This was agreed at the last meeting;
- b) An Abatement Discretions Panel consisting of 3 senior officers is proposed for making decisions which are then reported to the Pension Board, which is a publicly transparent committee meeting three times a year, which in turn reports annually to the Fire Authority;
- c) It is suggested that if the Pensions Board, which includes elected and pension specialist members, identify any issues or concerns, they can raise these with the Authority through the elected member.

Committee members' comments included:

- d) The report is welcomed as providing exactly what the committee had requested, with a clearly explained pathway for decisions, rationale and framework;
- e) These issues are about people's lives and life planning. It's not fair for one Service officer to be expected to take such decisions in isolation so the shared responsibility and consideration of a Panel is welcomed;
- f) The transparency of the proposed framework is welcomed but it should be reviewed in a year's time to ensure the arrangements are appropriate and if more regular reporting of pension abatement decisions is required.

**Resolved to approve:**

- 1) **the following rationale for making the abatement decisions relating to the firefighters' pension scheme:**
  - **there is an overall financial benefit in doing so (for example avoiding the need to employ alternative staff at higher cost);**
  - **re-employment is required to enable the Service to deliver a statutory or key function or project;**
- 2) **the creation of an Abatement Discretions Panel consisting of an Assistant Chief Fire Officer, Head of People and Organisational Development (or representative) and Head of Finance (acting as delegated Scheme Manager);**
- 3) **decisions of the Abatement Discretions Panel are reported to the Pensions Board and then the Policy and Strategy Committee by way of the Pensions Annual Report.**

## **20 Manchester Arena Inquiry - Volume 2**

Mick Sharman, Acting Assistant Chief Fire Officer, presented the report which summarises Volume 2 of the Manchester Arena Inquiry, focusing on the impact of inadequacies in the planning and preparation by emergency services and in the emergency response.

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

- a) Volume 1 of the enquiry focused on the security arrangements, and Volume 3, which is expected to be published in spring 2023, will focus on the security services and counter terrorism police;
- b) Volume 2 has brought some clarity to response arrangements of emergency services during the incident. Undoubtedly the report is worth reading in full;
- c) Powerful language is used in the damning report, such as 'inadequacy of planning by emergency services in the emergency response', stating that 'the performance of emergency services was far below the standard it should have been' and refers to 'the ineffectiveness of response';
- d) the report identifies several areas as follows:
  - i. All Category 1 responders in attendance that night made mistakes in adhering to, and completing the tasks outlined in the Joint Emergency Services Interoperability Principles (JESIP), which are the principles by which emergency services work together to coordinate a multiagency approach to an incident. These principles weren't applied as robustly as they should have been which has been identified as a failure;
  - ii. Multiple failures in the communications that occurred, particularly between the agencies that responded, and also the particular understanding between the various services. The report identifies inadequate training for fire control room staff;

- iii. There was inadequate training for Fire Control and NILOs (National Inter- agency Liaison Officers), who deal with and share the high level intelligence of an incident, particularly in handling a situation where communications broke down;
  - iv. Poor decision-making highlighted the lack of understanding of partner agencies' capabilities and training, and a lack of understanding of what each service should bring to the incident and how they should work together;
  - v. There was a lack of understanding of Operation Plato which is the national identifier for the response to a marauding terrorist attack;
- e) Prior to the Manchester Arena incident, during the past 3-4 years, NFRS has taken a proactive approach to improve a number of areas that have been identified as failings with this report;
  - f) Volume 1 of the report acted as a catalyst to further energise and focus on the work that the Service has undertaken, but there is still further work to be done, including the review of operational policies and procedures relating to terrorist attacks;
  - g) The National Fire Chiefs Council (NFCC) is considering the report before issuing a collective sector response, including how the sector will learn lessons and move forward, not just as individual Fire and Rescue Services, but as a sector in addressing the recommendations clearly identified in the report;
  - h) NFRS will further consider its own processes and produce a further detailed action plan that will take on board the national recommendations;
  - i) It's very striking that the report highlights relationships and the importance of the Local Resilience Forums (LRFs). Nottinghamshire LRF is proactively taking the report into consideration and has formed a subgroup which is led by NFRS in terms of coordinating a response to volume 2;
  - j) Progress against the recommendations will feed into the Community Risk Management Plan (CRMP) and be reported to members.

The Chair commented as follows:

- k) It's difficult to comprehend 22 people being killed, 1,017 people being injured and the psychological trauma resulting from such an incident taking place in England;
- l) the report has a consistent theme of poor communication between agencies, and a lack of awareness of the capability, including equipment, of the Fire and Rescue Service. Risk aversion, insufficient muscle memory due to lack of training are also referenced, so we all need to know where the standard will be set;
- m) A concern which was first raised during the initial pandemic lockdown, is with regard to the arrangements for responding to significant scale incidents such as the national lock down or the Manchester Arena attack. The accountability mechanism doesn't and hasn't included the engagement and input of elected members who are representatives of the public and to be held accountable for the services that responded;

- n) During the height of the Covid pandemic, operational decisions were driven by the strategic decisions of the LRF with absolutely no accountability and oversight by elected members. During Covid, some decisions were operational emergency response, but also some of those strategic decisions were about removing people's rights or infringing on their ability to go about their day-to-day lives, taken in isolation by operational staff. Central government has accepted that there is a strategic missing link regarding accountability to elected members. It's important to know where accountability of the LRF sits. Current arrangements also leave LRF officers vulnerable;
- o) This is a serious public enquiry for an incident where there was significant loss of life and a huge impact. There is a lot of criticism in the report, not just against the Fire Service, but for all responding services. If the LRF takes the lead, it needs to be accountable;
- p) It is important for members to have the opportunity to feed into the LRF, and it is also suggested that once complete, all locally elected members, including members of Parliament, along with community leaders, are briefed on the work of the LRF to ensure that they comprehend the arrangements and if incidents occur, can provide informed reassurance to communities and citizens on the processes applied, having been determined by the LRF. This would help address one area of criticism following the Manchester Arena incident with regard to communication and understanding;
- q) Once the LRF work concludes in this area, it would be beneficial to receive a report on lessons learned, with a headline briefing and illustration of accountability of the LRF work;
- r) It is a serious concern that the paper reports that the £56,000 Central Government allocated funding specifically dedicated to support preparation to respond to a marauding terrorist attack, will be reduced to just £19,000 in the next financial year. Other Fire and Rescue Services may not have buildings and venues which were open to the threat, but Nottingham and Nottinghamshire do. More clarity needs to be reported to members and citizens, including if and where representations have been made, and the response of the National Fire Chiefs Council.

Craig Parkin, Chief Fire Officer, responded:

- s) The Service is looking to clarify the concerns around the LRF accountability, but the Fire Services Act sets out where the powers of the Authority sit, and where the role of the officers sit with regard to discharging the duties in particularly relating to large-scale emergency responses;
- t) Accountability is reflected in reporting to forums such as these, and the Fire Authority, with powers of intervention by the Secretary of State if the Service does not meet its duties and function as expected, so Central Government also has scrutiny over the Authority. 'Future of Fire Standards' relies on the integration and deployment of the latest technology, whilst HMICFRS requires evidence of learning from incidents and consideration of risk aversion. There is still work to be done with regard to the principles of joint working and ensuring shared knowledge and understanding. 'JESIP', the joint interoperability framework, was established to address identified gaps in collective coordination and communication between services. There is existing National guidance, some of which was followed, some of which hasn't been. Added to which, some

members may be aware that a paper is scheduled to be published focusing on the 'Reform of the Fire Service', including governance, standards and expectations that there will be a suggestion to implement a College of Fire;

- u) At its next inspection, HMICFRS will look in detail at training, competence, people and culture. Overall there is a lot of scrutiny of the Service and how it operates, including scrutiny around the LRFs and its resilience frameworks. It is anticipated there will be scrutiny of where elected members' roles end and operational independence. There is a lot of work ongoing and once officers are provided with more details, a report can be brought before members;
- v) Following significant incidents, Central Government established areas of focus work such as 'New Dimensions', with significant funding to kick-start implementation regarding emergency response to specific incidents such as terrorist chemical, biological, radiological and nuclear (CBRN) incidents. This Service has been involved in this and further national work, including around terrorism;
- w) The Service has a responsibility to identify local risks, which may include those listed above, and ensure that it can respond appropriately within normal operational capability. The additional funding enabled the establishment of this work, but the fire sector should have been building this type of risk into its response capability locally and nationally. The funding and teams debate is ongoing, including whether firefighters should be paid additional marauding terrorist attack (MTA) element.;
- x) In the instance of the Manchester Arena the Police took control to identify and neutralise the threat and gain an understanding of risk. If there had been a building collapse then the Fire Service would take the multiagency lead, but in terrorism cases, the Police take the lead and agencies work assess and identify a joint understanding of risk.

Members of the Committee commented:

- y) It's a concern that the main anger towards emergency services was focused on the Fire Service, but they too, along with paramedics were stopped from entering the scene by the Police until it was determined safe to do so;
- z) Retrospective opinion is easily presented, but it needs to be understood that it is not uncommon for such attacks to include secondary explosive devices aimed at emergency responders arriving on scene, so the Police had to determine the risk of this prior to allowing other services to enter the scene;
- aa) Emergency services have issued a very humbling apology. Services can sometimes find it difficult to be objective on their own operation, which is why the HMICFR review is useful in raising challenging questions.

**Resolved to:**

- 1) note the contents of this report and endorse the actions being taken by the Service in response to the Manchester Arena Inquiry recommendations;**
- 2) agree to receive further reports to enable monitoring and scrutiny on the implementation of learning.**



## **21 His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS), Areas for Improvement**

Damien West, Area Manager Head of ICT, Corporate Support presented the update report on how the Service is responding to the areas for improvement (AFI) identified during the 2021 HMICFRS inspection.

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

- a) The AFI delegated to the Policy and Strategy Committee (AFI 1) is in regard to 'the monitoring, reviewing and evaluation of the benefits and outcomes of any collaboration activity undertaken by the Service';
- b) The report submitted today is similar to that presented to the Fire Authority in September 2022 and provides a good, positive response, which requires the evaluation of the committee;
- c) As outlined in the report, a gap analysis has been undertaken resulted in the following work streams:
  - i. Review of the Services' evaluation framework;
  - ii. Further engagements with the broader Fire Service Sector to identify best practice and understand areas for improvement. This has been initiated with Kent Fire and Rescue Service and learning will be applied;
  - iii. Continue external evaluation work, such as that undertaken with Nottingham Trent University;
  - iv. Ensure that evaluation criteria are embedded in the Service's culture and incorporated into the year two annual delivery plan and potential future collaborations;
  - v. For internal governance meetings, such as the Service's Community Risk Management Plan Assurance Board, to consider and review evaluations, ensuring that development and learning can occur, with regular updates provided to members of the Fire Authority;
- d) Members will receive progress updates, with the completion target date for all work streams set as June 2024.

Members of the committee:

- e) suggested that specific collaboration evaluation update reports are submitted twice yearly to the Policy and Strategy Committee to ensure the prominence of the work is maintained and members can monitor progress;
- f) expressed interest in gaining an understanding of the assessments of neighbouring Fire and Rescue Services such as Derbyshire, which collaborate with NFRS.

**Resolved to:**

- 1) note the 'Areas for Improvement' delegated to the Committee for scrutiny and monitoring;**

- 2) **agree the approach of the Chief Fire Officer for addressing the 'Areas for Improvement';**
- 3) **note the actions undertaken to date.**

## **22 Exclusion of the Public**

**RESOLVED to exclude the public from the meeting during consideration of the remaining item 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.**

## **23 Exempt Minutes**

The exempt minutes of the meeting held on 11 November 2022 were confirmed as a true record and signed by the Chair.

## **24 Resilience Update**

Mick Sharman, Acting Assistant Chief Fire officer, presented the report.

**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 Strategy Committee

# **ANNUAL DELIVERY PLAN – YEAR TWO**

Report of the Chief Fire Officer

**Date:** 28 April 2023

**Purpose of Report:**

To provide Members with an overview of the Service's Annual Delivery Plan for Year Two of the Community Risk Management Plan (CRMP) 2022-25.

**Recommendations:**

It is recommended that Members:

- Note the content of the report.
- Endorse the Year Two Annual Delivery Plan for publication.

**CONTACT OFFICER**

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## 1. BACKGROUND

- 1.1 On 25 February 2022, the Fire Authority fulfilled the statutory requirement to produce an integrated risk management plan in the form of a Community Risk Management Plan (CRMP) for 2022-25.
- 1.2 The Service's CRMP outlines a set of commitments over the three-year period. These commitments are broken down in to three Annual Delivery Plans that identify the focus for the Service in each year, along with performance measures and how services will be improved and delivered to communities.
- 1.3 The Service's progress against Year One of the CRMP will be presented to Members as part of the Annual Statement of Assurance in July 2023.
- 1.4 The Service's planning cycle is aligned to the national standard of the 'business year' running from 1 April to 31 March.

## 2. REPORT

- 2.1 The Annual Delivery Plan (ADP) is the Service's approach to business planning and resourcing of the expected activity for each year of the CRMP.
- 2.2 The current CRMP identifies six strategic goals which each identify a number of commitments that will be delivered over the three-year period of the plan.

The Strategic Goals for the Service are:

- **Strategic Goal 1:** We will help people stay safe from fires and other emergencies.
  - **Strategic Goal 2:** We will improve fire safety in the buildings people live and work in.
  - **Strategic Goal 3:** We will respond immediately and effectively to emergency incidents.
  - **Strategic Goal 4:** We will continue to support and develop our workforce and promote an inclusive Service.
  - **Strategic Goal 5:** We will continue our improvement journey to deliver an outstanding Service.
  - **Strategic Goal 6:** We will manage and invest in our Service to ensure it is fit for the future.
- 2.3 The Year Two ADP outlines the Service's approach to continuing the improvement journey that is set out in the current CRMP, whilst considering and working within the current demands, capacity, and budgets that the Service is presented with.
  - 2.4 A copy of the public Year Two ADP is attached to this report for reference, however the key areas of focus for 2023/24 are:

- Deliver Safe and Well Visits to 14,000 homes to provide advice, install smoke alarms and other safety equipment, and make referrals to partner agencies for support, where required.
- Complete 1,500 fire safety audits, targeting buildings that present the highest risk.
- The Service will review its resourcing to risk with particular focus on the fire cover in the Ashfield area, following the findings of the Fire Cover Review in 2022.
- Embed the Core Code of Ethics into the Service Values and behaviours, and act on the relevant learning from reports across the sector in relation to improving our culture.
- Undertake phase two of our Futures25 programme, looking at Service redesign and financial efficiencies.
- Develop a strategy and roadmap for decarbonisation of premises and activities.
- Deliver services within the budget set for 2023/24.

## **FIRE SERVICE CULTURE**

- 2.5 The fire and rescue sector has been in the spotlight from a cultural perspective in recent months and the Service is keen to ensure that it is learning from this and making its services and working environment the best it can be.
- 2.6 Part of this work will be to work closer with communities to develop greater relationships with fire stations and their personnel. These community partnerships are essential in maintaining trust and building the Service's reputation as an employer of choice across the City and County, as well as developing the Service's understanding of, and engagement with, communities.

## **FUTURES25**

- 2.7 Phase Two of the Service's Futures25 programme of work will focus on developing the organisation's ability to be more efficient and effective in the way that it works.
- 2.8 The improvement of systems and process is a key part of developing services for the public but, at the same time, will help to build engagement with employees whose suggestions and ideas are relied upon to make systems and processes more effective.
- 2.9 The Futures25 programme will include a workstream that ensures that the Service is 'resourcing to risk'; effectively using all the Service's resources to address the risks and demands that are faced now, and in the future.

## **REPORTING**

- 2.10 The ADP is presented in 'plain text' as it will be hosted through the Service's website and intranet. This will ensure that the document is accessible through the translation and accessibility functions presented through browser access and also contribute to the Service's 'digital first' approach.
- 2.11 Members will receive regular updates through the relevant committee structures on progress against the ADP during the year. The statutory requirement of

publishing an Annual Statement of Assurance, will present an overview of achievement against the ADP in July 2024.

### **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 of the nature of this report.

### **6. CRIME AND DISORDER IMPLICATIONS**

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

### **7. LEGAL IMPLICATIONS**

- 7.1 The Authority has a statutory requirement to present and deliver an Integrated Risk Management Plan, which is delivered through the CRMP.
- 7.2 The proposed Year Two ADP, presented with this report, discharges this function on behalf of the Authority.

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

- 8.1 The Service's approach to business planning and delivery of the Annual Delivery Plan assists in the mitigation of the corporate risk of the '*inability to set a balanced budget and to contain spending within existing budgets*' as detailed within the Corporate Risk Register (CRR), through the assessment of Service resource, demand, and capacity as well as clear financial planning, monitoring and management.
- 8.2 The actions set out within the ADP address a number of corporate risks, as identified in the CRR, including workforce sustainability, employee engagement, preventable deaths, environmental impact and corporate reputation.

### **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 Approve the Year Two Annual Delivery Plan for publication.

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

None.

Craig Parkin  
**CHIEF FIRE OFFICER**

## ANNUAL DELIVERY PLAN – YEAR TWO

### Introduction

Welcome to our Annual Delivery Plan for 2023/24, the second year of our Community Risk Management Plan (CRMP) 2022 - 2025. This plan builds on our progress over the last year and outlines the work we will do this year to continue delivering on our commitments to our communities.

The last twelve months have presented many challenges for the Service. We faced huge demand over several weeks last summer when the extreme weather led to a spike in fires, including some large scale, protracted incidents. Meanwhile, the economic and societal challenges caused by events here in the UK and overseas, has impacted our financial position and made planning and budgeting difficult.

Despite these challenges, we have increased productivity across our prevention and protection activities, whilst identifying efficiencies in our support services that have helped to maintain a balanced budget. We were delighted to be rated as a “Good” service by His Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) following their inspection of the Service in the October 2021. Their report, published in July 2022, recognised the significant improvements we have made, across all areas, since their first visit in 2019. We are due to be inspected again later this year and welcome the opportunity to demonstrate how we are continuing to build upon this success on our journey towards being an ‘Outstanding’ Service.

Our Annual Statement of Assurance will provide a comprehensive report of our progress and performance over the last year when it is published in July 2023.

Looking ahead, with the increased cost-of-living and high inflation rates continuing, the financial climate remains uncertain. The proposed reductions to our emergency response model to meet the forecasted financial constraints of last year, which we presented for public consultation, were no longer required. However, we are still forecasting a gap in funding for future years, and therefore may need to identify further efficiencies in the coming months and years. In doing so, we aim to deliver a sustainable, balanced budget whilst continuing to put the needs of our communities first and foremost, and we will continue to ensure we ‘resource to risk’ by reviewing the best deployment and use of our resources across the City and County.

Within the wider fire sector, there is a focus on ensuring that fire and rescue services are fit for the future. The Fire Standards Board continue to develop new professional standards that aim to benefit the profession, the communities we serve and the services we deliver. As new standards are approved, we will assess our current activities against them to identify areas we can improve. We are also committed to learning from others, including the findings of the Manchester Arena Inquiry and HMICFRS review of values and culture in the Fire and Rescue sector.

We are proud of our organisational culture, but learning identified from events across the sector demonstrates the importance of ensuring our values (Professional, Value



and Respect for Others, One Team and Open to Change) are reflected in individual and organisational behaviour. We will further develop how we engage with our communities, incorporating their views and values in our decision making; building upon the reputation and trust we have developed with them. We will continue to fully embed the Core Code of Ethics, making it an intrinsic part of what we do and how we do it.

Our development priorities this year are focused on:

- Improving the efficiency and effectiveness of our activities, through service redesign and financial and governance reviews;
- Improving the accessibility and inclusivity of our premises and training facilities, developing our culture and working to make NFRS an employer of choice;
- Continuing to develop our community engagement approach including our understanding of our communities and how best to engage with them.

More information about these, and the other actions we are taking in relation to each of our strategic goals, are contained within this plan.

You can find more details about our long-term ambition and our [strategic goals in our CRMP](#), which is also available on our website.

We will provide updates on our progress against this Annual Delivery Plan throughout the year, and we will provide a full report on our progress and performance in our Annual Statement of Assurance which will be published in the Summer of 2024.

**STRATEGIC GOAL 1:  
WE WILL HELP PEOPLE STAY SAFE FROM FIRES AND OTHER EMERGENCIES**

This goal focuses on our statutory duty to prevent fires and other emergencies from happening.

**Our key objectives for this year are:**

- Deliver Safe and Well Visits to **14,000** homes to provide advice, install smoke alarms and other safety equipment, and make referrals to partner agencies for support, where required. We will target those people at higher risk, with a particular focus on those who meet the criteria of our CHARLIE profile.
- Develop our understanding of communities and the people who live in them, using data from the 2021 Census, to help target and engage with those most at risk, in an inclusive way.
- Ensure all staff complete the mandatory safeguarding training needed for their roles, and that we make safeguarding referrals in line with the various Safeguarding Boards expectations.
- Deliver fire, road and water safety education activities to those most at risk in the community.
- Provide training and education to our partners on how to recognise the risks of fire and make appropriate referrals to us in line with our CHARLIE profile.

**Our focus for improvements this year are:**

- Upgrade our computer systems to increase our ability for mobile working and improve the productivity of our staff.
- Improve the disabled access of our Safe and Well process including online services for obtaining home fire safety advice and making referrals for Safe and Well visits.
- Improve engagement with residents from black and minority ethnic households and community organisations to ensure awareness of the CHARLIE profile and prevention services.

**STRATEGIC GOAL 2:  
WE WILL IMPROVE FIRE SAFETY IN THE BUILDINGS PEOPLE LIVE AND WORK IN**

This goal is focused on our statutory duties to enforce fire safety regulations.

**Our key objectives for this year are:**

- Complete 1,500 fire safety audits, targeting buildings that present the highest risk.
- Complete 1,000 business safety checks on business premises.

- Continue to work as part of the Joint Audit and Inspection Team with Nottingham City Council staff, to inspect multiple-occupation residential buildings.
- Promote fire safety in our communities through business engagement and networks.
- Proactively work with building owners to reduce call outs to false alarms and people marooned in lifts.

**Our focus for improvements this year are:**

- Working with regional partners to support the implementation of a new Building Safety Regulator.
- Embedding changes in our ways of working in response to new responsibilities imposed by the Building Safety Act 2022.

**STRATEGIC GOAL 3:  
WE WILL RESPOND IMMEDIATELY AND EFFECTIVELY TO EMERGENCY INCIDENTS**

This goal focuses on our statutory duty to respond to emergencies.

**Our key objectives for this year are:**

- The Service will review its resourcing to risk with particular focus on the fire cover in the Ashfield area, following the findings of the Fire Cover Review in 2022.
- Deliver training and revalidation to maintain the skills and competence of operational staff.
- Respond to incidents within an average time of eight minutes.
- Work collaboratively with regional partners to improve the effectiveness of our response to incidents.

**Our focus for improvements this year are:**

- Work towards the replacement of our mobilising system in partnership with our colleagues in Joint Fire Control and Derbyshire Fire and Rescue Service.
- Continue to invest in new fire appliances and specialist vehicles, bringing three new appliances into service this year.
- Review our mobile technology to improve access to information for our Crews, including providing additional mobile radio capability to improve communications at incidents.

**STRATEGIC GOAL 4:  
WE WILL CONTINUE TO SUPPORT AND DEVELOP OUR WORKFORCE AND  
PROMOTE AN INCLUSIVE SERVICE**

This goal focuses on inclusion and the development and wellbeing of our workforce.

**Our key objectives for this year are:**

- Welcome two cohorts of wholetime apprentice firefighters, to begin training in April and September.
- Undertake community engagement and positive action to improve the diversity of applicants and appointees for roles at all levels of the Service.
- Promote employee health and wellbeing.
- Deliver a range of learning opportunities to increase understanding of inclusion issues across our workforce.
- Embed the Core Code of Ethics into our Service Values and behaviours, and act on the relevant learning from reports across the sector in relation to improving our culture.

**Our focus for improvements this year are:**

- Review our leadership development programmes.
- Introduce new uniform following the review of our Service's standards of dress.
- Streamline our recruitment processes to make them more efficient and reduce vacancy times.

**STRATEGIC GOAL 5:  
WE WILL CONTINUE OUR IMPROVEMENT JOURNEY TO DELIVER AN  
OUTSTANDING SERVICE**

This goal focuses on the continuous improvement of our services, systems and processes.

**Our focus for improvements this year are:**

- Undertake phase 2 of our Futures 25 programme, looking at service redesign and financial efficiencies.
- Further develop our online repository of information about risks and communities for our public-facing teams.
- Roll out new tablet computers on our appliances, to improve access to risk information and support mobile working.

- Continue to develop our management information capability to better support performance management and decision making.
- Ensure our intranet is readily accessible to all staff including those with different needs or access requirements.
- Continue to respond to the recommendations of public inquiries, sector learning and new fire standards as they are published.

**STRATEGIC GOAL 6:  
WE WILL MANAGE AND INVEST IN OUR SERVICE TO ENSURE IT IS FIT FOR THE FUTURE**

This goal is focused on financial and environmental sustainability.

**Our key objectives this year are:**

- Develop a strategy and roadmap for decarbonisation of our premises and activities.

**Our focus for improvements this year are:**

- Undertake work to improve accessibility and inclusion of facilities at our premises.
- Implement a central management system for electric vehicle charging facilities across our estate.
- To become more inclusive in our decision-making and engagement by developing a community advisory group to advise on the Service's work, reducing bias and promoting inclusion.

**Our performance targets for 2023/24**

Our CRMP describes four pillars around which we measure our performance. Our high-level performance targets for each of these pillars are shown below.

**Community Outcomes**

- Visit 14,000 homes to deliver Safe and Well Visits.
- Complete 1,500 fire safety audits.
- Complete 1,000 business safety checks.
- Reduce the number of Unwanted Fire Signals and lift rescues attended by 3% of the 2021/22 levels.
- Reach incidents within eight minutes, on average, from the time the first fire engine is dispatched.

**Equality, Diversity and Inclusion**

- 100% of new staff will complete mandatory EDI training within two months of joining.
- The Service fulfils its status as a Disability Confident employer.

- All fire stations undertake local positive action engagement activities to support employment, prevention and protection objectives.

### **Professional and Committed Workforce**

- Average number of days lost through sickness absence is at or below an average of 9.2 days per annum for wholetime and support staff and 13.2 day for on-call staff.
- All essential firefighter and officer training is completed.
- All staff have an annual personal development review.

### **Strong Governance and Financial Sustainability**

- Deliver services within the £49.97m budget set for 2023/24.



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# TRI-SERVICE AND REPLACEMENT MOBILISING SYSTEM UPDATE

Report of the Chief Fire Officer

**Date:** 28 April 2023

**Purpose of Report:**

To update Members on the future of the Tri-Service approach to mobilising

**Recommendations:**

It is recommended that Members note:

- The intention of Leicestershire Fire and Rescue Service to withdraw from the Tri-Service arrangements for Fire Control;
- The update on progress against the replacement mobilisation system project;
- The appointment of a temporary, additional strategic manager to oversee related workstreams.

## CONTACT OFFICER

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## **1. BACKGROUND**

- 1.1 In 2015, Nottinghamshire, Derbyshire and Leicestershire Fire and Rescue Services formally joined a Tri-Service arrangement for the procurement and discharge of a fire control function across the three counties.
- 1.2 In 2019, Nottinghamshire and Derbyshire Fire and Rescue Services combined their control rooms in a Joint Control project, with a single control room located at the Ascot Drive fire station in Derbyshire.
- 1.3 In 2021, the Tri-Service agreed to initiate a 'replacement mobilisation system' (RMS) project to look at the replacement of the current mobilising system across the three Services, and two control rooms.

## **2. REPORT**

### **TRI-SERVICE ARRANGEMENTS**

- 2.1 On 20 March 2023, the Chief Fire Officer received formal notification from Leicestershire Fire and Rescue Service (LFRS) of their intention to withdraw from the Tri-Service arrangements for fire control and therefore, the joint procurement of a replacement mobilising system.
- 2.2 The letter from the Leicestershire Chief Fire Officer details the intent of LFRS to remain part of the current mobilising arrangements until October 2024 when the current contract with the mobilising provider is scheduled to end.
- 2.3 The letter also re-affirms the Service's commitment to collaborative ways of working and continuing the benefits that have been forged over the last decade between all three Services.

### **REPLACEMENT MOBILISATION SYSTEM UPDATE**

- 2.4 The RMS project continues to progress towards a position of issuing a formal tender process with an aim of achieving this in May 2023. Workstreams are currently progressing in relation to all aspects of building a comprehensive understanding of requirements ahead of issuing this formal tender.
- 2.5 The withdrawal of LFRS has presented some challenges, but also some areas of simplification for the project. One area, in relation to the additional budgetary costs associated with the procurement of a new mobilising system, and the impact of this being across two Services rather than three, is yet to be fully understood. Further clarity on this will be known once initial responses are received to the tendering process.
- 2.6 The draw on capacity that the RMS project has presented within the Service has been highlighted and addressed by the Strategic Leadership Team. An additional earmarked reserve of £300k has been allocated to address



additional internal demands and required capacity to support the delivery of this statutory function.

- 2.7 Additionally, the increased risk presented to both Derbyshire and Nottinghamshire Fire and Rescue Services led to the recommendation to appoint a temporary, additional strategic manager to oversee the RMS project, the implications of the withdrawal of LFRS, and the ongoing management of the current mobilising system provider.
- 2.8 This post was advertised across both Services and following a process led by both Chief Fire Officers, at the agreement of both Chairs of Fire Authorities, Michael Sharman from Nottinghamshire Fire and Rescue Service was appointed for an initial six-month period to work across both Services, in the jointly funded post.
- 2.9 This new post will provide oversight and leadership across the wider workstreams, reporting to both Chief Fire Officers and ensuring a collaborative and joined-up approach to assist in mitigating the current risks which have been identified.
- 2.10 It is proposed that further reports will be presented to Members as the RMS project progresses throughout the 2023/24 year.

### **3. FINANCIAL IMPLICATIONS**

There are no financial implications currently arising from this report. The RMS project is currently budgeted in the Medium-Term Financial Strategy and Service Capital Programme.

### **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 of the nature of this report.

### **6. CRIME AND DISORDER IMPLICATIONS**

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

## **7. LEGAL IMPLICATIONS**

The Authority has a statutory responsibility under the Fire and Rescue Services Act, 2004, to receive emergency calls and mobilise appropriate resources to attend emergencies.

## **8. RISK MANAGEMENT IMPLICATIONS**

The corporate risk register currently identifies 'mobilising' as a 'very high' risk for the Service in relation to the current position of the mobilising supplier, withdrawal of LFRS from Tri-Service and the RMS project. The approach of appointing an additional strategic manager to provide oversight and scrutiny of this work assists in mitigating this risk.

## **9. COLLABORATION IMPLICATIONS**

The collaborative approach of the RMS project and continued Tri-Service working outside of the control function will ensure that the most efficient and effective approach continues to be adopted.

## **10. RECOMMENDATIONS**

It is recommended that Members note:

- 10.1 The intention of Leicestershire Fire and Rescue Service to withdraw from the Tri-Service arrangements for Fire Control.
- 10.2 The update on progress against the replacement mobilisation system project.
- 10.3 The appointment of a temporary, additional strategic manager to oversee related workstreams.

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

None.

Craig Parkin  
**CHIEF FIRE OFFICER**



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# MANCHESTER ARENA INQUIRY – VOLUME TWO

Report of the Chief Fire Officer

**Date:** 28 April 2023

## **Purpose of Report:**

To update Members on the actions being taken following the publication of the Manchester Arena Inquiry (MAI)- Volume Two.

## **Recommendations:**

It is recommended that Members:

- Note the contents of this report and support the approach being taken by the Service in response to the Manchester Arena Inquiry.
- Agree to receive further reports to enable monitoring and scrutiny on the implementation of learning.

## **CONTACT OFFICER**

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## **1. BACKGROUND**

- 1.1 On 22 May 2017, an explosive device was detonated in the foyer of the Manchester Arena following an Ariana Grande concert. 22 people were killed and 1,017 were injured. Several hundred more suffered on-going psychological trauma.
- 1.2 Following calls for a public inquiry into the incident, the Honourable Sir John Saunders was appointed as Chair to examine the circumstances leading up to, and surrounding, the terror attack at Manchester Arena; including the planning, preparation and response of the emergency services.
- 1.3 Volume One of the Inquiry was published in June 2021. This focused on the security arrangements at the Ariana Grande concert. It identified the missed opportunities for detecting and stopping the attack, and reducing the harm subsequently caused.
- 1.4 Although Volume One did not directly indicate any recommendations for fire and rescue services, Nottinghamshire Fire and Rescue Service (NFRS) reviewed the findings and implemented learning to improve preparedness within Nottinghamshire. This mainly focussed on interoperable working with Police and EMAS colleagues across National Inter-agency Liaison Officers (NILOs).
- 1.5 Volume Two of the Inquiry was published on 3 November 2022. The inquiry focussed on the impact of any inadequacies in the planning and preparation by the emergency services, and in the emergency response. This includes whether any inadequacies undermined the ability of the multi-agency response to save life, or contributed to the extent lives that were lost.
- 1.6 Volume Three of the Inquiry was published on 2 March 2023. This has considered whether Security Service and Counter Terrorism Police could and should have prevented the attack. It has examined whether, and if so, how the attacker became radicalised. It also sets out the steps which led to him being outside the concert with an improvised explosive device and what opportunities there may have been to disrupt, deter or divert him. The recommendations concerning British Secret Service's will be held at 'secret' level and therefore not available for reporting.

## **2. REPORT**

- 2.1 The Service is well practiced in reviewing and enacting national learning reports. Members will recognise similarities in the approach being reported to those used to review and adopt the learning following the Grenfell Tower Inquiry (GTI).
- 2.2 The MAI Volume Two report makes 139 recommendations. Of these, 62 are relevant to NFRS. A further 51 are relevant multi-agency learning and will be addressed through the Nottinghamshire Local Resilience Forum (LRF).

- 2.3 An action plan has been developed for both NFRS and the LRF. This is administered through an action tracker and follows the same approach as used following the GTI.
- 2.4 An initial high-level review of the recommendations indicates that the previous work carried out by NFRS has mitigated any immediate risks prior to the release of the report. As such, Members are assured that there are no high-risk areas of concern currently outstanding.
- 2.5 A high level summary of the report shows key learning has been identified in the following areas:
- Joint Emergency Services Interoperability Principles (JESIP);
  - Failures in communication;
  - Inadequate training within Fire Control and for national interoperability; Liaison Officers (NIOs) in managing an incident of this nature;
  - Poor decision-making;
  - Failures in interoperability relating to operational approaches and available systems;
  - A lack of understanding by partner agencies of the capabilities, training, and equipment available to and of the FRS;
  - Failures of incident command;
  - Lack of understanding of 'Operation Plato' which is the agreed national identifier for the response to a no-notice marauding terrorist attack (MTA).
- 2.6 Whilst work has already commenced, the timeline for delivery and assurance against all the recommendations is likely to be around 18 months for both NFRS and the LRF. All recommendations are expected to be completed by September 2024.
- 2.7 To deliver fire specific recommendations, a MAI working group has been established to co-ordinate improvements against the action plan. The Risk and Assurance Group Manager is the Chair of this group and is responsible for reporting progress to the Strategic Leadership Team.
- 2.8 To deliver the multi-agency recommendations, the Service is actively working with colleagues within the Nottinghamshire LRF, via a newly formed MAI subgroup. This new subgroup is being led by Fire and is chaired by an Assistant Chief Fire Officer.
- 2.9 Internal scrutiny of the MAI action plan will be through the CRMP Assurance Board, which will receive a progress report on a quarterly basis.
- 2.10 It is proposed that an update report is provided to this Committee at a frequency of no longer than 12 months, on delivery against key milestones, or by exception if required.
- 2.11 Progress against the MAI action plan is an area of focus for His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) during their Service inspection programme. NFRS's next inspection is

expected to be in Autumn 2023. By the time of this inspection, it is expected that notable progress will have been made against the detailed action plan.

### **3. FINANCIAL IMPLICATIONS**

There are no direct financial implications arising from this report. Any costs associated with delivering the recommendations within the Volume Two report will be identified through the action plan and reviewed by the Strategic Leadership Team as part of the budget setting and business planning process.

### **4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS**

There are a range of recommendations within the Volume Two report that will have training implications across NFRS and partner agencies. These will be defined further during scoping of the action plan and overseen by the Service's Training and Assurance Board, and the Local Resilience Forum training sub-group.

### **5. EQUALITIES IMPLICATIONS**

An equality impact assessment (EIA) has not been undertaken because this report is designed to provide an overview of work to date. Where recommendations require a change to product, service, or policy an EIA will be completed.

### **6. CRIME AND DISORDER IMPLICATIONS**

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

### **7. LEGAL IMPLICATIONS**

- 7.1 The Service has a duty under the Health and Safety at Work Act to ensure the safety of employees and others affected by our activities. Implementing the recommendations will ensure the Service complies with these requirements.
- 7.2 The Fire Services Act requires the Service to resource to community risks and that adequate arrangements are in place to provide an effective operational response.
- 7.3 The Civil Contingencies Act requires that the Service has necessary plans in place to respond to a major incident which may include an MTA.
- 7.4 The Local Government Act 1999 places a statutory duty on the Service to 'secure continuous improvement in the way in which its functions are exercised'. The reporting of progress against these matters 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**

- 8.1 Effectively implementing the Volume Two recommendations will ensure that the Service is well placed to ensure an effective operational response to MTA incidents. It will also serve to develop further assurance in the effective operational response to any type of multi-agency major incident.
- 8.2 The recommendations are likely to be a focus for HMICFRS during the next tranche of inspections. Effective organisational response to the Inquiry recommendations will mitigate the risk of a negative inspection result and the identified corporate risk of 'Service reputational risk' that this poses to the Service.
- 8.3 Close media scrutiny of the Inquiry poses a reputational risk for the organisation were such an event to occur in Nottinghamshire, however the actions undertaken by the Service, detailed in this report and the subsequent action plans, will help mitigate the risk of an unsatisfactory response to such an incident.

## **9. COLLABORATION IMPLICATIONS**

- 9.1 There are collaboration implications related to implementing the learning within the Volume Two report. This includes working with regional and tri-service fire partners, partners across Nottinghamshire Local Resilience Forum, and national working groups.
- 9.2 Operational policy and guidance relating to terrorist attacks have been developed regionally through the National Inter-Agency Liaison Officer network. A collaborative approach to implementation is required since any large-scale incident is likely to result in cross-border support being requested from neighbouring fire and rescue services. A common understanding of ways of working is required to ensure this response is effective.
- 9.3 Greater alignment and sharing of intelligence and risk information is critical to achieve with Nottinghamshire Police. Work is already ongoing to progress this with the focus created by the Inquiry supporting such work. Several working groups have been established to progress recommendations jointly where appropriate.

## **10. RECOMMENDATIONS**

It is recommended that Members:

- 10.1 Note the contents of this report and support the approach being taken by the Service in response to the Manchester Arena Inquiry.

10.2 Agree to receive further reports to enable monitoring and scrutiny on the implementation of learning.

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

None.

Craig Parkin  
**CHIEF FIRE OFFICER**





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# **BEREAVED FAMILIES CHARTER**

Report of the Chief Fire Officer

**Date:** 28 April 2023

**Purpose of Report:**

To present the Bereaved Families Charter to Members and seek support for stating the Service's commitment to the Charter.

**Recommendations:**

That Members endorse the adoption of the Bereaved Families Charter.

## **CONTACT OFFICER**

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## 1. BACKGROUND

- 1.1 The Charter for Families Bereaved through Public Tragedy was written in 2017 by the former Bishop of Liverpool, the Right Reverend James Jones, to ensure the pain and suffering of families affected by the Hillsborough tragedy is not repeated in future tragedies.
- 1.2 To date, the Service has not formally committed to adopting the principles of the Charter.

## 2. REPORT

- 2.1 Adopting the Charter and honouring its principles is highlighted as providing the Service with a framework to support bereaved families and communities in the aftermath of a major incident.
- 2.2 The Charter, attached at Appendix A, highlights the Service's commitment to being more 'people-focused' and providing the vital services that meet the needs of people before, during and after an incident.
- 2.3 The Charter presents six commitments that the Service would prioritise in the event of a major incident or public tragedy. These commitments are:
  - In the event of a public tragedy, support the activation of emergency plans and deployment of resources to rescue victims, to support the bereaved and to protect the vulnerable;
  - Place the public interest above our own reputation;
  - Approach forms of public scrutiny – including public inquiries and inquests – with candour, in an open, honest and transparent way, making full disclosure of relevant documents, material and facts. Our objective is to assist the search for the truth. We accept that we should learn from the findings of external scrutiny and from past mistakes;
  - Avoid seeking to defend the indefensible or to dismiss or disparage those who may have suffered where we have fallen short;
  - Ensure all members of staff treat members of the public and each other with mutual respect and with courtesy. Where we fall short, we should apologise straightforwardly and genuinely;
  - Recognise that we are accountable and open to challenge. We will ensure that processes are in place to allow the public to hold us to account for the work we do and for the way in which we do it. We do not knowingly mislead the public or the media.
- 2.4 The more recently published Core Code of Ethics for Fire Services (England), aligns closely with the principles of the Charter in relation to 'Putting our

Communities First', acting with 'Integrity' and ensuring that the Service always treats people with 'Dignity and Respect'.

- 2.5 The commitments of the Charter also align to the Service's values and the behavioural framework which outlines the expected approach of personnel.
- 2.6 The Chief Fire Officer intends to pledge commitment to the Charter. The commitments of the Charter will be built into future Service policy reviews, the embedding of the Core Code of Ethics within the Service, and incorporated into the Service's response to major incidents.

### **3. FINANCIAL IMPLICATIONS**

There are no financial implications arising from this report.

### **4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS**

- 4.1 The commitments of the Charter will be incorporated into the ongoing delivery and embedding of the Core Code of Ethics within the Service.
- 4.2 A review of the policy and procedures will be undertaken to ensure that the principles of the Charter are embedded within the Service.

### **5. EQUALITIES IMPLICATIONS**

An equality impact assessment has not been undertaken because of the nature of this report; however, it is noted that the Service's delivery to communities will be improved through the adoption of the commitments of the Charter.

### **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**

- 8.1 The Corporate Risk Register captures the risk of 'Service reputation' and the impact of potentially negative actions or conduct within the Service.
- 8.2 The proposals in this report, and the commitments of the Charter, assist in the mitigation of this risk through ensuring appropriate actions are taken in the event of a major incident or public tragedy.

**9. COLLABORATION IMPLICATIONS**

There are no collaboration implications arising from this report.

**10. RECOMMENDATIONS**

That Members endorse the adoption of the Bereaved Families Charter.

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

None.

Craig Parkin  
**CHIEF FIRE OFFICER**



## **CHARTER FOR FAMILIES BEREAVED THROUGH PUBLIC TRAGEDY**

In adopting this Charter we commit to ensuring that Nottinghamshire Fire and Rescue Service learns the lessons from disasters and their aftermath, so that the perspective of the bereaved families is not lost.

Through the Charter, Nottinghamshire Fire and Rescue Service will:

1. In the event of a public tragedy, support the activation of emergency plans and deployment of resources to rescue victims, to support the bereaved and to protect the vulnerable.
2. Place the public interest above our own reputation.
3. Approach forms of public scrutiny – including public inquiries and inquests – with candour, in an open, honest and transparent way, making full disclosure of relevant documents, material and facts. Our objective is to assist the search for the truth. We accept that we should learn from the findings of external scrutiny and from past mistakes.
4. Avoid seeking to defend the indefensible or to dismiss or disparage those who may have suffered where we have fallen short.
5. Ensure all members of staff treat members of the public and each other with mutual respect and with courtesy. Where we fall short, we should apologise straightforwardly and genuinely.
6. Recognise that we are accountable and open to challenge. We will ensure that processes are in place to allow the public to hold us to account for the work we do and for the way in which we do it. We do not knowingly mislead the public or the media.

Councillor Michael Payne  
**CHAIR OF THE FIRE AUTHORITY**

Craig Parkin  
**CHIEF FIRE OFFICER**

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