



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 28 April 2023 from 10.02 am - 10.49 am**

Membership

Present

Councillor Michael Payne (Chair)
Councillor Sybil Fielding
Councillor Tom Hollis
Councillor Patience Uloma Ifediora
Councillor Nigel Turner

Absent

Councillor Mike Quigley MBE
Councillor Jason Zadrozny
Councillor Jonathan Wheeler

Colleagues, partners and others in attendance:

Craig Parkin – Chief Fire Officer
Becky Smeathers – Head of Finance and Treasurer to the Authority
Damien West – Assistant Chief Fire Officer
Mick Sharman - Strategic Manager for Collaboration
Malcolm Townroe – Clerk and Monitoring Officer
Catherine Ziane-Pryor – Governance Officer

25 Apologies for Absence

Councillor Jonathan Wheeler (Councillor Nigel Turner substituting)
Councillor Mick Quigley MBE
Councillor Jason Zadrozny (Councillor Tom Hollis substituting)

26 Declarations of Interest

None.

27 Minutes

The minutes of the meeting held on 27 January 2023, were confirmed as a true record and signed by the Chair.

28 Annual Delivery Plan - Year Two

Damien West, Assistant Chief Fire Officer, presented the report which provides an overview of the Service's Annual Delivery Plan for Year Two of the Community Risk Management Plan (CRMP) 2022-25.

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

- a) The Authority is about to enter year two of the three-year CRMP, which has the following six strategic goals (greater detail is provided in the appendix to the report):

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.

- b) The focus areas for the 2023/24 Annual Delivery Plan (ADP) are set out in the report and are summarised as follows:
- i. deliver 14,000 Safe and Well Visits;
 - ii. complete 15,000 Safety Audits;
 - iii. review resourcing to risk;
 - iv. embed the Core Code of Ethics into the Service Values and behaviours;
 - v. phase two of our Futures25 programme;
 - vi. develop a strategy and roadmap for Service decarbonisation;
 - vii. deliver services within the budget set for 2023/24;
- c) If the proposed ADP is approved, it will be published to the service's website in plain text to ensure that is accessible to all, including translation and accessibility tools, with printed paper copies available on request;
- d) The Service has set a realistically achievable target of 2032 to achieve a rating of 'Outstanding', noting that it is a journey, and not just a destination. His Majesty's Inspectorate for Constabulary and Fire and Rescue Services (HMICFRS) is relevant but the main driver for the Services is the community it serves. The next CRMP is likely to retain the stated strategic goals and for the longer term;
- e) The Service engages and communicates with the community and partners at all levels on a daily basis, and agrees that communication and engagement is key.

Comments from members of the committee included:

- f) This is an excellent piece work which clearly sets out the action plan, the objectives, aims and aspirations of the Service to meet the needs and the citizens it serves;
- g) The emphasis on the Service's core behavioural and cultural code is welcomed as evidence that the Service and Authority is not complacent in this area.

Resolved to:

- 1) **note the report;**
- 2) **approve the Year Two Annual Delivery Plan for publication.**

29 Tri-Service and Replacement Mobilising System Update

Damien West, Assistant Chief Fire Officer, presented the report which informs the committee of the current position regarding Tri-Service mobilising.

Following points were highlighted and members' questions responded to:

- a) Since 2019 Nottinghamshire and Derbyshire Fire and Rescue Services have operated a Joint Fire Control Project. In 2021, a tri-service arrangement was agreed with Leicestershire to operate two control rooms for the three services, with the collaborative approach proposed of jointly commissioning a bespoke mobilising system to be operated by the three services;
- b) in a letter dated 20 March 2023, in a letter to the Chief Fire Officer, Leicestershire Fire and Rescue Service stated its decision to withdraw from the tri-service arrangement for the joint procurement of the tri-service mobilising system, and only remain part of the joint control arrangement until 31 October 2024 when the current mobilising system contract expires. It was stated that Leicestershire Service will remain receptive to future potential collaboration opportunities;
- c) Although tendering has commenced, no formal commitments have been made, but instead of a three-way cost share, the costs of a new system and associated risk, will now be shared between only the Nottinghamshire and Derbyshire Services;
- d) The broader implications are yet to be fully understood, but will inevitably result in a greater financial contribution from remaining partners. As a result, £300,000 from and earmarked reserves has been allocated by Nottinghamshire Fire and Rescue Service to address the additional internal demands, including required capacity to support the delivery of this statutory function;
- e) To support the programme, a temporary Strategic Manager post has been established to support collaborative tendering and associated work streams for both Services. Under the authority delegated to the Chief Fire Officer, several candidates from both Services were interviewed but Nottinghamshire's Mick Sharman has been appointed to this post which is jointly funded with the Derbyshire Fire and Rescue Service. A detailed report of the current commissioning position, including collaboration, will be provided to a future meeting.
- f) Becky Smeathers, Head of Finance and Treasurer to the Authority is taking the financial lead on the project. Current tenders to supply mobilising systems range between £3 and £8 million, dependant on the functions and adaptations required;
- g) It is not specifically known why Leicestershire Fire and Rescue Service has withdrawn from the arrangement, but Leicestershire Fire and Rescue Service has determined

that there are some elements of a new mobilising system which will require additional elements bespoke to response needs of that Service, and not necessarily all three Services, a decision was made to ensure that independent control, including risk management, is retained by Leicestershire Fire and Rescue Service:

- h) The introduction of the Emergency Services Network continues to be postponed by Central Government, and is now anticipated for 2026 when this was initially proposed as 2018;
- i) There are future collaboration opportunities with Services further afield, such as South Yorkshire, which currently also operates the Systell system, but at this point in time, although a good relationship is maintained, there is no intention to seek a further partner.

Resolved to:

- 1) note the intention of Leicestershire Fire and Rescue Service to withdraw from the Tri-Service arrangements for Fire Control;**
- 2) note the update on progress against the replacement mobilisation system project;**
- 3) note and endorse the appointment of a temporary, additional Strategic Manager to oversee related work streams.**

30 Manchester Arena Inquiry - Volume Two

Craig Parkin, Chief Fire Officer, presented the report which provides an update of the Service's response to volume 2 of the Manchester Arena Inquiry and areas for learning.

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

- a) Following the bombing of the Manchester Arena in 2017 which killed 22 people and injured more than 1,000, a public inquiry was held which examined the preparations for the event, how the attack was handled, and the emergency response;
- b) Volume 1 of the inquiry focused on the security arrangements for the event and venue, and the interoperable working between the Police and EMAS colleagues and across National Inter-agency Liaison Officers (NILOs);
- c) Volume 2 examined the emergency response to the attack and the impact of any inadequacies in the planning and preparation by the emergency services, and in the emergency response;
- d) The inquiry has provided 139 recommendations, of which 62 are relevant to the fire service and a further 51 specifically relevant to the Local Resilience Forum;
- e) The report summarises points of key learning required, including:
 - i. Joint Emergency Services Interoperability Principles (JESIP);
 - ii. Failures in communication;

- iii. Inadequate training within Fire Control and for national interoperability, including with Liaison Officers (NIOs) in managing an incident of this nature;
 - iv. Poor decision-making;
 - v. Failures in interoperability relating to operational approaches and available systems;
 - vi. A lack of understanding by partner agencies of the capabilities, training, and equipment available to and of the FRS;
 - vii. Failures of incident command;
 - viii. Lack of understanding of 'Operation Plato' which is the agreed national identifier for the response to a no-notice marauding terrorist attack (MTA);
- f) On the release of Volume 1, although Fire and Rescue Response was not specifically found to be at fault, NFRS identified potential areas of learning where the Service response could be improved, and applied changes;
- g) Progress in addressing the areas of concern identified in Volume 2 has progressed well and is under constant review. The Service's CRMP Assurance Board meets monthly and tracks progress and scrutinises progress against the recommendations.

Members welcomed the comprehensive report and the hugely important piece of work.

Resolved to:

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

31 Bereaved Families Charter

The Chair introduced the item, noting that the Charter has been written 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, emphasising that public bodies and authorities have a responsibility to look after the communities and citizens they support.

The Chief Fire Officer presented the report and responded to members' questions as follows:

- a) It was believed that the Service had adopted the Charter when it was released 3 years ago, but this was not the case, and so an apology is issued for the delay;
- b) The Charter is set out in the appendix to the report and asks that the Service has a commitment to learn from disasters and their aftermath, and the longer term impact beyond the initial response;
- c) In adopting the Charter, the Service commits to the 6 points set out in the appendix, which refers to the need for honesty, openness, mutual respect, and support and protection for the vulnerable and bereaved during and following difficult circumstances.

Members wholeheartedly endorsed the adoption of the Charter, acknowledging that the impact on individuals and whole communities of tragedies such as Hillsborough, are deep and long lasting and must not be underestimated.

Resolved to endorse the adoption of the Bereaved Families Charter.

32 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.

33 Exempt Minutes

The exempt minutes of the meeting held on 27 January 2023 were confirmed as a true record and signed by the Chair.