



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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

COLLABORATION UPDATE

Report of the Chief Fire Officer

Date: 10 November 2017

Purpose of Report:

To update Members on the progress of collaboration activities.

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1. BACKGROUND

- 1.1 The Policing and Crime Act 2017 places a statutory duty on Police, Fire and Ambulance Services to collaborate to deliver efficiency, effectiveness and/or better outcomes for communities. Nottinghamshire Fire and Rescue Service (NFRS) like all fire and rescue services has a reputation for working in partnership with a diverse range of partners and the statutory duty now provides additional focus.
- 1.2 Government Ministers have given clear direction on how they propose to implement reform within the sector. They have set out three key areas where they expect to see improvements:
 - Accountability and transparency;
 - Efficiency and collaboration;
 - Workforce reform.
- 1.3 On 22 September 2017, the Authority agreed a collaboration strategy that added additional elements of governance to complement existing arrangements, ensuring Members are kept fully apprised of future progress. The report identified five initial work streams with Nottinghamshire Police, including:
 - Estates
 - Learning and development
 - Organisational performance
 - Prevention activities
 - Emergency planning and resilience
- 1.4 A timetable of dates is currently being co-ordinated to facilitate Delivery and Strategic Group meetings in accordance with existing Authority and committee meetings for 2018.
- 1.5 The strategy also allows existing collaborative arrangements with other emergency services to be further developed, as well as explore new areas of opportunity, with clear expectations that collaborations should seek increased effectiveness, greater efficiency, improved value for money, improved public safety and/or a more resilient organisation.
- 1.6 Day to day co-ordination for collaboration sits with the Strategic Support Area Manager and the Assistant Chief Fire Officer (ACFO), who in turn reports to the Chief Fire Officer (CFO).

2. REPORT

- 2.1 Initial meetings have taken place with Nottinghamshire Police around the agreed five work streams, with both organisations gaining a greater

understanding of existing organisational structures and collaborative partnerships in place.

- 2.2 Nottinghamshire Police has extensive collaborative arrangements with other police services in all areas of their service delivery functions. This may result in future collaborative arrangements being complex to implement in the short term, however, this will be highlighted in any future business cases presented.
- 2.3 It is anticipated that the scoping exercises for learning and development, organisational performance, prevention and emergency planning/resilience will be completed by the end of 2017 to early 2018, aiming to get some reports to the Collaboration Delivery Board in January 2018.
- 2.4 A shared estates feasibility study in conjunction with Nottinghamshire Police and East Midlands Ambulance Service is currently being undertaken. This study is due to be completed by Spring 2018. In addition to the study, an opportunity has been highlighted to explore the joint management of assets and this will continue to be worked through, and will be included in the shared estates work stream.
- 2.5 Further areas of future collaboration have also emerged from initial discussions, including corporate communications, transport, human resources and equality and inclusion. It is anticipated that these additional work streams will be considered during 2018 and dependent upon progress with current workloads and organisational capacity.
- 2.6 An initial collaboration meeting has also taken place with Derbyshire Fire and Rescue Service with the ACFO to scope out areas of mutual interest to both Services, building upon previous meetings between the respective Fire Authority Chairs and CFOs. Currently both organisations have committed to the joint provision of an environmental protection capability, command support and the procurement of future firefighting PPE, further discussions are planned to develop areas of mutual benefit. In addition, compartment fire behaviour training will also be facilitated at Derbyshire's new operational training site and support that which is already provided by Lincolnshire FRS.
- 2.7 Members will also be aware of the ongoing project to relocate the Hucknall on-call site to share with East Midlands Ambulance Service (EMAS), this project is currently behind schedule, but all parties are engaged and committed to its delivery.
- 2.8 Organisational capacity is already itemised within the corporate risk register and officers will need to closely monitor the demand that collaboration is likely to place upon the Service's resources, needing to balance its ability to deliver services, whilst continuing to develop organisationally.
- 2.9 The Service is currently developing a collaboration register which will clearly demonstrate the diverse nature of collaboration and underpin the existing work in service delivery and support activities.

- 2.10 Through the Corporate Communications Manager, the Service is now far better engaged with the Emergency Service Collaboration Working Group and will be an avenue to potentially showcase the Service's efforts to deliver positive community outcomes through its collaborative culture and activities.

3. FINANCIAL IMPLICATIONS

- 3.1 Members will be aware that in February 2016 the Authority approved the Sustainability Strategy 2020. This identified that collaboration would be one element contributing to the financial savings required by the Authority.
- 3.2 Collaboration with key partner organisations has the potential to produce financial savings for the Authority, forming part of future business cases presented to the Authority for consideration, however collaborative savings are often delivered more in the medium to long-term and should be factored into future financial planning.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

- 4.1. Collaboration is a resource intense area of work and the Area Manager Strategic Support is currently assessing the resource needs of the team, although department leads have been advised to build support for collaboration into future business plans as a priority. Any additional resources will be provided within existing policy and governance arrangements as appropriate.
- 4.2. To ensure staff are well prepared for collaborative projects, additional training is being accessed with an external provider 'Shared Service Architects'. This will initially focus on the co-ordinating team and those employees highlighted to engage in the themed working groups, but is fully expected to expand.

5. EQUALITIES IMPLICATIONS

An equality impact assessment has not been undertaken because it will be included in any future business cases that are proposed

6. CRIME AND DISORDER IMPLICATIONS

Collaboration has the potential to expand NFRS's ability to discharge its function under the Crime and Disorder Act, by exploring deeper opportunities to share information, deliver community services and improve outcomes.

7. LEGAL IMPLICATIONS

- 7.1 NFRS has a statutory duty under the Policing and Crime Act 2017 to consider collaboration with other emergency services to improve efficiency and effectiveness, the Authority's strategy assists in discharging its statutory duties.
- 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'. Collaboration has the potential to allow NFRS to secure improvements in the way that functions are delivered to communities.

8. RISK MANAGEMENT IMPLICATIONS

- 8.1 The collaboration strategy now seeks to formalise the Authority's duty to collaborate within the Policing and Crime Act 2017 and therefore better manages any risk for the Authority in that respect. Regular reports will be provided through the well-established governance arrangements of standing committees and the Authority in future, to assure Members that the interests of and risk faced by the Authority are being fully considered.
- 8.2 The introduction of Her Majesty's Inspectorate of Constabularies and Fire and Rescue Services is highly likely to include how and to what extent FRSs are developing collaborations. The Authority is well-placed to demonstrate its strategic intent through the strategy and ensure the Service is focused upon delivering positive community outcomes.
- 8.3 The next Integrated Risk Management Plan (IRMP) is now being developed and it is fully expected that collaboration will form part of that plan and ensure a long-term approach is adopted. Individual themed areas will be expected to be risk assessed and support the current approach to strategic and corporate risk.

9. COLLABORATION IMPLICATIONS

This report provides Members with an update on collaboration work streams

10. RECOMMENDATIONS

That Members note the contents of this report.

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

None.

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CHIEF FIRE OFFICER