



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Nottinghamshire and City of Nottingham
Fire and Rescue Authority
Community Safety Committee

Service Delivery Performance Model

Report of the Chief Fire Officer

Date: 17 June 2016

Purpose of Report: To provide and update Committee members on the development of the Service Delivery performance model.

CONTACT OFFICER

Name : Wayne Bowcock

Tel : 01159 670880

Email: wayne.bowcock@notts-fire.gov.uk

Media Enquiries Contact: Therese Easom
01159 670880 therese.easom@notts.fire.gov.uk

1. BACKGROUND

- 1.1 As part of the Nottinghamshire's Fire and Rescue Service's (NFRS) priorities under the Integrated Risk Management Plan 2014 – 2019 (IRMP), it aims to deliver a professional, effective, and value for money service to all those who live, work and travel in the County of Nottinghamshire and the City of Nottingham.
- 1.2 Work is currently progressing to introduce a performance driven business planning process which supports improvements and targets management interventions directly aimed at an improvement through performance culture.
- 1.3 Service Delivery has undertaken a review of the department's current performance arrangements and as an outcome has commenced work to develop a performance model for the Service Delivery department.
- 1.4 In 2012, Chief Fire Officers Association (CFOA) consulted Fire and Rescue Services on Fire Protection performance. As a result of the consultation CFOA has released a performance pathway which clearly defines inputs, activities, outputs, outcomes and community impacts. The performance pathway approach will also form the structure for delivering 'Improvement through Performance' for all areas of Service Delivery.
- 1.5 The Service Delivery performance model will develop an 'Improvement through Performance' process which will support the development of a Service-wide performance framework.

2. REPORT

- 2.1 The Service Delivery directorate has three key areas of delivery: Response (including Fire Control), Fire Protection and Community Safety. Each of these areas deliver services to the communities of Nottinghamshire and the City of Nottingham. Since the change of government there has been a shift in focus of reporting performance, with focus now on the delivery of data and statistics to the national level as required by Department for Communities and Local Government (changes to this resulting from the move to the Home Office are unknown at present).
- 2.2 Service Delivery have identified the areas to be included within the Performance Framework, incorporating the use of internal data captured by various departments and data systems within the Service.
- 2.3 Organisational Development will form an integral part of 'Improvement through Performance' with a vision towards a progressive, learning organisation. 'Shaping our Future' work streams (high quality services, an engaged and motivated workforce and strong Governance and financial stability) coupled with a strong set of organisational values will be measured against activities and outcomes within the Service Delivery performance model.

- 2.4 The main focus of the Service Delivery performance model will be to deliver 'Improvement through Performance'. Historically, Service Delivery has gathered and analysed data recorded following operational incidents and local Fire Protection and Community Safety activities utilising internal databases. This data has then been used to develop targets linked to indicators with the focus being on reduction of incidents and 'Creating Safer Communities'.
- 2.5 Service Delivery have identified a need to produce a performance culture and underpinning processes with the aim of achieving 'Improvement through Performance'. A data warehouse has been created to enable managers to easily access data from the following areas.
- Operational incidents
 - Finance
 - Health and Safety
 - Fire Protection
 - Community Safety
 - Learning and Development
 - Human Resources
- 2.6 The available information enables the manager to readily access data and compare this to previous time periods, as well as directly measuring performance against other districts or wider data sets within the organisation. This closer scrutiny will enable managers to produce performance reports, not only reporting on current and past performance but importantly delivering an improvement plan with clear objectives to improve performance.
- 2.7 This improvement plan will be scrutinised by the Service Delivery Management Team, who will be able to identify trends across all areas of Service Delivery and ultimately recognise good practice which can be shared to improve performance of individuals, teams and the organisation.
- 2.8 To measure the levels of improvement against the improvement plan a robust audit process will be developed to measure and report the performance of individuals and teams within Service Delivery.
- 2.9 Quarterly reports will be measured against improvement plans to enable Service Delivery to assess the current levels of performance and also produce a progress report on the identified areas of improvement.
- 2.10 This work will directly support and compliment the ongoing development of the corporate performance framework which is a Service priority.

3. FINANCIAL IMPLICATIONS

There are no financial implications arising from this report at this time. Future developments of any technical supporting systems may lead to some financial implications and these will be addressed in subsequent reports.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

Further development of a Performance Framework will require a level of training for managers which will be achieved within the existing arrangements for professional development.

5. EQUALITY IMPACT ASSESSMENT

An equality impact assessment has not been undertaken because the purpose of the report is to provide an update on the improvement through performance model being developed within Service delivery.

6. CRIME AND DISORDER IMPLICATIONS

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

7. LEGAL IMPLICATIONS

There are no legal implications arising from this report.

8. RISK MANAGEMENT IMPLICATIONS

Effective management of relevant information and the implementation of an improvement through performance model will support the management of and mitigation of corporate risk issues. Prioritisation and a targeted approach will mitigate any unnecessary and unco-ordinated activity therefore maximising impact and the value of the work undertaken.

9. RECOMMENDATIONS

That members note the contents of this report and support the development of an 'Improvement through Performance' framework.

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

None

John Buckley
Chief Fire Officer