NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Nottinghamshire and City of Nottingham
Fire and Rescue Authority

HER MAJESTY'S INSPECTORATE OF CONSTABULARY AND FIRE & RESCUE SERVICES UPDATE

Report of the Chief Fire Officer

Date: 11 September 2020

Purpose of Report:

To present Members with an update on the Service's response to the outcomes of the inspection by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services, and to inform them of a further thematic inspection relating to Covid-19.

Recommendations:

It is recommended that Members:

- Note the progress made against the AFI Improvement Plan.
- Note the Covid-19 thematic inspection of the Service planned by the HMICFRS
- Agree the closure of five further Areas for Improvement and the extension to 31 December 2020 for AFI 20.

CONTACT OFFICER	
Name:	Candida Brudenell Assistant Chief Fire Officer
Tel:	0115 967 0880
Email:	candida.brudenell@notts-fire.gov.uk
Media Enquiries Contact:	Vicky Brown 0115 967 0880 vicky.brown@notts-fire.gov.uk

1. BACKGROUND

1.1 At the meeting of the Fire Authority in July 2019 Members were presented with the report from Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) following the inspection of Nottinghamshire Fire and Rescue Service (NFRS).

1.2 Furthermore, at the September 2019 Fire Authority meeting, Members were presented with an action plan detailing the 'areas for improvement' (AFI), that had been highlighted by HMICFRS, and capturing the actions to address these areas.

1.3 It was agreed that scrutiny would be conducted through the Fire Authority committee structure with regular progress reports being presented to Members. Of the 25 AFIs, 12 were aligned to the Community Safety Committee, eight were aligned to Human Rescores Committee, two were aligned to Finance and Resources Committee, and three were aligned to the Policy and Strategy Committee.

1.4 Due to the interim governance arrangements being in place because of Covid-19, the reporting of updates to the various committees was suspended, and this paper provides Members with an update across all 25 AFIs.

1.5 HMICFRS have also informed the Service of a further Covid-19 thematic inspection that will commence on the 12 October 2020.

2. REPORT

2.1 HMICFRS highlighted 25 AFIs for the Service to consider. Each improvement area has been allocated to a lead officer, with clear milestones and expected outcomes to deliver the improvement required.

2.2 Progress against each of the 25 AFIs is monitored each month at the Programme and Performance Board. This is chaired by the Chief Fire Officer.

2.3 All AFIs are monitored, tracked and reviewed through an online 'action tracker'. This allows for ongoing updates and scrutiny.

2.4 Appendix A provides a summary of progress against each of the 25 AFIs to date.

2.5 The timescales for delivering all of the AFIs has ranged from a few months, to the last two actions being scheduled to be completed in April 2021.

2.6 A total of 8 AFIs have been closed to date, and a further 5 AFIs (AFI 5, 6, 19, 21 and 22) have now been completed and this report seeks approval for their formal closure.

2.7   AFI 20 was due to be completed by 30 September 2020. The mandatory training matrix for non-operational and leadership development has been completed and approved by Strategic Leadership Team on 28 July 2020.

2.8   This new matrix will now require rolling out into the Professional Development Review process and will include changes to the associated software. It is therefore proposed that this AFI will be fully completed by 31 December 2020 and this report seeks a formal three-month extension of the deadline to enable this work to be concluded.

2.9   The Service has received notification from HMICFRS that it will be inspected regarding the response to the Covid-19 pandemic by virtual means commencing 12 October 2020.

3.1   HMICFRS has already requested various documents the Service has produced in relation to the pandemic along with asking staff to undertake a survey regarding the response.

3.2   HMICFRS has indicated that they are interested in how the Service responded to the pandemic, the support offered to others and the wellbeing of staff during this time. In addition, they are keen to understand the lessons learned during the crisis and how this will shape the Service moving forward.

3.   FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

4.   HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

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

5.   EQUALITIES IMPLICATIONS

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

6.   CRIME AND DISORDER IMPLICATIONS

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

7. LEGAL IMPLICATIONS

7.1 The Fire and Rescue Services Act 2004 places a duty on NFRS in respect of the delivery of its services to communities.

7.2 The Local Government Act 1999 places a statutory duty on NFRS to *'secure continuous improvement in the way in which its functions are exercised'*. The reporting of Service Delivery's performance ensures that the Service is focusing on key objectives as set by the Fire and Rescue Authority and continuous improvement. This ensures that Members can apply effective scrutiny to be satisfied that statutory obligations are being met.

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

8. RISK MANAGEMENT IMPLICATIONS

There are no risk management implications arising from this report.

9. COLLABORATION IMPLICATIONS

There are no collaboration implications arising from this report, however discussions with Nottinghamshire Police continue in relation to their experience of HMICFRS inspections and how NFRS can learn from that in preparation for future inspections.

10. RECOMMENDATIONS

It is recommended that Members:

10.1 Note the progress made against the AFI Improvement Plan.

10.2 Note the Covid-19 thematic inspection of the Service planned by the HMICFRS.

10.2 Agree the closure of five further Areas for Improvement and the extension to 31 December 2020 for AFI 20.

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

None.

John Buckley
CHIEF FIRE OFFICER

HMICFRS AREAS FOR IMPROVEMENT- JULY 2020 UPDATE

AFI Reference	Reporting Committee	Completion Date	Comments
AFIs FOR APPROVAL			
AFI 5	Community Safety	31-Oct-20	Action completed **Closure Summary** The HMICFRS highlighted that the Service does not monitor its performance at preventing fires and therefore doesn't know what impact it has on community safety. Since this statement, the Service has made significant steps forward in the evaluation of activities, the monitoring of these and the use of them to manage the work of the Service. The Service now has frameworks in place for evaluation and assurance of Service Delivery activities, as well as bespoke evaluation of specific Prevention activities and engagements with communities. The Service can now use these to improve performance and ensure that resources are targeted effectively; measuring the impact that activities have on promoting community safety.
AFI 6	Community Safety	31-Jul-20	Action completed **Closure Summary** HMICFRS highlighted that NFRS should ensure it has clear systems in place to performance manage fire safety audits and that there was no clear plan in place to manage the workload of fire protection officers. It also highlighted that there is no quality assurance process in place for audits being completed.

			Since this statement, the Service has taken significant steps forward in both the management and clarity of workloads, and the assurance of the quality and consistency of audits, and wider work. An assurance framework is now in place and being reported against. Performance is managed through regular 1:1s, Team meetings and PDRs. Each Fire Safety Inspector (FSI) has clarity over their requirements in relation to performance. Whilst peer assurance visits by another FRS have not occurred due to the restrictions in place around Covid19, these will occur as soon as practicable and will contribute to the assurance reporting; external peer audits are captured in the assurance framework going forward.
AFI 19	Human Resources	31-Jul-20	Action completed Closure Summary The launch of the Behavioural Framework, publication of a revised Harassment Policy, engagement with the BAME forum and approval of additional FT roles to promote inclusion issues have supported the development of service values. The outcomes from the staff survey which show that 96% of the workforce know and understand our values has given particular reassurance against this strategic area. Further quarterly thematic refreshing of values will become part of normal business, with Q3 concentrating on We Value and Respect Others.
AFI 21	Community Safety	30-Sep-20	Action complete A review has been conducted and all subtasks identified during the February update are completed. This will close this action • Implementation of periodic reporting to SLT (As per May Update)-

			• Routine monitoring of operational competency via OLB/Joint Training meeting/Command Meeting. Governance structure and performance reporting in place - • ICL level 2 acquisition and revalidation training recorded via ITrent - • ICL 2 command maintenance of competence assurance is undertaken on a quarterly basis by the Head of Response - via reports from Group Managers - • Inclusion of Technical Rescue skills onto ITrent to ensure routine revalidation of these skills in the same way that core competencies are maintained - • Assurance and reporting of officer maintenance of competence - Undertaken via command groups, command meeting and validation by the Head of Response - Identification of who owns and assures Maintenance of Competency training records and implementation of a mechanism to ensure this happens – Responsibility for Operational MOC passed to Risk, Assurance and Operational Training. Moving of staff resources to be undertaken during September. Assurance of MOC training undertaken by Local Line Management, with centralised oversight via dip sampling as part of periodic performance reporting to SLT and as part of the Station Audit process
AFI 22	Human Resources	31-Mar-20	Action complete Closure Summary The signing of the Joint Statement and promotion of how and why positive action is being undertaken as part of preparation for wholetime recruitment, alongside previous comms and briefings to managers, meets the original AFA brief to improve communications around positive action through all levels of the organisation. The FBU have been fully engaged as part of this.

			The message will continue to be reinforced when needed as part of our normal communication processes.

AFI Reference	Reporting Committee	Completion Date	Comments
ONGOING AFIs			
AFI 1	Policy and Strategy	30-Sep-20	Action stated as 95% complete Latest update on progress (July updates): The last remaining action for this AFI was the plan-on-a-page for fire stations. The KPMs for the plan-on-a-page has been agreed, the final format has been agreed, all plans have been printed and they are now being send to all stations. To help implement this concept, all Response managers will brief their stations/ crews. There will also be a newsletter article to help its launch. The additional action of the 'Golden Thread' e-learning is also progressing. A concept package was created, and feedback has been received. final amendments are now being made to the package.
AFI 2	Community Safety	30-Sep-20	Action stated as 95% complete Latest update on progress (July updates): All SSRI data was transferred on to the MDT w/c 3rd August. All risk information was available on the MDT, however it was not accessible from the map view and there was duplication of old and new information.

			SSRI's were searchable via premises number or name. This is now resolved and has been assured by Station SSRI coordinators that new SSRI's are now all available. There are still some duplicate records that require troubleshooting and faults are being reported via the ICT Service Desk.
			Assurance to be undertaken via Ops Learning Board from September 2020 to monitor compliance with completion of SSRI's within required review dates.
AFI 8	Community Safety	30-Sep-20	Action stated as 80% complete
			Latest update on progress (July updates):
			Service wide consultation regarding the new Incident Monitoring Procedure has now been completed, requiring minor amendments from feedback only.
			Minor amendments to the mobilising system (Joint Control) to be completed by the end of August 2020.
			Procedure to be published once amendments completed, expected publication to be in early August.
			The ongoing effectiveness of the procedure will be monitored by the OLB, which meets bi-monthly. Data to support the monitoring of the procedure will also be published bi-monthly.
AFI 17	Human Resources	30-Sep-20	Action stated as 90% complete
			Latest update on progress (July updates):
			Following discussions at the last Programme Board, it was agreed that the supplementary welfare review would be undertaken as a separate workstream and therefore the actions taken by Delivery to monitor hours worked by those undertaken dual employment is in

			place and operating successfully.
			The feedback report in September will therefore close off this action.
AFI 20	Human Resources	30-Sep-20 (proposed extension to 31-Dec-20)	Action stated as 80% complete Latest update on progress (July updates): The mandatory training matrix for non-operational and leadership development, has been approved by SLT (Programme Board 28th July) and will be linked into iTrent role development requirements to ensure that mandatory training requirements are clear within the employee's development record/plan. Individual or specialist training requirements will be recorded as an outcome from individual PDR meetings. The workforce plan identifies corporate training gaps, which will be progressed during 2020-22. Action to progress ICT skills across the service will be supported by the recently appointed ICT Trainer role. The review of specialist officer skills is a work in progress. It is expected that the iTrent work will be completed by the end of October, after which time the training matrix will be communicated during October/November, with an 18-month implementation timescale. This will mean that the completion date will be end of 2020.
AFI 23	Human Resources	30-Sep-20	Action stated as 90% complete Latest update on progress (July updates): As at 31 July, 39.6% (331) of PDRs had been undertaken and recorded on iTrent; 15.7%

			(96) are part completed and 44.7% (373) have not yet been registered.
			An email of completion rates by department has been circulated as a reminder of the target of 90% of PDRs completed by 30th September (this allows for numbers of absentees and new starters for which PDRs are not undertaken).
			Specific reporting on how PDR performance targets link to strategic objectives will be undertaken after 30th September as part of a review of the effectiveness of the revised PDR scheme.
AFI 11	Community Safety	31-Oct-20	Action stated as 33% complete
			Latest update on progress (July updates):
			The plan is to restart the exercise programme from September 2020.
			As mitigation to the lack of physical exercises, the Service has held two 'virtual hybrid' exercises and increased the numbers of table-top exercises that have been undertaken
			With regards to OB exercising specifically. Meetings have taken place with the respective AM's from LFRS and DFRS regarding OB exercising and their required and essential support.
AFI 4	Community Safety	31-Oct-20	Action stated as 85% complete
			Latest update on progress (July updates):
			The Service continues to deliver the risk-based approach to engaging with the people who are most at risk and has reviewed its risk assessments in line with Government, NHS and NFCC guidelines.
			This has seen the reintroduction of SWVs being undertaken by Response Crews and

			outdoor community engagement activities being undertaken where appropriate.

Recruitment of additional personnel has been started to address the backlog of SWVs with interviews to be conducted in early August.

The SWV review is progressing and is addressing a number of key areas in relation to this AFI. This has been delayed in progress due to Covid19 but is now progressing well.

The Service is now exploring opportunities to engage with independent validation of the CHARLIE model and evaluating the social value of SWVs, ensuring that they are targeted appropriately.

The Service has also appointed a new Occupational Therapist who will start with the Persons at Risk team in September.

This role will continue to ensure that prevention work is targeted at those who are most at risk and increase inter-organisational work with the NHS. |
| AFI 15 | Finance and Resources | 31-Mar-21 | Action stated as 54% complete

Latest update on progress (July updates):

The focus will be on the Vulnerable Persons element in the interim to gather the requirements and process adjustments required to launch the module. This would also require the Safe and Well review to be conducted as soon as possible by Prevention so that they can be linked to ensure no discrepancies are made.

Once the processes are agreed the OLS web form for Prevention can be adjusted if required to capture new information whilst meeting the accessibility requirements of NFRS.

Protection OLS could be done sooner once the requirements are gathered if this is before Vulnerable Persons is concluded however due to the look and feel of the webpage it may |

			not be a benefit to make the change earlier. Timeframes for completion would be towards the end of this year including creating training etc as an estimate. Quick screens will then be looked at later rather than in the interim.
AFI 9	Community Safety	31-Mar-21	Action stated as 67% complete Latest update on progress (July updates): The Surface Go LTE Proof of Concept Project Board met on Thursday 9 July 2020 to review an exception report and exception plan submitted by the project manager. They agreed to put the Proof of Concept on hold until such times as Safe & Well Visits, Short Audits, SSRI's, Business Safety Checks etc are being routinely scheduled and conducted. Adopting this Option will lengthen the end date of the Proof of Concept; however, it will not increase costs as hardware, software, licences and data sims have already been purchased for the phase.
AFI 13	Policy and Strategy	30-Apr-21	Action stated as 40% complete Latest update on progress (July updates): Power Bi Team currently working on the `Response ` dashboard. The complement of the WDS confidence history data has been pulled into Power BI and will be incorporated into both the SLT and Response Dashboards. There is currently an issue with missing data in the system for this report. The Team are manually populating the gaps of missing WDS availability info using Systel watch rota data

AFI 25	Human Resources	30-Apr-21	Action stated as 50% complete Latest update on progress (July updates): The details of an Aspiring Middle Manager Programme have been circulated for comments. The intention is to promote the opportunity after the SM process in October, to commence in the new year. A development opportunity at WM level in HR is currently being recruited as a 12-month secondment, and it is hoped to identify 2 other roles within other corporate depts as additional development roles for either operational or support staff at WM (equivalent) level. Discussion with DFRS on potential for shared leadership events is ongoing.

AFI Reference	Reporting Committee	Completion Date	Comments
AFIs COMPLETED			
AFI 7	Community Safety	29-Feb-20	Action completed
AFI 12	Community Safety	31-Mar-20	Action completed Statement provided by GM Corporate 4th April 2020 HMICFRS identified "Staff at Crew and Watch Manager level haven't received training in this area (JESIP) for some time. As of 31st March 2020, an audit of training records shows that all operational staff (baring

| | | | those on long term sick, maternity leave etc.) have completed the directed JESIP e-learning packages.

A review of other actions required to close this action confirms: JESIP is embedded within L1 command training courses, and is to be added to revalidation courses from 1 April 2020.

The Service exercise programme for 2020/21 has stated JESIP objectives for certain exercises. |
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| AFI 10 | Community Safety | 31-Mar-20 | Action completed

Closure statement provided by Head of Risk and Assurance 5th May 2020

HMICFRS identified that risk information is shared via MDT in the tri-service between Nottinghamshire, Leicestershire and Derbyshire, however information from South Yorkshire and Lincolnshire cannot be accessed.

Cross border risk information is now available as follows:

- Derbyshire - all risk information
- Leicestershire - all risk information
- Lincolnshire - Level 3 premises within 5km of the border
- South Yorkshire - Level 3 premises within 5km of the border |
| AFI 16 | Finance and Resources | 31-Mar-20 | Action completed

Closure statement provided by Head of Finance 6 March 2020

The Medium Term Financial Strategy, Reserve Strategy and Capital Strategy were all approved by Fire Authority on 20 December 2019. |

			At its meeting on 28 February, Fire Authority approved a 1.95% increase in Council Tax when enabled a balanced budget to be set for 2020/21. Furthermore, it is anticipated that the Authority will be able to set balanced budgets in the years 2021/22 to 2023/24
AFI 3	Community Safety	30-Apr-20	Action completed Closure Statement provided by Head of Prevention and Protection 30th March 2020 The inspection highlighted how the Service did not have a published, or adopted, Prevention Strategy and staff highlighted how the Service does not use a strategy. Hard copies of the strategy have now been published and distributed to all Teams. The Strategy is referenced in team meetings and has been central to the focussing of the 2020/21 business plan and also enacting core business during BCM arrangements that we are currently in. The three milestones detailed within the February 2020 update have been met. Continuing assurance will be achieved through the review of 1:1s. Team meetings and PDRs to ensure that they reference the strategy. Conversations with Teams will assess how well embedded the strategy now is, going forward.
AFI 24	Human Resources	31-May-20	Action completed Action 1: the Progression Procedure has been revised and published and provides additional information about the way that the selection process works to ensure clarity around the process. Action 2: Candidate briefings will be undertaken prior to promotion processes. These were undertaken for the recent Station Manager process and are scheduled for the Crew and Watch Manager process which will take place in May 2020. This allows prospective

			candidates to seek clarity and ask questions about the process.
			Action 3: Candidate packs will contain full information about the process and will be issued at the time that the selection process is advertised.
			Feedback survey`s has been issued to those who took part in the CM and WM process and this will inform a review which will feed into the next process.
AFI 14	Policy and Strategy	30-Jun-20	Action completed Closure statement provided by Head of Risk and Assurance 8th June. HMICFRS identified that the Service has business continuity plans in place for Control and ICT functions and that requirements for testing have been identified. For fire control there are records of continuity testing. There was no programme in place to test plans of every department or station. The rationale for the closure is as follows: • All plans have been reviewed and tested through Covid. • Testing at station level suspended due to Covid. • On going monitoring of BCM performance is through Ops Learning Board and KPIs. • Further reassurance on testing and exercising will be sought on return to BAU post covid.
AFI 18	Human Resources	31-Dec-20	Action completed Closure Statement provided by Head of people and Organisational development 22nd April 2020 The HMI report found that the service doesn't have a health and wellbeing strategy. It also

			doesn't consistently evaluate the effectiveness of its wellbeing measures
			The Well Being Strategy has been approved by CFA and published on MyNet.
			The second wellbeing report has been considered by HWSC and is an established agenda item.
			Assurance will now take place to ensure that the strategy is established and effective.