



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Nottinghamshire and City of Nottingham
Fire and Rescue Authority

SERVICE RESPONSE TO HER MAJESTY'S INSPECTORATE OF CONSTABULARY AND FIRE & RESCUE SERVICES INSPECTION

Report of the Chief Fire Officer

Date: 27 September 2019

Purpose of Report:

To present Members with the Service's response to the outcomes regarding the recent inspection of Nottinghamshire Fire and Rescue Service by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services

CONTACT OFFICER

Name : John Buckley
Chief Fire Officer

Tel : (0115) 967 0880

Email : john.buckley@notts-fire.gov.uk

**Media Enquiries
Contact :** Therese Easom
(0115) 967 0880 therese.easom@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 & Rescue Services (HMICFRS) following the recent inspection of Nottinghamshire Fire and Rescue Service (NFRS).
- 1.2 This report presents the Service's response to the inspection report, and proposes how the recommended areas for improvement will be addressed and scrutinised by the Authority to ensure appropriate improvements are made.

2. REPORT

- 2.1 In early 2019, NFRS was subject to an inspection by HMICFRS. This was part of the first inspections conducted in all fire and rescue services for almost 20 years, and is part of the wider Home Office Fire Reform agenda.
- 2.2 The Service received an overall grading of 'Requires Improvement', however from a positive perspective, there were no causes for concern identified, and most issues were already identified by NFRS before the inspection process began, and presented to HMICFRS as part of the self-assessment process.
- 2.3 The report identifies 25 areas requiring improvement and each one has been carefully considered by the Service and an action plan created (attached at Appendix A).
- 2.4 In anticipation of the HMICFRS report, one of the year one actions within the Strategic Plan approved by Members in February this year specifically recognised the need to respond to the report and much work has already been undertaken.
- 2.5 Each action has been allocated to a lead officer, with clear milestones and expected outcomes. Furthermore, Fire Authority scrutiny will be conducted through the committee structure with regular progress reports being presented to Members.

3. FINANCIAL IMPLICATIONS

There are no additional 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

There are no equalities implications arising from this report as no changes to existing, or introduction of new arrangements of the delivery of services are proposed.

6. CRIME AND DISORDER IMPLICATIONS

There are no crime and disorder implications arising from this report.

7. LEGAL IMPLICATIONS

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 HMIC inspections and how NFRS can learn from that in preparation for future inspections.

10. RECOMMENDATIONS

It is recommended that Members;

- 10.1 Endorse the approach being taken by the Chief Fire Officer to address the areas of concern.
- 10.2 Agree to receive progress reports at the respective Committees identified in Appendix A.

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

None.

John Buckley
CHIEF FIRE OFFICER

HMICFRS AREAS OF IMPROVEMENT

APPENDIX A

UNDERSTANDING THE RISK OF FIRE AND OTHER EMERGENCIES					
	Areas of Improvement	Timescales	Responsible PO	Committee	Response
1	The Service should use its integrated risk management plan to ensure it keeps the public safe and secure from the risks identified.	March 2022	Ian Pritchard	Policy and Strategy	<p>Please note; this is an ongoing activity for the lifespan of the Integrated Risk Management Plan. The plan is to create a more robust transparent governance of the strategic plan through EDT and SLT. By making it part of the standing agenda item and ensuring that progress is discussed.</p> <p>The Service will use a variety of communication channels to inform the wider workforce of these priorities and the progress throughout the year.</p> <p>The 10 programmes in the year 1 corporate plan are now regularly being scrutinised at both EDT and SLT. Further work is needed on the EDT/SLT team site to bring all the governance information together.</p> <p>A 6-month review is planned for the middle managers meeting in September which will follow through into the briefing for staff.</p>

UNDERSTANDING THE RISK OF FIRE AND OTHER EMERGENCIES cont'd ...

	Areas of Improvement	Timescales	Responsible PO	Committee	Response
2	The Service should ensure its firefighters have access to relevant and up to date risk information	December 2019	Craig Parkin	Community Safety	<p>The issues that HMICFRS uncovered were mainly associated with data quality within CFRMIS. Data cleansing is currently taking place in order that the CFRMIS Mobile Ops intel module can be implemented. This will improve the quality and overall management of the ops intel system. Data cleansing being conducted at present. CFRMIS development required.</p> <p>There are resource challenges here due to conflict with other work streams including PMF, Safe and Well and Business Safety Checks requiring the same CFRMIS developer resource. Changes are being progressed to create further capacity.</p>

PREVENTING FIRES AND OTHER RISKS

	Areas of Improvement	Timescales	Responsible PO	Committee	Response
3	The Service should review and update its prevention strategy to take account of risks	January 2020	Craig Parkin	Community Safety	A strategy is being written that overarches 'Safer Communities' - Prevention & Protection. This will be in place by the end of the year. Meetings have been held with Teams to engage in process of writing strategy. Strategy will be presented to EDT in October prior to publishing through appropriate governance.
4	The Service should ensure it targets its prevention work at people most at risk	March 2020	Craig Parkin	Community Safety	<p>The plan is to ensure that NFRS continues to maintain a high level of engagement with those most at risk whilst also increasing the number of SWVs completed. The Service will do this through revising the SWV process, introducing new means of delivery and evaluating the impact during initiatives. So far, NFRS have introduced DiCE, enhanced our CRaE processes and are introducing the use of On-Call personnel for targeted interventions.</p> <p>Data-Led SWVs are being rolled out across all locations. NFRS are now looking at how the quarterly data and District Plans can be more aligned to ensure delivery of services most effectively.</p>

PREVENTING FIRES AND OTHER RISKS cont'd ...

	Areas of Improvement	Timescales	Responsible PO	Committee	Response
5	The Service should evaluate its prevention work, so it understands the benefits better	January 2020	Craig Parkin	Community Safety	<p>The plan is to have the evaluation framework embedded in all that the Service deliver within Prevention & Protection, and that this evaluation is used to drive the Service's future performance.</p> <p>There is a SM and WM dedicated to ensuring that the Evaluation Framework is reviewed and embedded in work that is undertaken.</p> <p>Work has begun on reviewing the framework and revising Service Policies.</p> <p>Evaluation is starting to be used in recent DiCE and CRaE activities and is being planned in to future events.</p>

PROTECTING THE PUBLIC THROUGH FIRE REGULATION

	Areas of Improvement	Timescales	Responsible PO	Committee	Response
6	The Service should ensure it makes better use of its specialist resources in implementing its risk-based inspection programme. It should ensure it allocates and quality-assures these inspections appropriately	December 2019	Craig Parkin	Community Safety	<p>The plan is to ensure NFRS has a thorough, intelligence based risk based inspection programme (RBIP) and that this reflects the current risks within the County and is delivered effectively by Specialist Officers and Response based personnel.</p> <p>The Service will ensure there is a comprehensive quality assurance (QA) process in place to ensure consistency in our delivery.</p> <p>Training begins in October for 'Hazard Spotting' by Crews.</p> <p>A QA process will be in place by the end of this business year and the review of the RBIP is planned in to next year's business plan (as this is a substantial piece of work). The number of Audits has increased and continues to do so.</p>

RESPONDING TO FIRES AND OTHER EMERGENCIES

	Areas of Improvement	Timescales	Responsible PO	Committee	Response
7	The Service should ensure staff know how to command fire service assets assertively, effectively and safely at incidents	December 2019	Craig Parkin	Community Safety	<p>All incident commanders are qualified to command. Command development and monitoring is in place. Assurance processes within the incident command (IC) training team being developed and will be subject to third party scrutiny via Skills for Justice.</p> <p>IC maintenance of competence part of RedKite PDS and training material being developed on a regional basis as part of NOG implementation. Skills for Justice review scheduled for September.</p> <p>RedKite PDS review and refresh due to launch October 2019.</p> <p>IC Regional Training materials due for delivery by end of 2019.</p>
8	The Service should ensure it implements the process to monitor incident commanders and provide feedback following operational incidents.	January 2020	Craig Parkin	Community Safety	Monitoring of IC's at Level 1, and at first call officer level only when in development. Discussion required with Head of Service Delivery to determine if a change of policy and practice is required to implement monitoring at all command levels.

RESPONDING TO FIRES AND OTHER EMERGENCIES cont'd ...

	Areas of Improvement	Timescales	Responsible PO	Committee	Response
9	The service should ensure that, when responding to a 999 call, mobile data terminals are reliable to allow staff to access risk information.	May 2020	Ian Pritchard	Community Safety	<ol style="list-style-type: none"> 1. NFRS ICT will continue to work with its Tri-Service Control partners and the supplier of the mobile data terminals (MDTs) and Mobilisation System (System) to ensure that these devices can reliably provide operational staff with access to risk information. The 3 CFOs of NFRS, DFRS and LFRS have prioritised the improvement of reliability of MDTs and discussions are on-going with System in relation to the next generation of MDT units. 2. NFRS ICT will review the current MDT fault logging process to ensure that it deals with all issues with MDT reliability within agreed SLAs. 3. Satellite Navigation (SatNav) devices that are independent of the Fire Appliance MDT are currently being trialled by 3 Fire Stations within Nottinghamshire. This feasibility project is intended to determine how widely the devices should be rolled out and to develop procedures for their use and ongoing maintenance. Once completed, an implementation project should commence between April 2020-October 2020. <p style="text-align: right;">/cont'd ...</p>

RESPONDING TO FIRES AND OTHER EMERGENCIES cont'd ...

	Areas of Improvement	Timescales	Responsible PO	Committee	Response
9	... continued ...				<p>4. NFRS ICT are investigating the possibility of delivering risk information to the Microsoft Surface Go devices that have been distributed to all Fire Stations during 2019. This will provide an additional source of information and resilience for operational crews including access to risk information.</p> <p>5. NFRS have developed and are in the process of replacing current FRS specific risk information by implementing the National Operation Guidance (NOG) standards. This information will be made available on all Fire Appliance MDTs and Microsoft Surface Go devices provided to Fire Stations.</p>

RESPONDING TO NATIONAL RISKS					
	Areas of Improvement	Timescales	Responsible PO	Committee	Response
10	The Service should ensure operational staff have good access to cross-border risk information.	March 2020	Craig Parkin	Community Safety	<p>Cross border risk information being made available via Resilience Direct however challenges making sure up to date, current information is available via MDT's.</p> <p>Scoping currently underway to determine number of premises within 10 miles of all boarder.</p> <p>Once the scale of the information sharing has been determined then an assessment will be made as to the practicality of achieving this.</p>
11	The Service should arrange a programme of over-the-border exercises, sharing the learning from these exercises.	April 2020	Craig Parkin	Community Safety	<p>The Service exercise planning procedure does take into consideration the need for cross border exercising to ensure effective interoperability.</p> <p>Exercise planning is completed for the year 2019/20.</p> <p>The planning process will be reviewed by the Risk and Assurance Team to ensure that the process is fit for purpose and cross border training will be further integrated into exercise planning for the 2020/21 financial year onwards.</p>

RESPONDING TO NATIONAL RISKS cont'd ...

	Areas of Improvement	Timescales	Responsible PO	Committee	Response
12	The Service should ensure all incident commanders have a thorough understanding of JESIP (Joint Emergency Services Interoperability Principles).	Complete	Craig Parkin	Community Safety	<p>JESIP training is now delivered to all uniformed members of Service at part of a structured training programme.</p> <p>The JESIP principles are covered and exercised on the initial and refresher training for Level 1,2,3, and 4 Commanders.</p> <p>It is also an integral part of the Local Resilience Forum training courses which are attended by our Level 2,3 and 4 Commanders.</p> <p>Regular multi-agency exercises are also undertaken where the JESIP doctrine is used in simulated emergency incidents.</p>

MAKING THE BEST USE OF RESOURCES

	Areas of Improvement	Timescales	Responsible PO	Committee	Response
13	The Service should implement a clear performance management framework that directly supports the objectives identified in the IRMP.	December 2019 – February 2020	Ian Pritchard	Policy and Strategy	<p>A Performance management policy has been agreed and implemented within the Service. This is supported by a project which is ongoing to introduce the metrics and system by which this policy can be managed.</p> <p>The performance framework is centred around the objectives within the IRMP.</p> <p>The projects and programmes within the strategic plan are now being regularly scrutinised by EDT/SLT.</p>
14	The Service needs to prioritise implementing business continuity plans and test them as soon as possible.	January 2020	Craig Parkin	Policy and Strategy	<p>BC Plan template and guidance to be presented to EDT 8th October.</p> <p>Strategic and Tactical level plans have been produced and a training/table top exercise session with EDT is planned for November 2019.</p> <p>The exercise will allow the finalisation of strategic, tactical and departmental level plans for publication by end of year 2019.</p> <p>EDT to approve ongoing testing and exercise schedule January 2020</p>

MAKING THE FIRE AND RESCUE SERVICE AFFORDABLE NOW AND IN FUTURE

	Areas of Improvement	Timescales	Responsible PO	Committee	Response
15	The Service needs to accelerate its plans to improve ICT so that it makes best use of available technology to support operational effectiveness and efficiency.	March 2020 & March 2021 (one activity, item number 4, is due March 2021)	Ian Pritchard	Finance and Resources	<ol style="list-style-type: none"> 1. Implement SharePoint 2013 Teams Sites across the organisation before the end of FY 2019-20. 2. Migrate all team data (files etc.) from existing legacy file server storage onto SharePoint before the end of FY 2019-20. 3. Migrate all existing electronic forms and automated business processes from legacy SharePoint farm to the SharePoint 2013 farm before the end of FY 2019-20. 4. Commence an organisation wide analysis of all business processes to determine how to improve efficiency through digitisation (using existing COTS solutions and/or SharePoint 2013) during FY 2020-21. 5. Upgrade all legacy Windows Tablet devices to Microsoft Surface Go devices, to facilitate better data collection by Operational Crews using CFRMIS Mobile before October 2019. 6. Undertake a feasibility study to analyse the potential use of Microsoft Surface Go-SIM devices equipped with mobile data cards by Operational Watch Managers and Crew Managers before the end of FY 2019-20.

MAKING THE FIRE AND RESCUE SERVICE AFFORDABLE NOW AND IN FUTURE cont'd

	Areas of Improvement	Timescales	Responsible PO	Committee	Response
16	The Service should ensure it has sufficiently robust plans in place which fully consider the medium-term financial challenges beyond 2020 so it can prepare to secure the right level of savings.	March 2020	John Buckley	Finance and Resources	<p>The medium term financial strategy will set out how finances will be used over the next 3 years with an expectation that a balanced budget will be delivered without reliance on reserves.</p> <p>This is based on a number of working assumptions regarding government grant and precept flexibility.</p>

PROMOTING THE RIGHT VALUES AND CULTURE					
	Areas of Improvement	Timescales	Responsible PO	Committee	Response
17	The Service should put appropriate mechanisms in place to enable closer monitoring of hours worked by staff.	November 2019	Craig Parkin	Human Resources	<p>The Service will review its processes and controls for the monitoring of its staff, specifically its dual contractors and On-call employees. The review is currently underway.</p> <p>An options report will be presented to EDT/ SLT in Nov 2019, which will outline options available to the Service for the monitoring of hours for dual contractors, on-call employees and secondary contracted employees.</p>
18	The Service should develop a wellbeing strategy and a system to improve understanding of health, safety and wellbeing trends.	December 2019	Craig Parkin	Human Resources	<p>A well-being strategy has been developed and is in draft form pending further consultation.</p> <p>The Occupational Health team is undertaking a roadshow during October which will visit all stations to undertake well-being checks and promote the support available to employees.</p> <p>The OH and Fitness Manager will provide an update on sickness figures/trends to Health, Safety and Welfare Committee on a quarterly basis.</p>

PROMOTING THE RIGHT VALUES AND CULTURE cont'd

	Areas of Improvement	Timescales	Responsible PO	Committee	Response
19	The Service should ensure its values and behaviours are understood and demonstrated at all levels of the organisation.	March 2020	Craig Parkin	Human Resources	<p>Whilst 90% of employees who completed the employee survey stated that they knew and understood service values, further promotion of the values will be rolled out using the Values Toolkit and communications will be refreshed to ensure that the message remains fresh and relevant.</p> <p>Themed value team meetings/messaging/posters etc coordinated on a quarterly basis and promoted via corporate communications.</p> <p>The inspection report drew attention to a number of employees who had reported hearing inappropriate conversations or feeling bullied or harassed or discriminated against - the Service will seek to understand and address these issues and ensure that employees are aware of how they can raise such concerns and are confident that they will be dealt with in an appropriate manner.</p>

GETTING THE RIGHT PEOPLE WITH THE RIGHT SKILLS

	Areas of Improvement	Timescales	Responsible PO	Committee	Response
20	The Service should develop a training plan that clearly aligns and supports its workforce plan.	December 2019	Craig Parkin	Human Resources	<p>Training plan developed for 2019/20 based on planning assumptions within the workforce plan. Ops Training plan focusses on Core Competency acquisition and revalidation.</p> <p>Draft plan being presented to Head of Service Delivery September 2019.</p>
21	The Service should ensure staff are appropriately trained in safety-critical skills, such as incident command.	Complete	Craig Parkin	Community Safety	<p>The joint Assurance, Training and Service Delivery was started in April this year to provide oversight of performance metrics associated with MOC and Acquisition and revalidation.</p> <p>This was done immediately following the HMIC visit due to the issues with core competencies. It has improved the situation and will continue to provide the routine monitoring and governance of performance metrics associated with ops training function.</p>

ENSURING FAIRNESS AND PROMOTING DIVERSITY

	Areas of Improvement	Timescales	Responsible PO	Committee	Response
22	The Service should improve communication around positive action through all levels of the organisation.	March 2020	Craig Parkin	Human Resources	Development of a joint commitment statement on positive action with RBs via equalities forum. Raise via initial equalities induction training; covered by mandatory e-learning package; identify e-learning/digital video; promote positive action prior to wholtime recruitment via MyNet and station visits by middle managers; use role models from previous campaigns.

MANAGING PERFORMANCE AND DEVELOPING LEADERS

	Areas of Improvement	Timescales	Responsible PO	Committee	Response
23	The Service should ensure individual performance targets clearly support objectives within the IRMP.	March 2020	Craig Parkin	Human Resources	A project is currently underway to review the PDR process, including a new policy, new electronic PDR system. Moving it from SharePoint to itrent to bring information around individuals to one place. The plan is to incorporate the strategic aims and programmes from the annual corporate plan from within the IRMP.
24	The Service should improve staff awareness and understanding of promotion and selection process.	October 2019	Craig Parkin	Human Resources	The Progression Procedure, which sets out the route for progression to higher roles, has been refreshed and is under consultation. This will be promoted via the Intranet and other communication channels. The next promotion process will be for Station Manager roles in October, and prior information has been circulated and a briefing session organised for prospective applicants.
25	The Service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders.	March 2020	Craig Parkin	Human Resources	The Leadership Development Pathway has been reviewed and will be sent to all stations to ensure that employees understand what actions they need to take to enhance their progression to leadership roles. A consultation paper will be developed to consider ways in which the service can continue to identify, develop and support high potential employees within a more structured framework.