



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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

CLOSURE OF THE ‘AREAS FOR IMPROVEMENT’ FROM THE 2019 HMICFRS INSPECTION

Report of the Chief Fire Officer

Date: 30 April 2021

Purpose of Report:

To present Members with an update on the Service’s response to the outcomes regarding the 2019 inspection of Nottinghamshire Fire and Rescue Service by Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services and present closure of the associated ‘Areas for Improvement’ that were identified.

Recommendations:

It is recommended that Members:

- Agree the closure of ‘Area for Improvement 13’
- Approve the reporting of the three ‘Areas for Improvement’ aligned to the Policy and Strategy Committee as discharged.

CONTACT OFFICER

Name: Candida Brudenell
Assistant Chief Fire Officer

Tel: 0115 967 0880

Email: candida.brudenell@notts-fire.gov.uk

Media Enquiries Contact: Corporate Communications
corporatecomms@notts-fire.gov.uk

1. BACKGROUND

- 1.1 At the meeting of the Fire Authority in July 2019, Members were presented the report from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) following the recent inspection of Nottinghamshire Fire and Rescue Service (NFRS).
- 1.2 In September 2019, Members were presented with an action plan detailing the 25 'Areas for Improvement' (AFIs) that had been highlighted by HMICFRS and capturing the actions to address these areas.
- 1.3 It was agreed that scrutiny and monitoring of progress of these actions would be facilitated through the Fire Authority Committee structure, with regular progress reports being presented to Members.
- 1.4 Of the 25 AFIs, three were aligned to the Policy and Strategy Committee for scrutiny.

2. REPORT

- 2.1 Each of the 25 areas for improvement were allocated to a lead officer with clear milestones and expected outcomes. Within the Service, progress against these timelines was monitored and reported through the monthly Performance and Programme Board, chaired by the Chief Fire Officer.
- 2.2 Over the past 24 months, work has been undertaken to develop the Service in the areas highlighted by HMICFRS. Much of the work that was developed had already been started by the Service or was planned as part of the 2019/20 Business Plans. The Service has continued to focus resources and support to ensure continual improvement of these areas as part of the Service's wider Strategic Plan.
- 2.3 As a summary closure report, the areas for improvement, highlighted for scrutiny by the Policy and Strategy Committee, that have been previously 'closed' are captured in the table below. A short description of the closure statement for each area that has been closed to date:

<u>Area for Improvement</u>	<u>Closure Statement</u>
AFI 1 – The Service should use its integrated risk management plan to ensure it keeps the public safe and secure from risks identified.	<p>The key aim of this objective was to promote awareness of how the Strategic Plan drives the Service's business, both with its staff and also within communities.</p> <p>The AFI received from HMICFRS was for the IRMP 2014-2019, not the current Service Strategic Plan 2019-2022, however, it was felt that there was some</p>

crossover learning for the Service.

The assessment of the AFI advised the following specific areas for improvement with improvement summarised below:

Strategic Plan- Promotion with staff- Action Closed.

A comms plan that included, CFO video brief, Middle Managers day briefing, Internet and social media promotion, intranet, newsletter and informative briefings were used to promote staff and community awareness of the new plan.

Corporate Planning Framework- greater understanding- Action closed

To help staff understand the various levels of the Corporate Planning Framework (CPF) a new graphic was developed, approved by SLT and adopted in core documents and Strategies such as the Strategic Plan (Refreshed), the Safer Communities Strategy and the Annual Statement of Assurance. This ensures staff have a greater understanding of the various layers of the CPF that depict the Service's 'golden thread' of actions to ambitions.

New appraisal Process- Action Closed

The new appraisal process has been launched. This now has a linear link- via a diagram, to show how individual staff objectives contribute to the 'golden thread' of the organisation.

Plan-on-a page- Action Closed

The launch of the new plan-on-a-page gives a clearer link between departmental business plans and team objectives, that can inform PDRS. This further reinforces staff awareness of how they deliver safer communities.

	<p>The concept has been rolled out across all response sites, as the biggest staff group, and group where this concept is most effective. Following a review, it may be that it is rolled out to other departments.</p> <p>Corporate Planning Cycle- e-learning package- Action compete</p> <p>An additional action to support this workstream was to develop an all staff e-learning package to further promote awareness of the Corporate Planning Frameworks- which covers all aspect of the Strategic Plan and how staff contribute towards delivering our vision of '<i>creating safer communities</i>'. This package has been developed and launched to all personnel.</p>
<p>AFI 14 – The Service needs to prioritise implementing business continuity plans and test them as soon as possible.</p>	<p>The Service undertook a comprehensive review of BCM plans for all departments and summarised the following elements to satisfy completion of this action:</p> <ul style="list-style-type: none"> • All BCM plans have been reviewed and tested through Covid. • Testing at station level was suspended due to Covid. • Ongoing monitoring of BCM performance is through the Ops Learning Board and KPIs. • Further reassurance on testing and exercising will be sought on return to BAU post Covid. <p>It was assured that the Service now had processes and structures in place to monitor, review and refresh BCM plans.</p>

- 2.4 Further to the above ‘closed’ areas of improvement, AFI 13 is presented to Members at this meeting with the recommendation to close this action:

Area for Improvement	Closure Statement
<p>AFI 13 – The Service should implement a clear performance management framework that directly supports the objectives identified within the IRMP.</p>	<p>The Service now has an embedded performance management process in place through the monthly reporting to the Performance and Programme Board (PPB) which is Chaired by the CFO.</p> <p>Work continues on building the performance reporting platform, across all departments, to report key data. This will be a continuous process of review and development over coming years.</p> <p>A review of the structure of the performance team has been completed and reported to the Strategic Leadership Team in March 2021.</p> <p>This workstream has been continued as a Strategic Action for 2021/22 and, as such, this workstream will continue in to Year 3 of the Strategic Plan.</p> <p>The Performance Management Policy has been updated to reflect current practices and the Service has a framework in place, an embedded process and a performance dashboard; although it is noted that this work will continue in to 2021/22.</p>

- 2.5 It is proposed that Members of the Policy and Strategy Committee review the AFIs presented in this report and agree closure of all actions. It is proposed that this is reported to the full Fire Authority meeting in July 2021, and that scrutiny of the three AFIs for this Committee is discharged.

- 2.6 It is highlighted to Members that ‘Continuous Improvement’ has been highlighted as a Strategic Action for Year Three of the current Strategic Plan. This will continue the processes developed through AFI 13 and aim to further embed performance management across the organisation including the continued development of the performance measurement, monitoring and management.

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.

10. RECOMMENDATIONS

It is recommended that Members:

- 10.1 Agree the closure of 'Area for Improvement 13'.
- 10.2 Approve the reporting of the three 'Areas for Improvement' aligned to the Policy and Strategy Committee as discharged.

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

None.

John Buckley
CHIEF FIRE OFFICER