



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Nottinghamshire and City of Nottingham
Fire and Rescue Authority
Human Resources Committee

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

Report of the Chief Fire Officer

Date: 22 January 2021

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.

Recommendations:

It is recommended that Members:

10.1 Note the progress made against the Area for Improvement (AFI) Action Plan.

10.2 Support the closure of AFI 20 and AFI 25.

CONTACT OFFICER

Name: Craig Parkin
Deputy Chief Fire Officer

Tel: 0115 967 0880

Email: craig.parkin@notts-fire.gov.uk

Media Enquiries Contact: Corporate Communications Team
0115 967 0880 corporatecomms@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 required 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 twenty-five AFI, twelve were aligned to the Community Safety Committee, eight were aligned to Human Resources (HR) 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 update papers, detailing progress against all AFI, have been presented to the Policy and Strategy committee.
- 1.5 As an update, of the twenty-five AFI the Service received, there are now just six remaining. Satisfactory progress is being made against these with all AFI scheduled to be completed by April 2021
- 1.6 Of the eight AFI aligned to Human Resources Committee, six have now been completed and closed with just two remaining.

2. REPORT

- 2.1 HMICFRS highlighted twenty-five AFI 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 twenty-five AFI is monitored each month at the Services Programme and Performance Board. All AFI are tracked and reviewed through an online 'action tracker', allowing for ongoing updates and scrutiny.
- 2.3 The attached Appendix A provides a summary of progress against each of the eight AFI that relate to the Human Resources Committee, this report focuses upon the two remaining AFI to be completed:

AFI 20 relates to; *The service should develop a training plan that clearly aligns and supports its workforce plan.* This action is complete and approval to close will be sought at Programme and Performance Board for this action.

AFI 25 relates to; *The service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders.* This action is complete and approval to close will be sought at Programme and Performance Board for this action.

- 2.4 On 15 December, Programme Board have reviewed the actions and are satisfied that all work has now been completed to discharge both AFIs and therefore they are recommended to the Committee for closure.
- 2.5 Should Members agree to formally close the final AFIs, this will complete all the workstreams that are aligned to the HR committee. Members should also be aware that the Service continues to ensure it has a skilled workforce by embedding its recently reviewed People Strategy.

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 Service 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 Area for Improvement (AFI) Action Plan.
- 10.2 Support the closure of AFI 20 and AFI 25.

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

None.

John Buckley
CHIEF FIRE OFFICER

HMICFRS AREAS FOR IMPROVEMENT- JANUARY 2021 UPDATE

| AFI Reference | Reporting Committee | Completion Date | Comments |
|--|---------------------|-----------------|----------|
| AFIs Seeking approval for Closure | | | |
| N/A for this reporting period | | | |

| AFI Reference | Reporting Committee | Completion Date | Comments |
|---------------------|---------------------|-----------------|--|
| ONGOING AFIs | | | |
| AFI 20 | Human Resource | 31-Dec-20 | <p>The service should develop a training plan that clearly aligns and supports its workforce plan.</p> <p>This action is complete and being recommended for closure.</p> <p>DCFO Parkin leads on this action. Following the Programme Board (15/12/2020) discussions, it was recommended that this action be progressed for closure by the CFA. The Service can demonstrate the continued work within the organisation to underpin the People Strategy and linking the L&D/Operational training elements to the activity of the workforce, particularly within Service Delivery or Leadership more generally. This is also supported vis the PDR process and elements of assurance built in to the structure. Support of the Human Resource committee is sought for formal closure by the Fire Authority,</p> |
| AFI 25 | Human Resource | 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> |

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|--|--|--|---|
| | | | <p>This action is complete and being recommended for closure.</p> <p>The following closure statement has been provided:</p> <p>DCFO Parkin leads on this action. Having considered this in the SLT Programme and Performance Board meeting (15/12/2020) suitable assurances have been confirmed to recommend to the CFA for closure. The system in place offers opportunity to all staff to consider leadership as a career choice within Nottinghamshire, the process implements the approach developed across the United Kingdom FRS via the NFCC and is evolving continuously within the Services EDI agenda, for example, the 'Aspiring Leaders' programme. Reporting is addressed within the workforce planning reports to SLT. Support from Members of the Human Resource committee is sought for formal closure to the Fire Authority.</p> |
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| AFI Reference | Reporting Committee | Completion Date | Comments |
|----------------------------------|---------------------|-----------------|--|
| AFIs Completed and Closed | | | |
| AFI 17 | Human Resource | 13-Nov-20 | <p>The service should put appropriate mechanisms in place to enable closer monitoring of hours worked by staff.</p> <p>Action completed and closed</p> |
| AFI 18 | Human Resource | 24-Jul-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> |

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|--------|----------------|-----------|---|
| AFI 19 | Human Resource | 11-Sep-20 | <p>The service should ensure its values and behaviours are understood and demonstrated at all levels of the organisation.</p> <p>Action completed and closed</p> |
| AFI 22 | Human Resource | 11-Sep-20 | <p>The service should improve communication around positive action through all levels of the organisation.</p> <p>Action completed and closed</p> |
| AFI 23 | Human Resource | 13-Nov-20 | <p>The service should ensure individual performance targets clearly support objectives within the IRMP.</p> <p>Action completed and closed</p> |
| AFI 24 | Human Resource | 24-Jul-20 | <p>The service should improve staff awareness and understanding of promotion and selection process.</p> <p>Action completed and closed</p> |