



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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

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

Report of the Chief Fire Officer

Date: 13 November 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 and Rescue Services, and to provide an update on the recent HMICFRS thematic inspection relating to Covid-19.

Recommendations:

It is recommended that Members:

- Note the progress made against the AFI Improvement Plan.
- Agree the closure of six further Areas for Improvement as identified in Paragraph 2.5 of this report.
- Agree the extension of the deadline for AFI 4 as identified in Paragraph 2.8 of this report.
- Note initial feedback from the HMICFRS Covid inspection.

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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 and 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), which 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 Rescues 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 report provides Members with an update across all 25 AFIs.
- 1.5 Also, at the September Fire Authority meeting, Members were informed HMICFRS was conducting a thematic inspection to assess the Service's response during the Covid pandemic. This inspection has now concluded, and initial feedback has been received.

2. REPORT

SERVICE IMPROVEMENT

- 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. All AFIs are monitored, tracked and reviewed through an online 'action tracker'. This allows for ongoing updates and scrutiny. Appendix A provides a summary of progress against each of the 25 AFIs to date.
- 2.3 The timescales for delivering all the AFIs has ranged from a few months, to the last two actions being scheduled to be completed in April 2021.
- 2.4 A total of 11 AFIs have been completed and closed to date, with a further six being recommended for closure through this report. This is positive progress, particularly with the current constraints and demands on the Service during the pandemic.

- 2.5 The six AFIs that have been completed and are seeking approval for their formal closure are:
- AFI 1 – the Service should use its integrated risk management plan to ensure it keeps the public safe and secure from the risks identified;
 - AFI 2 – the Service should ensure its firefighters have access to relevant and up to date risk information;
 - AFI 8 – the Service should ensure it implements the process to monitor incident commanders and provide feedback following operational incidents;
 - AFI 11 – the Service should arrange a programme of over-the-border exercises, sharing the learning from these exercises;
 - AFI 17 – the Service should put appropriate mechanisms in place to enable closer monitoring of hours worked by staff;
 - AFI 23 – the Service should ensure individual performance targets clearly support objectives within the IRMP.
- 2.6 When closing an AFI the Principal Officer lead ensures final scrutiny and that all associated actions are complete. Following final review at the Programme and Performance Board it is then forwarded to the Fire Authority to seek formal closure.
- 2.7 The formal closure statements against these specific AFI can be referenced in Appendix A to this report.
- 2.8 AFI 4 which is – the Service should ensure it targets its prevention work at people most at risk – was due to be completed by 31 October 2020. An extension to this deadline until 31 January 2021 is requested.
- 2.9 Progress again this action is continuing. However, it has been delayed due to Covid ways of working, specifically engagement with partner agencies and organisations in relation to engagement and evaluation. The extension will allow the engagement with partners, evaluation of the CHARLIE profile and the social value of safe and well visits to be completed. This will lead to the completion of this AFI.

HMICFRS THEMATIC COVID INSPECTION

- 2.10 The Service had a HMICFRS thematic inspection across the week commencing 12 October 2020. The inspection was undertaken virtually and focused on assessing the Service's response during the first six months of the Covid pandemic.
- 2.11 Initial, summative 'headline' feedback has been received. Although subject to further scrutiny and verification, it is believed that no areas of concern were

noted, and some positive areas would be reported. The Service will receive its formal feedback from this inspection, in December.

3. FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

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

5. EQUALITIES IMPLICATIONS

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

6. CRIME AND DISORDER IMPLICATIONS

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

7. LEGAL IMPLICATIONS

- 7.1 The Fire and Rescue Services Act 2004 places a duty on NFRS in respect of the delivery of its services to communities.
- 7.2 The Local Government Act 1999 places a statutory duty on NFRS to '*secure continuous improvement in the way in which its functions are exercised*'. The reporting of Service Delivery's performance ensures that the Service is focusing on key objectives as set by the Fire Authority and continuous improvement. This ensures that Members can apply effective scrutiny to be satisfied that statutory obligations are being met.
- 7.3 The Police and Crime Act (2017) Chapter 4 Section 11 outlines that the English inspectors must inspect, and report on the efficiency and effectiveness of, fire and rescue authorities in England.

8. RISK MANAGEMENT IMPLICATIONS

There are no risk management implications arising from this report.

9. COLLABORATION IMPLICATIONS

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

10. RECOMMENDATIONS

It is recommended that Members:

- 10.1 Note the progress made against the AFI Improvement Plan.
- 10.2 Agree the closure of six further Areas for Improvement as identified in Paragraph 2.5 of this report.
- 10.3 Agree the extension of the deadline for AFI 4 as identified in Paragraph 2.8 of this report.
- 10.4 Note initial feedback from the HMICFRS Covid inspection.

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

None.

John Buckley
CHIEF FIRE OFFICER

HMICFRS AREAS FOR IMPROVEMENT- OCTOBER 2020 UPDATE

AFI Reference	Reporting Committee	Completion Date	Comments
AFIs Seeking approval for Closure			
AFI 1	Policy and Strategy	30-Sep-20	<p>The Service should use its integrated risk management plan to ensure it keeps the public safe and secure from the risks identified</p> <p>Action Completed- Closure Summary ACFO Closure statement</p> <p>I have reviewed the initial recommendation received from HMICFRS and the actions required to improve in this area. Having reviewed the commentary and checked the evidence I am happy that this action can be forwarded to the IRMP and programme Board with a recommendation for it to be closed (subject to final reporting to FA committee and FA scrutiny).</p>
AFI 2	Community Safety	30-Sept-20	<p>The Service should ensure its firefighters have access to relevant and up to date risk information</p> <p>Action Completed- Closure Summary DCFO Closure statement</p> <p>Given that a review and cleansing exercise has been completed of SSRI information, including the engagement of operational staff and that routine reporting is in place with the OLB, I am satisfied that the Service should now close this AFI. future improvements to CFRMIS will continue to develop processes and remain under review to provide longer term assurance.</p>

AFI 8	Community Safety	30-Sept-20	<p>The Service should ensure it implements the process to monitor incident commanders and provide feedback following operational incidents</p> <p>Action Completed- Closure Summary</p> <p>DCFO - Closure statement</p> <p>Following the September update by AM Sharman, I am satisfied that the procedural review and implementation process are now complete and that monitoring and assurance measures are routinely delivered. These are now intrinsic to performance reporting and structurally via the OLB and SDEAG meetings, furthermore, an OLB update report now forms part of the Service Health, Safety and Welfare committee to provide wider oversight and understanding, along with the agenda for command meetings including officer monitoring completion rates that are reported to the Operational Assurance Bulletin, communicated throughout the operational workforce. On this basis, I recommend the CFA support the closure of AFI8</p>
AFI 11	Community Safety	31-Oct-20	<p>The Service should arrange a programme of over-the-border exercises, sharing the learning from these exercises</p> <p>Action Completed- Closure Summary</p> <p>DCFO Closure Statement</p> <p>Following the Programme Board, it has been agreed that this AFI should be recommended for closure to the CFA. Whilst Exercises have not taken place in the numbers as planned, organisational measures are in place to make sure these take place in future, with KPIs and measures to share operational learning via the OLB embedded.</p>

AFI 17	Human Resources	30-Sept-20	<p>The Service should put appropriate mechanisms in place to enable closer monitoring of hours worked by staff</p> <p>Action Completed- Closure Summary</p> <p>DCFO Closure statement a mechanism is in place having been trialled and now needs to be embedded across Service Delivery. Monitoring takes place via the district management teams and will be reported to SLT annually to ensure that corporate risk can be considered and reviewed. As such, I recommend this for closure to the CFA</p>
AFI 23	Human Resources	30-Sep-20	<p>The Service should ensure individual performance targets clearly support objectives within the IRMP</p> <p>Action Completed- Closure Summary</p> <p>DCFO Closure statement Given the percentage of PDRs complete and underway, I am satisfied that this AFI can be reported to the CFA for formal closure. Work continues to analyse the quality of PDRs being completed and how these are not only supporting individuals, but address the concerns that objectives underpin the Services IRMP, this work will be subject to future reports to SLT and CFA, if appropriate to do so</p>

AFI Reference	Reporting Committee	Completion Date	Comments
Actions seeking extension to deadline			
AFI 4	Community Safety	31-Dec-20	<p>The Service should ensure it targets its prevention work at people most at risk</p> <p>Request to extend deadline until 31st January 2021</p> <p>The SWV review is continuing, however it has been delayed due to engagement with Partner agencies and organisations in relation to engagement and evaluation. It is proposed that the work will be delayed by three months and therefore a new completion date of 31 January 2021 is proposed for this AFI.</p> <p>This extension will allow the engagement with partners, evaluation of the CHARLIE profile and the social value of SWVs to be completed and close the actions of this AFI.</p>

AFI Reference	Reporting Committee	Completion Date	Comments
ONGOING AFIs			
AFI 20	Human Resources	31-Dec-20	<p>The Service should develop a training plan that clearly aligns and supports its workforce plan</p> <p>Action 80% complete</p> <p>Action progressing and on track for completion by deadline.</p>

AFI 15	Finance and Resources	31-Mar-21	<p>The Service needs to accelerate its plans to improve ICT so that it makes best use of available technology to support operational effectiveness and efficiency</p> <p>Action 54% complete</p> <p>Action progressing and on track for completion by deadline</p>
AFI 9	Community Safety	31-Mar-21	<p>The Service should ensure that, when responding to a 999 call, mobile data terminals are reliable to allow staff to access risk information</p> <p>Action 70% complete</p> <p>Action progressing and on track for completion by deadline</p>
AFI 13	Policy and Strategy	30-Apr-21	<p>The Service should implement a clear performance management framework that directly supports the objectives identified in the IRMP</p> <p>Action 50% complete</p> <p>Action progressing and on track for completion by deadline</p>
AFI 25	Human Resources	30-Apr-21	<p>The Service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders</p> <p>Action 60% complete</p> <p>Action progressing and on track for completion by deadline</p>

AFI Reference	Reporting Committee	Completion Date	Comments
AFIs Completed and Closed			
AFI 12	Community Safety	31-Mar-20	<p>The Service should ensure all incident commanders have a thorough understanding of JESIP (Joint Emergency Services Interoperability Principles)</p> <p>Action completed and closed</p>
AFI 10	Community Safety	31-Mar-20	<p>The Service should ensure operational staff have good access to cross-border risk information</p> <p>Action completed and closed</p>
AFI 16	Finance and Resources	31-Mar-20	<p>The Service should ensure it has sufficiently robust plans in place which fully consider the medium-term financial challenges beyond 2020 so it can prepare to secure the right level of savings</p> <p>Action completed and closed</p>
AFI 3	Community Safety	30-Apr-20	<p>The Service should review and update its prevention strategy to take account of risks</p> <p>Action completed and closed</p>

AFI 24	Human Resources	31-May-20	<p>The Service should improve staff awareness and understanding of promotion and selection process</p> <p>Action completed and closed</p>
AFI 14	Policy and Strategy	30-Jun-20	<p>The Service needs to prioritise implementing business continuity plans and test them as soon as possible.</p> <p>Action completed and closed</p>
AFI 18	Human Resources	31-Dec-20	<p>The Service should develop a wellbeing strategy and a system to improve understanding of health, safety and wellbeing trends</p> <p>Action completed and closed</p>
AFI 6	Community Safety	31-Jul-20	<p>The Service should ensure it makes better use of its specialist resources in implementing its risk-based inspection programme. It should ensure it allocates and quality-assures these inspections appropriately</p> <p>Action complete and closed</p>
AFI 19	Human Resources	31-Jul-20	<p>The Service should ensure its values and behaviours are understood and demonstrated at all levels of the organisation</p> <p>Action complete and closed</p>

AFI 21	Community Safety	30-Sep-20	<p>The Service should ensure staff are appropriately trained in safety-critical skills, such as incident command</p> <p>Action complete and closed</p>
AFI 22	Human Resources	31-Mar-20	<p>The Service should improve communication around positive action through all levels of the organisation</p> <p>Action complete and closed</p>