



**NOTTINGHAMSHIRE**  
**Fire & Rescue Service**  
*Creating Safer Communities*

Nottinghamshire and City of Nottingham  
Fire and Rescue Authority

# IMPLEMENTATION OF 'RESOURCING TO RISK'

Report of the Chief Fire Officer

**Date:** 15 December 2023

**Purpose of Report:**

To present Members with an update on the reinstatement of Ashfield fire station to 24-hour wholetime crewing, and wider updates on the Service's approach to 'resourcing to risk'.

**Recommendations:**

That Members note the contents of this report.

## CONTACT OFFICER

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## **1. BACKGROUND**

- 1.1 At the Fire Authority meeting in February 2023, Members voted to “*task the Chief Fire Officer to swiftly work up and implement proposals at Ashfield fire station to address the identified gap in resourcing to risk faced by the community.*”
- 1.2 At the Fire Authority meeting in July 2023, Members supported and endorsed the approach of the Chief Fire Officer in the proposed deployment of resources to risk and agreed to receive further updates from this workstream at full meetings of the Fire Authority.
- 1.3 Furthermore, at the September 2023 Fire Authority meeting, Members were updated on the progress to implementing the ‘resourcing to risk’ workstreams and were updated on a proposed ‘go-live’ date of the 29 November 2023 for the reinstatement of 24-hour, wholetime crewing at Ashfield fire station.

## **2. REPORT**

- 2.1 At 0700hrs on 29 November 2023, Ashfield Fire Station returned to 24-hour, wholetime crewing, as planned, as part of the ‘resourcing to risk’ project.
- 2.2 Proactive engagement with staff, representative bodies, and internal and external stakeholders ensured that necessary changes were implemented with minimum impact or disruption to those affected.
- 2.3 Throughout the whole process, with over 30 moves across the wholetime establishment facilitated, no grievances were received by the Service. This is a credit to the managers, teams and personnel involved throughout the process and their professional approach to this project.
- 2.4 The wholetime ridership level presented a risk to the ability to crew the additional posts required to facilitate the changes at Ashfield fire station. To address this, steps have been taken to improve the ridership, including the advertisement of transferees from other Services for personnel who are already on-call firefighters in Nottinghamshire Fire and Rescue Service, and to external applicants who wish to transfer.
- 2.5 These additional roles entering the Service, along with trainee firefighters due to complete their initial training in January, will both support the ridership level and allow the facilitation of the release of posts to support the wider achievement of Community Risk Management Plan commitments, as supported at the July Fire Authority meeting.
- 2.6 These four posts have now been confirmed to be released from the ridership in January 2024, aligned to the above intakes of personnel, and will support the delivery of the Service’s equality action plan, service improvement and increased operational preparedness workstreams.

- 2.7 The Service has also progressed plans to undertake a large intake of new firefighters in 2024. The recruitment process is now progressing with 317 applicants progressed past the initial (fitness test) stage of the selection process.
- 2.8 The Service has continued its commitment to ensuring a more representative workforce through focussed positive action during this most recent recruitment process. This has resulted in a cohort consisting of 9% female candidates and 14% BAME candidates (from public applications) at the most recent stage of the recruitment process.
- 2.9 As reported to the September Fire Authority, mitigations to the risks highlighted in relation to the higher frequency of crewing appliances with four personnel, have been progressed. These include refreshed incident command training, a review of degradation procedures and incorporation of crewing levels in to training scenarios.
- 2.10 A range of evaluation criteria have been developed to monitor performance both in the Ashfield area, and Service-wide, related to the changes which are being implemented. These include productivity data for the Service, attendance times for first and second appliances to incidents, and the use of particular operational activities including rapid deployment for breathing apparatus procedure. These areas will be monitored through the Service's established governance structures and reported to the Community Safety Committee as part of the Service Delivery performance update.

### **3. FINANCIAL IMPLICATIONS**





There are no financial implications arising from this update report. All associated costs for this report are covered within the agreed annual budget for 2023/24 and any future associated costs will be contained within the medium-term financial strategy.

### **4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS**

- 4.1 Through the project approach, the Service proactively engaged with the workforce, and representative bodies, to ensure a transition that maintains staff well-being and engagement, through a well-established consultation and policy framework.
- 4.2 There were no grievances or complaints received as part of the 'resourcing to risk' project.
- 4.3 There are no learning and development implications arising from this report.

## 5. EQUALITIES AND ETHICAL IMPLICATIONS

- 5.1 An equality impact assessment (EIA) was completed as part of these proposals and reported to the July Fire Authority meeting.
- 5.2 The EIA is being used, and reviewed, by the project board to support the implementation of plans for the resourcing to risk.
- 5.3 Core Code of Ethics

	<b>Leadership</b> – the adoption of a project approach has ensured that suitable leadership, oversight, and scrutiny has been applied to this workstream which has resulted in the achievement of the project objectives within the timeframe and with minimal disruption.
	<b>Integrity</b> – the project approach, including proactive engagement with the workforce, utilising independent data and consultation with communities, has ensured that integrity has been at the heart of decision making and communication with all stakeholders.
	<b>Dignity and Respect</b> – the proactive approach to engagement has ensured that personnel moves across the wholtime ridership have been undertaken with respect and minimal impact to affected personnel.
	<b>Putting our Communities First</b> – the ‘resourcing to risk’ project ensures that the Service is making the best use of resources and ensuring that the needs of communities of Nottingham and Nottinghamshire are put first.

## 6. ENVIRONMENTAL AND SUSTAINABILITY IMPLICATIONS

There are no environmental or sustainability implications arising from this report.

## 7. LEGAL IMPLICATIONS

- 7.1 The Fire and Rescue Services Act (2004) places a statutory duty on authorities to make provisions for firefighting, fire safety and responding to road traffic collisions and other emergencies.
- 7.2 The Secretary of State, under Section 22 of the Fire and Rescue Services Act (2004) has the power of intervention if the Secretary of State considers that a fire and rescue authority is failing, or is likely to fail, to act in accordance with the Framework prepared under Section 21 of the Act.
- 7.3 Sections 10 to 13 of the Local Government Act 1999 (c. 27) (best value inspections) apply in relation to a fire and rescue authority’s compliance with Section 21(7) of the Act as they apply in relation to a best value authority’s

compliance with the requirements of Part 1 of that Act. Fire and rescue authorities must have regard to the Framework in carrying out their functions.

- 7.4 The Authority has a statutory responsibility to consult on changes to fire cover. Consultation was conducted in accordance with HM Government Code of Practice on Consultation and the outcomes of this consultation were reported to the Fire Authority meeting in February 2023.

## **8. RISK MANAGEMENT IMPLICATIONS**

The Service's corporate risk register highlights risks that are associated with the contents of this report:

<b>Risk</b>	<b>Implications</b>
Employee Engagement	The changes to duty systems and the proposals to change crewing models, present the risk of damaging employee engagement and industrial relations. Early, proactive engagement with affected personnel and representative bodies, along with an effective communications plan and a consultative approach has assisted in mitigating this risk.
Preventable Deaths	The Service has reallocated resources based on independent modelling and feedback from consultation that aims to ensure that the right resources are prioritised in the right location, ultimately with an aim of creating safer communities.
Availability of Resources	<p>This risk is mitigated in part by the proposals in this report by ensuring the best use of resources across the Service and ensuring a 24/7 wholetime response is available in the Ashfield area.</p> <p>Risks presented by the level of wholetime ridership are being mitigated through a focussed recruitment of additional firefighter roles to the Service, including the immediate steps outlined within this report.</p>

Risk	Implications
Corporate Reputation	This risk is presented through the proposals for change and public interest in these changes. A full communications plan and proactive engagement with this workstream has assisted in mitigating this risk.

## 9. COLLABORATION IMPLICATIONS

All changes to the crewing at Ashfield fire station have been fully communicated with colleagues from neighbouring Fire and Rescue Services.

## 10. RECOMMENDATIONS

That Members note the contents of this report.

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

None.

Craig Parkin  
**CHIEF FIRE OFFICER**