



CABINET

12TH JULY 2016

CORPORATE DIRECTOR OF PLACE COMMISSIONING: TONY CIABURRO

DEPUTY LEADER & CABINET MEMBER WITH RESPONSIBILITY FOR PUBLIC PROTECTION: COUNCILLOR ANDRÉ GONZALEZ DE SAVAGE

Subject:	Northamptonshire Fire and Rescue Service Service Review and Blue-Light Collaboration update
Recommendations:	That Cabinet are asked to: <ol style="list-style-type: none"> 1. Note the contents of this report; and 2. Agree the next steps and way forward as outlined in section 6 of this report.

1. Purpose of Report

1.1 To provide Cabinet with an update on the Northamptonshire Fire and Rescue Service (NFRS) service review and also the Blue-Light Collaboration programme currently being undertaken.

2. How this decision contributes to the Council Plan

The Council's vision is to make Northamptonshire a great place to live and work. This is achieved through increasing the wellbeing of our county's communities and/or safeguarding the county's communities.

This initiative specifically delivers increased wellbeing and/or safeguarding by:
<ul style="list-style-type: none"> • Contributing to creating safer communities • Contributing to creating healthy communities • Creating a Sense of Place
And Through:
<ul style="list-style-type: none"> • Intelligence Led Services • Ambitious Partnerships • Use of the Asset Utilisation Strategy

3. Background

3.1.1 Since the introduction of the 2004 Fire Services Act, Fire Services nationally have transformed the way they have delivered their services to the public. The result of this transformation, moving the service from a purely response based organisation to a response and prevention organisation, has been a 42% reductions in fires, while deaths from fires have continued to fall to record low numbers. This has made

the Fire Service the leading public sector organisation at managing demand in the country. Within the County, NFRS have mirrored these achievements.

- 3.1.2 NFRS also compares well with other services both nationally and within our family group of like services, in that we have a low cost per head of population of £33.80 (Source: CIPFA estimated expenditure 2015/16) while also comparing favourably in a range of other efficiency measures. These include stations and appliances serving a larger than average population and larger than average area, with a lower than average personnel headcount and FTE count. NFRS also have a lower total expenditure, meaning that operational efficiency is high.
- 3.1.3 Despite this favourable position, over the last 5 years, in response to reductions in local government settlements driven by the Government's austerity programme, NFRS have produced efficiencies that have allowed us to reduce our revenue budget by £3.1M. Included within this has been a 30% reduction in NCC local staff, a 30% reduction in senior officers and a 30% reduction in principal officers without any significant loss of service.
- 3.1.4 In 2013 Sir Ken Knight's report into the future of the fire service (Facing the Future) contained the findings from the review of efficiencies and operations in fire and rescue authorities in England. The report presented a number of options for the future, which included nationalisation, facilitation of the movement of the Fire and Rescue Authority (FRA) to Police and Crime Commissioners (PCC's), the merging of fire authorities across wider geographical areas and changes to standalone Combined Fire Authorities to allow closer embedding with other local authorities (for example County Councils). Each of the options presented advantages and disadvantages.
- 3.1.5 In 2015 the Government announced that Policy for the Fire and Rescue Service would move from DCLG to the Home Office. In January 2016 this move began with full completion in April 2016 with the movement of the Chief Fire and Rescue Advisors Unit (CFRAU) into the new Government department.
- 3.1.6 In June 2016 the Home Secretary announced her plans for reform of the Fire and Rescue Service along the same lines as the previous Police reform agenda. The Fire Service reform agenda covers three broad areas, these being;
- Efficiency and Collaboration
 - Workforce reform
 - Accountability and Transparency
- 3.1.7 In addition to Fire Service reform, Northamptonshire County Council is also undertaking its own transformation agenda in the shape of the Next Generation Council. This is to ensure that NCC is able to better meet the demands of a growing

county for the future. In order to ensure that NFRS are fully engaged in this process the Director for Place announced a review of the Fire and Rescue Service.

4. NFRS Service Review

4.1 As part of NCC Next Generation working, a review is being undertaken of Northamptonshire Fire and Rescue Service (NFRS) to ensure it is organised and operating as effectively and efficiently as possible and is able to deliver the savings as identified within the Council's Medium Term Financial Plan (MTFP) of £2.3M between 2016/17 and 2019/20.

4.2 Formal Scrutiny arrangements have been established within EDT Scrutiny committee, who have actively scrutinised the following work streams:

1. Base-lining and Benchmarking
2. Asset Utilisation
3. Operations
4. Staffing
5. Management and Governance
6. Commissioning, Procurement and Income Generation

4.3 Communications and Engagement

4.3.1 Within the Terms of Reference of the review, engagement with all stakeholders was mandated to ensure an open and transparent review process, with particular reference to the representative groups within the service.

4.3.2 A joint trade union group has been established, meeting on a bi-monthly basis to provide all representative bodies with an overview of progress to ensure an inclusive approach to the review.

4.4 Summary of progress made and next steps

4.4.1 Positive progress has been made across all work streams identifying further opportunities for wider review, these include:

- A full Fire Cover review
- A review of our current Standards of Response (SOR)
- A review of current working patterns and arrangements
- A review of our asset utilisation including property and vehicle requirements.

4.4.2 EDT Scrutiny has been provided with a range of papers and has discussed their contents with senior members of the Service.

4.4.3 The areas identified for further work will be taken forward into the new Integrated Risk Management Plan currently being developed. This will be presented to Cabinet in October 2016 for further consideration.

5. Emergency Service Collaboration

5.1.1 As previously set out, the recently announced Fire Service reform agenda will include a high level duty for the blue light services to collaborate. This duty will be enshrined within the new Police and Crime Bill due to come into force later this year.

5.1.2 NFRS already have a well-developed blue light collaboration agenda which includes working with the Northamptonshire Police, East Midlands Ambulance Service (EMAS) and other Fire Services.

5.1.3 In addition, a regional tri-service strategic collaboration group has been established with all Fire and Police services and EMAS being represented. This group will work to identify regional collaboration opportunities across the three services.

5.2 Fire/Police Collaboration

5.2.1 In July 2014, Cabinet endorsed the partnership agreement that outlines the principles of joint working between Northamptonshire Fire and Police as well as covering issues of confidentiality, indemnity and financial arrangements.

5.2.2 Since that endorsement a well-developed programme of collaboration has been embedded across both services which has been recognised nationally and has delivered a range of outcomes/projects, these include:

- A Joint Community Prevention and Protection Team
- A Joint Operations Team
- Collaboration and integration within Fleet and Stores provision
- A shared internal postal service
- Monthly joint senior management team meetings
- Rural Intervention Vehicle Pilot
- Joint training opportunities including joint management training and officer driver training.
- Joint access to estate

5.2.3 As part of this work NFRS and Northamptonshire Police have also been successful in winning transformation funding from central government that has been invested into developing the local collaborative programme, this includes;

2014-15 DCLG Transformation Challenge Award (Jan 2014) - £500k

Used for setting up the Interoperability Programme (including support/delivery resource), match funded with Northants Police for combined station estates work (Rushden/Mereway) as well as project scoping, ICT and infrastructure costs for Police/Fire co-location projects.

2015-16 DCLG Transformation Capital Grant Fund – just under £3.2m

This is being used for procurement of a combined Police/Fire Joint Command Unit (to replace current NFRS vehicle which will shortly be decommissioned) thus negating the need for an internal capital bid and for the procurement of a number of smaller appliances. This is also being used to fund the procurement and development of the Fire/Police Rural Intervention concept, following successful pilots in the County over the last year. Also for other local community initiatives and work with Police Specials and volunteers.

5.2.4 The next steps for Police/Fire collaboration will be in the following areas:

- The development of a property strategy that recognises the requirements of both services, with the aim of sharing both access and occupation wherever possible.
- Further exploration of options for the location of a joint fleet workshops and stores provision.
- The development of local plans for the delivery of community services.

5.3 Fire/Ambulance collaboration

5.3.1 This collaborative approach has now continued to develop with the East Midlands Ambulance Service (EMAS), with 14 Retained Fire Stations now providing Co-Responding to medical incidents. In the last financial year NFRS attended over 2300 medical emergencies accounting for approximately 23% of all NFRS incident calls.

5.3.2 This is now being supported by a regional trial with EMAS, at four stations within the county, the aim of which is to develop a cost recovery model to support the ongoing work in this area. To date this has generated approximately £30K in income for NFRS and the future plan is to align all medical co-responding within this model in order that NFRS can continue to deliver this vital and popular community service while recovering cost from EMAS.

5.3.3 Other areas being explored with EMAS include putting together regional arrangements for the Fire Service to respond to requests from EMAS for gaining entry to properties to assist casualties, and also piloting a falls response service, jointly with them, potentially funded through the County's Clinical Commissioning Groups (CCG's).

5.4 Fire/Fire Collaboration

- 5.4.1 NFRS already collaborate with all surrounding Fire Services through what are known as section 13/16 agreements. These agreements, made under the 2004 Fire Services Act, are part of our core business and allow us to put arrangements in place with neighbouring services for the provision of operational fire cover around the border of the county, especially in areas where neighbouring services resources are closer than our own.
- 5.4.2 In addition NFRS are nearing the completion of the joint control project with Warwickshire FRS. This project has utilised central government capital grant (£1.8M to each service) to produce a single fire control system spanning the two current control sites of Daventry and Leamington Spa. This will provide both services with the latest mobilising technology and increased resilience while providing the opportunity for both services to realise efficiencies through staffing and negating the requirement for an in-house “fall-back” arrangement.
- 5.4.3 Initial discussions have also taken place with Warwickshire around further collaboration opportunities that may fall out of the joint control arrangement, including initial discussions about the possibility of a single control room option that may offer additional efficiencies in the future.
- 5.4.4 Discussions are also taking place within the East Midlands region for Fire Service collaboration opportunities. Thus far we have identified the possibility of a regional driving school for fire appliance driving which has the potential for increasing capacity and reduce cost and duplication. Further opportunities will be explored through the regional tri-service collaboration group.
- 5.4.5 Discussions are also at an early stage with Oxfordshire and Buckinghamshire FRS’s around possible collaboration opportunities including the potential to jointly procure our collective occupational health provision when the current contracts expire in 2017.

6. Next Steps

- 6.1 NFRS are now in the last year of its current three year strategic plan known as the Integrated Risk Management Plan (IRMP). Therefore a new IRMP will be required from April 2017 onwards.
- 6.2 NFRS will bring together all of the elements of the service review and requirements to meet the Governments fire reform agenda within the next IRMP, that will run from 2017/18 to 2019/20 and will therefore coincide with the last three years of the four year Council plan and budget cycle; bringing NFRS in line with it for the first time.
- 6.3 The aim will be to have a draft IRMP ready for October 2016. This will allow time for both public consultation and for it to pass through the Council’s democratic process in time for implementation from April 2017.

7. Consultation and Scrutiny

- 7.1 EDT Scrutiny has delivered an agreed scrutiny plan for the Service Review.

7.2 The Proposed IRMP review will be subject to public consultation in line with NFRS revised consultation strategy. This will be presented to Cabinet for approval at a later date.

8. Equality Screening

8.1 This report is for information only, further proposals will be embedded in this year's IRMP review and be subject to Equality Impact Assessment.

Reason that no EqIA is required	✓ as appropriate
The paper is for information only	✓
The proposal/activity/decision has no impact on customers or the service they receive	
The proposal impacts upon staff but the proposed staffing changes will not affect the service that customers receive*	
Other (please explain further)	

9. Alternative Options Considered

9.1 For information only, no options or recommendations presented.

10. Financial Implications

10.1 This report highlights the financial savings achieved and capital funding received in scope of this review.

11. Risk and Business Continuity Management

a) Risk(s) associated with the proposal

Risk	Mitigation	Residual Risk
Negative Press/ Raising Staff Concerns	Trade Union Consultative Group	Amber

b) Risk(s) associated with not undertaking the proposal

Risk	Risk Rating
Failure to comply with changes to statutory requirements.	Red
Efficiency savings not identified.	Amber

12. List of Appendices

N/A

Author:	Name: Shaun Hallam Team: Fire and Rescue Service Business Services
Contact details:	Tel: 01604 797033 Email: shallam@northantsfire.org.uk
Background Papers:	IRMP 2013-2017 Northants Police/ Fire and Rescue Service Partnership Agreement. Service Review Terms of Reference.
Does the report propose a key decision is taken?	NO
If yes, is the decision in the Forward Plan?	N/A
Will further decisions be required? If so, please outline the timetable here	Yes, IRMP Review, October 2016.
Does the report include delegated decisions? If so, please outline the timetable here	N/A
Is this report proposing an amendment to the budget and/or policy framework?	NO
Have the financial implications been cleared by the Strategic Finance Manager (SFM)? Have any capital spend implications been cleared by the Capital Investment Board (CIB)	YES Name of SFM: Rosemary Pallot N/A
Has the report been cleared by the relevant Director?	YES Name of Director: Tony Ciaburro
Has the relevant Cabinet Member been consulted?	YES Cabinet Member: André Gonzalez De Savage
Has the relevant scrutiny committee been consulted?	YES Scrutiny Committee: EDT Scrutiny
Has the report been cleared by Legal Services?	YES Name of solicitor: Richard McAdam
	Solicitor's comments: n/a
Have any communications issues been cleared by Communications and Marketing?	YES Name of officer: Joni Ager
Have any property issues been cleared by Property and Asset Management?	YES Name of officer: Roger Moore
Are there any community safety implications?	Report for information only, although the principle aim is to reduce risk to the communities of Northamptonshire.
Are there any environmental implications:	N/A
Are there any Health & Safety Implications:	NO (please delete as appropriate) Information only. Individual Risk Assessment will be reviewed in accordance to improvement actions identified.

<p>Are there any Human Resources Implications:</p>	<p>YES</p> <p>The changes highlighted within this update report will affect staff. Principally in response to changes in staffing numbers, crewing arrangements and use of assets. This will be managed in accordance to the specific project.</p>
<p>Are there any human rights implications:</p>	<p>NO (please delete as appropriate)</p>
<p>Constituency Interest:</p>	<p>County Wide</p>

