report

Meeting	**NOTTINGHAMSHIRE AND CITY OF NOTTINGHAM FIRE AUTHORITY**	
Date	**3 September 2004**	Agenda item number **5**

REPORT OF THE CHIEF FIRE OFFICER

LOCAL (INTEGRATED) RISK MANAGEMENT PLAN
CONSULTATION DOCUMENT 2005/2006

1. PURPOSE OF THE REPORT

The purpose of this report is to present to Members the draft Local (Integrated) Risk Management Plan for 2005/2006, its associated technical support publication which will help to inform key stakeholders of the detail underpinning the proposed actions, and an associated poster that will maximise the potential of the document.

2. BACKGROUND

2.1 In 2003 the Office of the Deputy Prime Minister instructed all Fire and Rescue Authorities, through Fire Service Circular 7/2003, to research and publish an Integrated Risk Management Plan.

2.2 In response, Nottinghamshire Fire and Rescue Service assembled a team to produce the Authority's inaugural Local (Integrated) Risk Management Plan. The plan was successfully produced and following a 12 week consultation period the plan was formerly adopted by the Authority at their CFA meeting of the 26th March 2004.

2.3 The requirement to produce an annual Integrated Risk Management Plan has now become firmly embedded under legislation. The Fire and Rescue Service National Framework, enacted by The Fire and Rescue Services Act 2004, states "All Fire and Rescue Services must produce an IRMP."

3. REPORT

3.1 The new Fire and Rescue Service National Framework instructs Fire Authorities that they "must each have in place and maintain an IRMP which reflects local need and which sets out plans to tackle effectively both existing and potential risks to communities." The Framework also advises that an "action plan" should be produced upon which the local community has been fully consulted. Subject to Members' approval of this report's recommendations, the formal consultation process will commence on Monday 13th September 2004, closing on Monday 6th December 2004.

3.2 The Fire Authority has adopted the guidance on the production of IRMP's and produced an IRMP action plan for the wider public consultation, a technical document that supports the action plan and, in addition, a publicity poster which will publicise the document and encourage public response. As in the previous year the publication of these documents will be maintained in-house to keep associated costs down. Where possible stakeholders will be encouraged to comment via the website.

3.3 In constructing and consulting on its first Local (Integrated) Risk Management Plan the Fire Authority laid out formally its agenda for meeting the demands on the service now and the future. The research undertaken provided a robust and resilient framework for the organisation to move away from prescriptive fire cover to a more locally determined provision.

3.4 This year's Local (Integrated) Risk Management Plan consultation document recognises and builds on those strategies. Utilising the guidance from the Fire and Rescue Service National Framework, the consultation document this year represents an action plan for implementation of further strategies to meet the Governments expectations of the Authority.

3.5 Whilst the consultation document is about maximising public engagement, the Authority has to recognise that certain key stakeholders will require a greater degree of detail on each of the proposed strategies. Therefore a technical supporting document has been produced to satisfy this requirement. It is also proposed to hold a key stakeholders seminar at the Gateway Hotel on 14th October 2004 to maximise engagement.

3.6 The technical document reflects heavily on the reasons and evidence from the Year 1 Local (Integrated) Risk Management Plan, but draws that focus towards the new actions that are contained within the wider consultation document. The intention is to provide the technical document to all of our identified key stakeholders, and to make it available to those who specifically request a copy.

3.7 To further maximise the engagement of the public, and in recognition of the limited external responses received during the consultation of the previous plan, the IRMP team have also devised a publicity poster to be despatched to all of the identified key locations and key stakeholder premises eg: libraries, council offices etc. This will be supported by pre-printed post cards with a freepost return to encourage response.

3.8 On completion of the consultation period there will be a requirement for Members to consider the responses and, if necessary, authorise any amendments prior to the plans full adoption in April 2005. The responses will be themed and circulated to Members to assist in these considerations. The final plan will be brought to the Fire Authority meeting on 25th February 2005, to enable implementation to commence on 1st April 2005.

4. FINANCIAL IMPLICATIONS

There are financial implications arising from this report and the consultation process that must be undertaken. It is expected that this will be in the region of £10,000, which will be found from within existing contingencies. The money will be spent on posters, newspaper advertisements, printing, postage and the stakeholder conference.

5. PERSONNEL IMPLICATIONS

There are no personnel implications arising from publishing the plan for consultation.

6. EQUAL OPPORTUNITIES IMPLICATIONS

The plan will be produced in the main languages spoken within the wider Nottinghamshire area as well as in Braille, should these be requested.

7. RISK MANAGEMENT IMPLICATIONS

The Fire Authority has a statutory duty to produce and consult on an Integrated Risk Management Plan.

8. RECOMMENDATIONS

8.1   That Members approve the plan for consultation.

8.2   That Members approve the production of the public consultation documents and technical support document for key stakeholders.

9. BACKGROUND PAPERS FOR INSPECTION

The Fire and Rescue Service National Framework 2004/2005
The Fire and Rescue Services Act 2004
Fire Service Circular 7/2003

Paul Woods
CHIEF FIRE OFFICER

"Putting Safety at the Heart of Our Community"

Nottinghamshire and City of Nottingham Fire Authority

Local (Integrated) Risk Management Action Plan 2005/06

Consultation Document

www.notts-fire.gov.uk

Nottinghamshire Fire & Rescue Service is committed to equality and fairness. Part of that commitment is to ensure our Local (Integrated) Risk Management Plan, our improvement plan for delivering services to the community, is available in the ten main languages spoken in Nottinghamshire.

This document is available in English. This document is also available in large print, audio format and Braille.

এই লেখাটি (ডকুমেন্ট) বাংলা ভাষায়ও পাওয়া যাচ্ছে

چه میکردید، اگر که میدانستید به هیچ نحوی رد نخواهید شد؟

هذه الوثيقة متوفرة ايضا باللغة العربية.

यह जानकारी आपकी भाषा में उपलब्ध है।

這個信息有中文版。

આ ડોક્યુમેન્ટ ગુજરાતીમાં ઉપલબ્ધ છે.

ਇਹ ਦਸਤਾਵੇਜ਼ ਪੰਜਾਬੀ ਦੇ ਵਿੱਚ ਵੀ ਹਾਸਿਲ ਹੈ।

Ky dokument eshte i perkthyer ne gjuhen shqipe.

یہ دستاویز اُردو زبان میں بھی دستیاب ہے۔

Copies of the above can be obtained by contacting us. Please address your enquires to

'Local (Integrated) Risk Management Plan – Format Request'.

By post:	By telephone:
The Equalities and Fairness Officer	(0115) 967 0880
Nottinghamshire Fire & Rescue Service	
Headquarters	**By fax:**
Bestwood Lodge	(0115) 926 1081
Arnold	

Consultation

The following is the Nottinghamshire and City of Nottingham Fire and Rescue Authority's second draft Local (Integrated) Risk Management Plan. It details the status of the Service as it is today, the Authority's vision to develop the Service, opportunities for improvement that have been identified to achieve that vision and the actions for 2005/06. This plan is supported by a technical appendix which contains all the supporting research for our Year 2 Action Plan. It is available upon request from the address below or can be viewed on line at (www.notts-fire.gov.uk).

This Plan is published to so that you can give us your views. **The Fire and Rescue Service is your service and your views are important to us.**

In accordance with the recommendations of the Office of the Deputy Prime Minister a 12-week consultation period will be undertaken, so please ensure that we receive your comments by 5.00 p.m. on 6 December 2004.

The responses submitted will be made public unless expressly marked as confidential. It is not the Authority's intention to produce specific responses to individual comments. The Authority will summarise comments received and publish our response on the Service's web site (www.notts-fire.gov.uk).

Comments should be made in writing to:

IRMP Consultation
C/o Nottinghamshire Fire and Rescue Service Headquarters
Bestwood Lodge
Arnold
Nottingham

NG5 8PD

OR   by using one of our consultation postcards

OR   via e-mail to irmp@notts-fire.gov.uk

OR   via our website at www.notts-fire.gov.uk

Further copies of this document and the Technical Annexe can be requested by utilising the above means or by telephoning 0115 967 0880.

Contents

Foreword and Introduction

On behalf of Nottinghamshire & City of Nottingham Fire Authority I am pleased to introduce our second Local (Integrated) Risk Management Plan.

Last year saw the introduction of our first Local Plan which introduced the concepts and strategies on how Nottinghamshire would meet the needs of our community.

Although we had been at the forefront of Community Safety work for some time, this was our first opportunity to resource our activities, and we will continue to build on those areas during 2005/06.

Your Authority is committed to making our communities safer places to live and this Local (Integrated) Risk Management Plan will continue to focus on risk reduction and safety promotion.

We, the Authority are proud of our achievements to date, and we present this plan to you to show how we will continue to make a difference.

Councillor Graham Jackson
CHAIRMAN

The Fire and Rescue Service continues to meet the challenge of change. The publication of the Fire & Rescue Services Act 2004 and the Fire & Rescue Services National Framework are evidence of this change and the focus on the Service.

Prevention as well as response to fires and other emergencies is now laid down in statute. This concept which has always been a priority for Nottinghamshire Fire and Rescue Service, is fundamental to the success of this plan.

Building on the success of our first Local (Integrated) Risk management Plan we will continue to make an impact in reducing avoidable injuries, focusing on delivering a quality service to our local communities.

This year's Plan is not about change for the sake of change, but an extension of the good work we are already carrying out. It shows that Nottinghamshire Fire & Rescue Service intends to make a difference.

Paul Woods
CHIEF FIRE OFFICER

Why a Plan?

In 2003 the Government recognised that the arrangements for the provision of a Fire Service and its associated duties were outdated and did not allow Fire & Rescue Authorities to respond to the needs of their communities. They focused on risk to property rather than risk to life, and did not take account of the serious non-fire incidents to which the Service responds.

So from April 2003 Fire Authorities were instructed to produce a Local Plan that set out and recognised an Authority's assessment of local risk to life and how to make more efficient and effective use of resources, against new targets set by Central Government.

The new Fire & Rescue Service's National Framework 2004/05 has set out some specific targets in the new Public Services Agreement (PSA) for fire.

The PSA covers three main targets.

Target 1 : Accidental Fire- related Deaths in the Home

" To reduce the number of accidental fire related deaths in the home by 20% averaged over the eleven year period to March 31st 2010, equivalent to 280 fire-related deaths per annum, compared with the average recorded in the five-year period to 31st March 1999 of 350 fire related deaths".

Target 2

"No local Fire & Rescue Authority having a fatality rate, from accidental fires in the home, of more than1-25 times the National average by 2010".

Target 3

"To achieve a 10% reduction in deliberate fires by 31st March 2010 to 94,000 from the 2001/02 baseline of 104,500".

These targets, along with other key drivers from Central Government and Local Community needs are bone to our Plan. This Plan forms part of our long-term strategy and builds on the principles we laid out in 2004.

IT IS YOUR CHANCE TO HAVE YOUR SAY ABOUT THE FIRE & RESCUE SERVICE.

What Does Our Authority Believe In?

Our Vision

- To ensure that the people we serve are safe from a range of hazards including fire.
- To reduce the effects on people, property and the environment of emergency incidents.

Our Aims

- To reduce the number of emergency incidents and their effect by providing services which: - inform, encourage and support people, organisations and communities to take action to reduce the risk of a range of hazards, including fire.
- To reduce the effect of situations where the Fire & Rescue Service is required.
- To provide systems to ensure that the Service is provided effectively and efficiently.

Our Principles

- To have responsibility for actions at the point of delivery.
- To embrace opportunities to connect with communities.
- To work with others to maximise our potential to achieve success.

Our Values

- To protect people, property and the environment in Nottinghamshire and Nationally if required, from fires and other emergencies.
- To support all our employees.
- To develop a continuously improving organisation which learns from experience.

Protection

Working with appropriate partners, Nottinghamshire Fire & Rescue Service will develop and implement a programme of Community Safety work, which responds to the needs

Nottinghamshire Fire & Rescue Service will ensure through fire safety legislation that the community is safe in premises that have the potential to pose a risk to life.

Nottinghamshire Fire & Rescue Service will provide a professional and effective response to meet the range of incidents we may encounter.
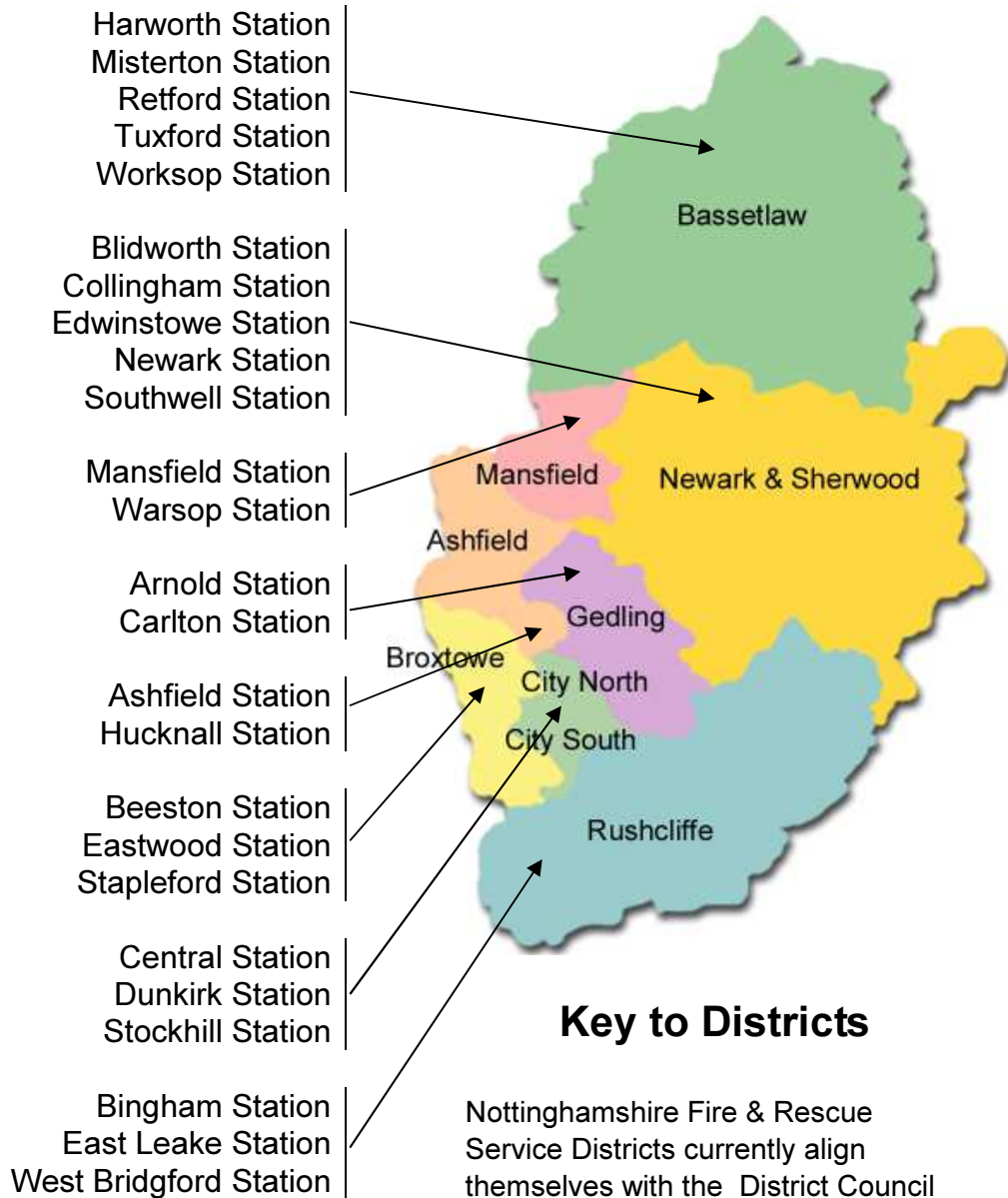
The Year 1 Local (Integrated) Risk Management Plan gave thorough details of the extent of the demand on our service from emergency incidents. That general profile remains the same with the exception of the following areas of demand.

- *Improvements as the result of community safety in 2004/05*
- *Arson trends including vehicle fires in 2004/05*
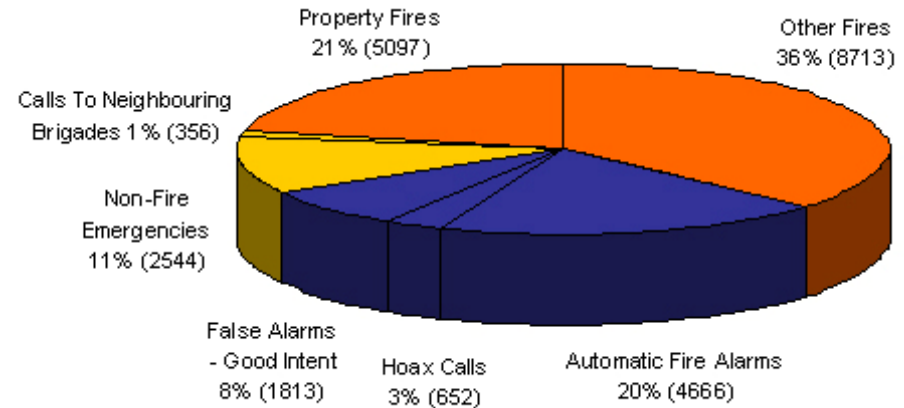- *Unwanted fire signals from automatic fire alarms*

The Service engaged in an ambitious programme of home safety checks to reduce the number of fires in domestic properties and the associated injuries and fatalities. In ten months, 2,064 home risk assessments have been carried out. These activities have seen a reduction in dwelling fires of 2%, a reduction in injuries at these fires of 33% and the number of fatalities in dwelling fires falling from 5 to 4 (compared to previous ten months).

The Service continues to experience unnecessary call demand as the result of arson, often associated with anti-social behaviour. We will continue to work to reduce these incidents under our arson reduction strategy. This includes the establishment of the arson reduction taskforce, a multi-agency team working to tackle the causes of arson, improve arson detection and support successful prosecution as a last resort.

The number of false calls generated by unwanted fire signals from automatic fire alarms continues to have a downward trend as the result of existing reduction initiatives, but are still not at an acceptable level. We have reduced the impact of unwanted fire signals by revising our mobilising and the introduction of risk-based call filtering we will continue to take a positive approach to bring the level of calls to within tolerable bounds.
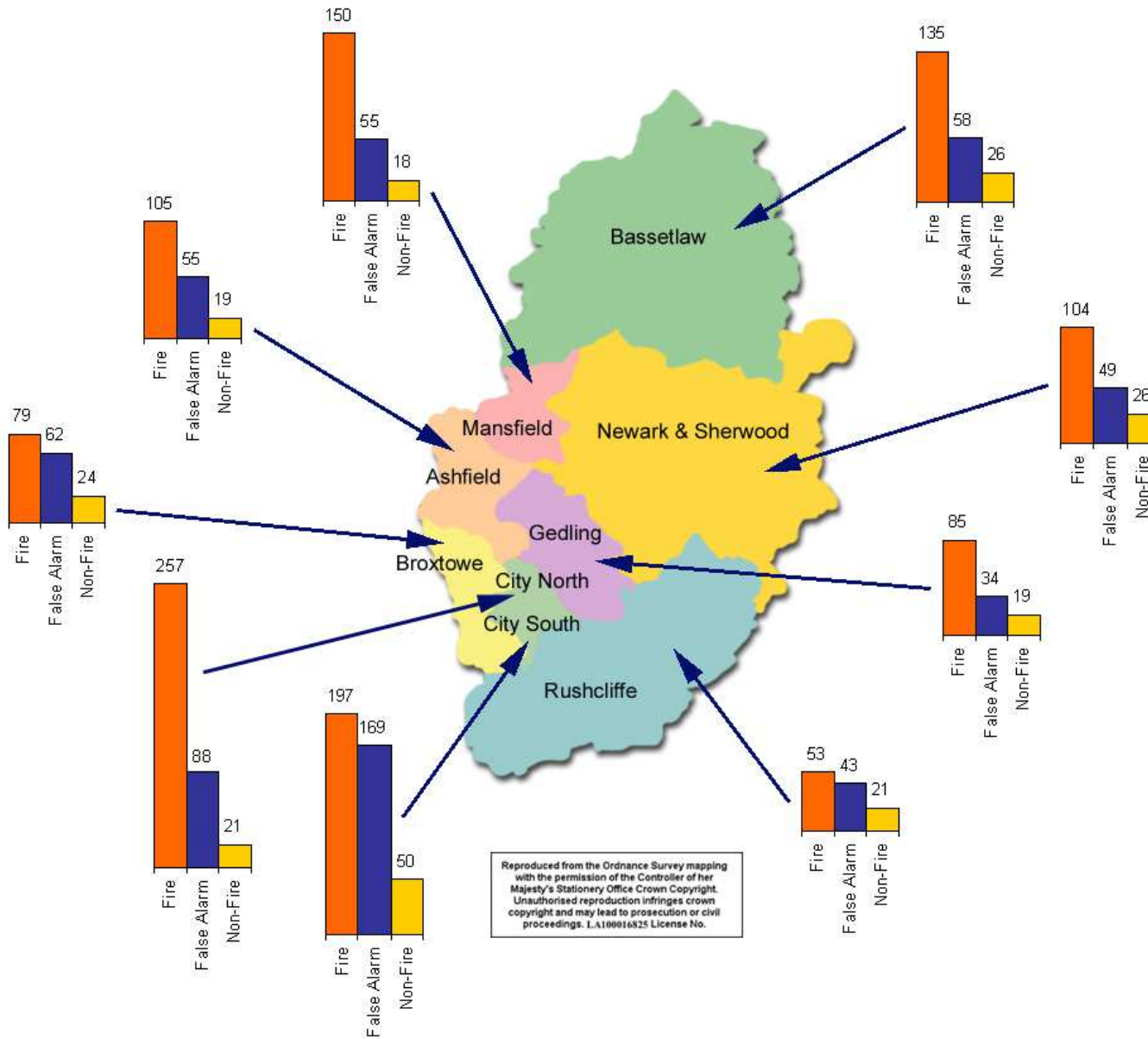
Harworth Station
Misterton Station
Retford Station
Tuxford Station
Worksop Station

Blidworth Station
Collingham Station
Edwinstowe Station
Newark Station
Southwell Station

Mansfield Station
Warsop Station

Arnold Station
Carlton Station

Ashfield Station
Hucknall Station

Beeston Station
Eastwood Station
Stapleford Station

Central Station
Dunkirk Station
Stockhill Station

Bingham Station
East Leake Station
West Bridgford Station

Bassetlaw

Newark & Sherwood

Mansfield

Ashfield

Gedling

Broxtowe

City North

City South

Rushcliffe

Key to Districts

Nottinghamshire Fire & Rescue Service Districts currently align themselves with the District Council boundaries, as opposed to operational response areas. This ensures greater partnership opportunities at the local

Incident Summary, Apr 03 - Mar 04 (Total Number Of Calls = 23,841)

Property Fires 21 % (5097)
Other Fires 36% (8713)
Calls To Neighbouring Brigades 1 % (356)
Non-Fire Emergencies 11% (2544)
False Alarms - Good Intent 8% (1813)
Hoax Calls 3% (652)
Automatic Fire Alarms 20% (4666)

Non-Fire Emergency Calls, Apr 03 - Mar 04 (Total Number Of Calls = 2,544)

Road Traffic Collisions 34% (855)
Water Rescue 1 % (24)
Hazardous Materials 11% (288)
Services Not Required 13% (318)
Animal Rescue 3% (85)
Person Rescue 5% (130)
Assist Police Or Ambulance 5% (133)
Lift Release 6% (162)
Making Situations Safe 5% (131)
Effecting Entry 7% (184)
Water Removal 2% (58)
Other 1% (25)
Remove Object From Person 6% (151)
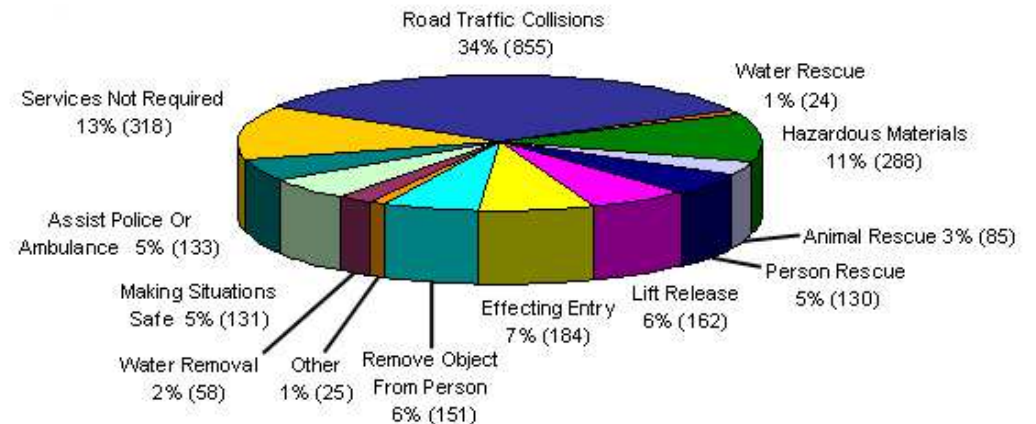
The above charts summarise the demands on the Service from emergency calls – 999/112 calls, automatic alarms and calls for assistance from other emergency organisations.

Bassetlaw

150
Fire
55
False Alarm
18
Non-Fire

135
Fire
58
False Alarm
26
Non-Fire

105
Fire
55
False Alarm
19
Non-Fire

104
Fire
49
False Alarm
26
Non-Fire

79
Fire
62
False Alarm
24
Non-Fire

Mansfield

Newark & Sherwood

Ashfield

Gedling

Broxtowe

City North

City South

85
Fire
34
False Alarm
19
Non-Fire

257
Fire
88
False Alarm
21
Non-Fire

Rushcliffe

197
Fire
169
False Alarm
50
Non-Fire

53
Fire
43
False Alarm
21
Non-Fire

Reproduced from the Ordnance Survey mapping with the permission of the Controller of her Majesty's Stationery Office Crown Copyright. Unauthorised reproduction infringes crown copyright and may lead to prosecution or civil proceedings. LA100016825 License No.

Under Best Value one of our performance measures relates to the number of fires, deliberate and accidental, we respond to per 10,000 of population.

This allows for Government to collect and compare information and to benchmark performance in the reduction of fires, and allows for Nottinghamshire Fire & Rescue Service to set its local targets for meeting the wider Government proposals.

This diagram illustrates the number of incidents per 10,000 population in each of Nottinghamshire Fire and Rescue Service's district areas.

What Progress have we made since Last Year?

A range of objectives were detailed in our first (Integrated) Local Risk Management Plan. Some of these improvements were set for completion during 2004 and some were intended to be introduced over more than one year. Our progress is detailed below.

Responding Appropriately

Historically, the size of emergency response to an incident was based on a pre-determined attendance, which allocated the emergency response based only on the type of incident (road accidents, building fires, etc). The new system of discretionary mobilising allows the Control Operator receiving the emergency call to send the appropriate response based on the information received from the caller. Non-emergency incidents can be attended by vehicles travelling at normal road speeds, reducing the risk to other road users. Since the system went live on 15 July 2004 indicators point towards the discretionary mobilising system being a success.

Co responding

Co-responding is an arrangement with East Midlands Ambulance Service that enables fire appliances with fully trained first aid responders to mobilise to medical emergencies where there will be a delay in ambulance attendance. The ambulance will still respond but this arrangement allows for a rapid intervention by a trained fire crew thus enabling the potential to prolong life.

A Memorandum of Understanding between the Nottinghamshire Fire & Rescue Service and the East Midlands Ambulance Service has been produced in line with national guidance. Selected staff have been trained in the use of defibrillators and a joint procurement policy agreed. We are now in a position to commence a pilot scheme in late Autumn 2004 with a more extensive scheme to follow.

Unwanted Fire Signal Policy

Nottinghamshire Fire & Rescue Service attends many automatic fire alarms (AFAs) annually tying up valuable resources. To address this problem the Service has changed its policy. Where a premise has a residential life risk (nursing home, care home, etc) two appliances will continue to be mobilised. Where there is no residential life risk (banks, factories, etc) one appliance is mobilised. In both cases, should further information be received that there is a fire, more fire appliances will be mobilised. By working closely with the alarm companies and premises, the Service is actively seeking a reduction in false alarms from AFAs.

Fire Safety Enforcement

The Authority recognise the need to realign Fire Safety enforcement in light of new pending legislation and the need for a more streamlined approach based upon risk. The realignment of resources with a group approach to the management of fire safety enforcement, delivers a more efficient service. The released resources are being utilised in line with the Local Risk Management Plan. The provision of non-statutory fire safety work for other agencies (Building Control, OFSTED, etc) has been negotiated and agreed.

Aerial Appliances

The Year 1 (2004/05) Local (Integrated) Risk Management Plan recognised that the Authority had aerial appliances with a utilisation rate that was disproportionate to their staffing arrangements. The Plan indicated a decision to crew those vehicles alternatively. The changeover of the crewing arrangements for Mansfield's Aerial Ladder Platform (ALP) is under way and some staff have been redeployed. The training of Mansfield's part-time staff will start in the near future. The move of Central's ALP to Beeston is still in progress.

Arson Task Force

The Government established the Arson Control Forum in 2001 to lead work on arson reduction. This forum sponsors local arson reduction initiatives and as such Nottinghamshire Fire & Rescue Service has received £120k of external funding from the Forum. This has allowed the Service to set up an Arson Task Force with the required infrastructure to allow the team to function.

Risk Watch

Risk Watch is a programme aimed at reducing the risks to children through education. Nottinghamshire Fire & Rescue Service are the UK lead for "Risk Watch" and will be hosting a seminar for other UK Brigades. Roll out in the City will commence in September 2004 with the full support of City LEA, but it will be down to individual head teachers as to whether they adopt Risk Watch. County-wide roll out is scheduled for the 2005/06 academic year.

District Performance Working

The Fire Authority recognised that the work patterns on our stations were based around a structure established over twenty years ago. This was reviewed and a new working framework for fire station based personnel went live in April 2004 to underpin the needs of integrated risk management planning and the community safety agenda.

Training and Development

A new National structure for employees' personal development has been devised. It is based around the move from traditional rank structure of the Fire & Rescue Service to a more role based function termed the Integrated Personal Development System (IPDS). The implementation is progressing slowly due to the lack of National guidance. Locally the transition from rank to role involving Crew and Watch Managers is being examined by the Management Development Officer. To facilitate the change to the new IPDS structure, based on National Occupational Standards, the establishment at Brigade Training Centre has been increased by four posts. All Watch Managers have received training on workplace assessment to allow them to fulfil their obligation to develop staff.

Community Safety

Community Safety is at the heart of the Authority's agenda. The Authority recognised in our Year 1 Local (Integrated) Risk Management Plan that, if we were to make a significant impact into the reduction of accidents and injuries we needed to increase our capacity to do so. As a consequence the Community Safety Department based at Headquarters has been increased in size to reflect the Service's move away from a reactive response to a more proactive stance. Filling these specialist roles with uniformed staff was made possible by the realignment of Fire Safety resources. Further growth in mobile task forces will come with the change in crewing of the Aerial Ladder Platforms based at Mansfield and Central Fire Stations.

EDUCATION

The Authority recognises that if it is to be successful in meeting its and the Government's expectations with regard to arson, avoidable injuries and safer communities, then there has to be greater engagement at a local level in the areas of need.

Recognising that not all our fire stations are located within the community, we will identify and implement approaches to encourage greater engagement. One such approach will be the provision of a "shop" facility where the public will be able to resort for advice on a range of safety issues.

Through these locations we will actively promote the workings of our Arson Task Force, publicise new initiatives such as the "Impact Roadshow", which tackles issues around teenage vehicle driving, and most importantly foster partnerships with the local community that will develop and implement strategies to reduce avoidable injuries.

How will we staff these new centres? We will use a combination of our Community Safety Support Officers and operational crews who will resort from their host stations during the operating hours of our venues.

PROTECTION

It is the Government's intention to reform general fire safety legislation under the proposed Regulatory Reform Order. This will provide the mechanism by which Officers from Nottinghamshire Fire & Rescue Service will ensure that buildings have the requisite safety provisions from fire.

The proposed reform Order will move the focus to a risk based inspection programme where those premises which present the greatest risk to life, will be inspected regularly and those which are well managed with good fire safety measures will be left to infrequent inspections.

In anticipation of those changes our Fire Safety Enforcement Department have already reorganised into a group based regime. In support of this structure, we propose to recruit and introduce non-operational fire safety inspection staff which will encourage greater integration with the community business and industry. We will also support our inspection programme by utilising more community involvement, creating a greater awareness of the under risk element and ensuring that the local station interacts with its local community.

RESPONSE

Although we recognise that a greater emphasis on preventing fires and injuries is required, we must not lose sight of the fact that our effective response to incidents is not diminished. We will need to develop our capacity to respond to new challenges such as terrorism and the emerging demands of civil resilience.

To do this we will move away from the overly prescriptive, blanket response and provide a local service that delivers to local needs.

We now have a duty to respond to road traffic accidents and other emergency calls. This duty coupled with the provision of vehicles from the Government, means that we will review our rescue tender provision. As part of our Beeston/Dunkirk merger we will seek to establish a specialist rescue unit from our existing resources that will provide a 24/7 availability of these vehicles.

In tandem with this we will free up our full-time operational staff from crewing non-time critical appliances and staff them with part-time and/or none firefighting operational staff. This will also include a review of what the demands are for such vehicles and whether or not we can deliver the service in an alternate way.

We will ensure that our existing response provision is not undermined by these moves by supplementing existing appliances with specific equipment and training so we are able to meet the range of incidents which we may encounter.

Along with a neighbouring Fire & Rescue Service from the East Midlands region we will also explore the concept of a joint station and resources that will better serve the needs of our communities in a more cost effective manner.

The Government has given us the flexibility to deliver locally. We will use modern, intelligent information systems that will assess our risks more effectively and enable a more appropriate and better targeted response.

HUMAN RESOURCES

In 2004 we introduced the concept of more family friendly policies that supported the demands of today's society. To ensure that we are flexible enough to meet our Local (Integrated) Risk Management Plan, we will further develop and refine these policies to support more efficient and flexible working.

As part of this strategy we will continue to promote part-time, job-share and flexible working ensuring that a good work-life balance is available for all our staff.

By taking lead of National legislation and directives we will ensure that these policies are resilient enough for both the organisation and the individual. In particular we will during 2005/06 review all aspects of the organisation in light of new obligations under the Disability Discrimination Act (1995).

In addition we will review our recruitment and selection procedures and continue to develop strategies to recruit staff from under represented groups. The key to this driver is the Office of the Deputy Prime Minister's targets of 15% representation of women in the operational workforce and 7% ethnic minority staff in the workforce as a whole.

INFORMATION TECHNOLOGY AND COMMUNICATIONS

The development of our IT and Communications capacity will focus on helping us to deliver our service more effectively. We recognise that to be successful we have to realise the potential that the electronic networks present. As such we will continue to deliver against the e-government strategy where all our services should be capable of being delivered electronically by 2005.

We will continue to develop the capabilities of the Fire Services Emergency Cover (FSEC) modelling system with a view to greater interoperability and integration. This will allow us to predict how and where we place and use our operational resources.

Recognising that information and communication is core to the progress of our organisation both internally and externally, we will develop and implement a knowledge management system so maximising our communications potential.

FINANCE

In light of the Government's expectations we will continue to develop fully the opportunities for efficiency improvements, by recognising our duties under Best Value and the need to review accidental deaths from fire in the home and deliberate fires.

Recognising our duty to promote a cost effective and efficient service we will identify premises related opportunities whereby we can maximise our existing potential to engage with our community whilst exploring partnership opportunities in areas where we recognise our limitations.

We will procure and implement an asset management system so we can ensure best use of our resources at all times. We will use this system to embed within the organisation the ownership and responsibility for delivering a cost effective service.

CORPORATE LEADERSHIP

The Authority recognises that for this plan to be successful the Authority themselves must take ownership for its delivery. It is not appropriate to state our objectives without real and measurable targets of achievement. This is why we are engaging with the Government, PriceWaterhouseCoopers LLP and Cheshire Fire Brigade to develop and implement a performance management framework. This will provide the platform to further improve organisational performance and promote efficient working.

It will also prepare us for our Comprehensive Performance Assessment review which will be the first independent audit of how the Authority is delivering against targets.

Where we recognise that there are some challenges that by working in isolation we do not have the capacity to provide an efficient and effective service, we will work together through the East Midlands Regional management Board to accomplish our objectives.

Most importantly though the Authority will show, through ownership and leadership, that it intends to deliver against these proposals.

Conclusion

Nottinghamshire and City of Nottingham Fire Authority commenced its Local (Integrated) Risk Management process in 2003 with our first consultation document. That document became live in April 2004 and the strategy laid out is now being implemented.

This document builds on that strategy, and lays out the next phase of our ongoing development to deliver a local service that meets local needs.

All of the proposals contained within this document are underpinned by clear objectives as to how we intend to achieve them. This information is available in our "Technical Annexe" which is available at www.notts-fire.gov.uk or on request as per the details given on page 2

We, the Authority for Nottinghamshire Fire & Rescue Service invite you to have your say. Only by using this opportunity can you influence how your Fire & Rescue Service can develop. To assist you having your say we have provided the following questions which you may feel appropriate to answer.

1.   Have you read and understood our proposals for 2005/06?

2.   Do you think the Fire and Rescue Service should improve public safety by providing education and other services to prevent fires and other avoidable accidents?

3.   Would you like to see Firefighters out more in your community other than attending emergency incidents?

4.   Would you welcome the opportunity of fire stations being available for wider community use?

5.   Would you welcome access to a place, local to you, to get safety advice on fire and other hazards?

6.   The number of emergency calls the Fire and Rescue Service receive follows a set and predictable pattern during every 24-hour period. Do you think that the Fire and Rescue Service should vary its staffing to meet these differing levels of demand?

7.   Do you think that the Fire & Rescue Service should explore sharing resources with neighbouring fire services and other agencies?

Your response can be sent via our website (www.notts-fire.gov.uk), by e-mail (irmp@notts-fire.gov.uk), to the address given at the beginning of this document or by using one of our freepost consultation postcards.

The consultation will finish on 6th December 2004 and the final Local (Integrated) Risk Management Plan will be published in April 2005.

"Putting Safety at the Heart of Our Community"

Nottinghamshire and City of Nottingham Fire Authority

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Local (Integrated) Risk Management Plan 2005/06

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Technical Annex

Consultation Document

www.notts-fire.gov.uk

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Nottinghamshire Fire & Rescue Service is committed to equality and fairness. Part of that commitment is to ensure our Local Risk Management Plan is available in the 10 main languages spoken in Nottinghamshire.

This document is available in English

এই লেখাটি (ডকুমেন্ট) বাংলা ভাষাও পাওয়া যাচ্ছে

چه میکردید، اگر که میدانستید به هیچ نحوی رد نخواهید شد؟

هذه الوثيقة متوفرة ايضا باللغة العربية.

यह जानकारी आपकी भाषा में उपलब्ध है।

這個信息有中文版。

આ ડૉક્યુમેન્ટ ગુજરાતીમાં ઉપલબ્ધ છે.

ਇਹ ਦਸਤਾਵੇਜ਼ ਪੰਜਾਬੀ ਦੇ ਵਿੱਚ ਵੀ ਹਾਸਿਲ ਹੈ।

Ky dokument eshte i perkthyer ne gjuhen shqipe.

یہ دستاویز اُردو زبان میں دستیاب ہے۔

This document is also available in large print, audio format and braille.

Copies of the above can be obtained by contacting us. Please address your enquires 'Risk Management Plan – Format

Contents

Glossary of Terms

Term	Definition
AFA	Automatic Fire Alarm
Aerial Appliance	An appliance used to gain access to premises with more than three floors. Usually a turntable ladder or hydraulic platform
BVPI	Best Value Performance Indicator
CACFOA	Chief and Assistant Chief Fire Officers' Association
CBRN	Chemical, Biological, Radiological and Nuclear
CDRP's	Crime and Disorder Reduction Partnerships
CFO	Chief Fire Officer
Co-Responder	Partnership scheme with the Ambulance Service to respond to medical emergencies
CPA	Comprehensive Performance Assessment
CPR	Cardio-Pulmonary Resuscitation
DCOL	Dear Chief Officer Letter – a form of disseminating information from ODPM to Fire and Rescue Services across the UK
FAM	False Alarm Malicious or Hoax call
Fire & Rescue Service Act 2004	The new legislative framework under which the functions of the Fire and Rescue Service are established. This received Royal Assent on 22 July 2004
Fire Service Circular (FSC)	A formal communication from the ODPM to all Fire and Rescue Services
Fire Service Emergency Cover (FSEC) Toolkit	A computer based program for analysing risk in the county and balancing the control of this risk between prevention and intervention
Fire Precautions Act 1974	Primary legislation for fire safety enforcement
Framework Document	The 2004/05 Fire & Rescue Service National Framework Document, provided by the ODPM.
HMFSI	Her Majesty's Fire Service Inspectorate
ICT	Information Communications Technology – the general term given to electronic means of communicating or gaining information
IRMP	Integrated Risk Management Plan
Integrated Personal	A development system being phased into the national Fire and

Development System (IPDS)	Rescue Service to enable a structured development programme to be designed based upon the individual's needs
KSI	Killed or Seriously Injured
LRM	Local Risk Management
LRMP	Local Risk Management Plan
LPSA	Local Public Service Agreement
ODPM	Office of the Deputy Prime Minister. This is the Government department that governs the Fire and Rescue Service in the UK
PMF	Performance Management Framework
Pre-determined attendance (PDA)	A response standard to certain incident locations or types that is pre-set regardless of the incident details.
PSA	Public Service Agreement
Regulatory Reform Order (RRO)	New legislation that will replace all current Fire Safety legislation and will provide the Fire and Rescue with new powers in preventing and investigating fires.
RT	Rescue Tender
RTA	Road Traffic Accident
Secondary Fire	A fire that is located in the open and may involve grass, undergrowth, rubbish or derelict vehicles
SMT	Strategic Management Team
Special Appliance	This type of appliance includes anything other than a traditional fire engine, includes aerial appliances, support vehicles and rescue tenders
Special Service Incidents	Incidents that do not involve fire. Traditionally the Fire and Rescue Service only has a statutory duty to attend calls to fire. However, the Chief Fire Officer can utilise the resources available to any incident. Therefore, the term 'special service' was used. Includes incidents such as road traffic crashes, chemical incidents and assisting other services. This type of call accounts for the majority of calls for assistance in the UK
Standards of Fire Cover	Nationally laid down standards for the speed and weight of response by the Fire and Rescue Service to a fire
Turnbull	Risk model produced by Turnbull for Health and Safety Executive guide HSG65
Unwanted Fire Signal	Emergency calls which are subsequently determined to be false alarms, normally generated by automatic fire alarm systems
White Paper 'Our Fire and Rescue Service'	A document published by the ODPM in 2003 that was a pre-cursor to the new Fire and Rescue Services Act 2004 and the National Framework document for the Fire & Rescue Services.

This technical document has been produced to support the wider consultation process involved with the Fire Authority's Local (Integrated) Risk Management Plan.

In producing this document the Authority recognises that our key stakeholders will require greater clarity of detail with regard to our proposals. This document is intended to do this.

Within each of the proposed strategies is a breakdown of why we are proposing to change, the underpinning reasons and evidence, and confirmation of what the actual proposal is.

It is important that each of these proposals is not read is isolation. This is an 'Integrated' Risk Management Plan and each individual element comprises one specific aspect of strategy to improve life for all of our community. We reiterate that we are committed to the wide-scale reduction of avoidable deaths and injuries, including those from fire, and this document, which supports our plan, shows how we intend to succeed.

Vision and Aims of the Fire Authority

The Government, through the new Fire and Rescue Services Act 2004 and its associated framework, has created a unique opportunity for the Fire Authority to put the Fire and Rescue Service firmly at the heart of communities with a clear focus on the safety and well-being of the public. The role of the Service in Nottinghamshire is already changing to meet a new and increased Community Safety role and the threats posed by man-made or natural disasters. The Service has a real opportunity to work alongside partner agencies and communities to reduce the numbers of people killed or maimed in avoidable incidents.

The vision of the Nottinghamshire and City of Nottingham Fire Authority is to:

- Ensure that the people it serves are safe from hazards in the community including fire.
- Reduce the effects on people, property and the environment of emergency incidents in the community including fire.
- Improve the wellbeing of communities that it serves.

We will do this by:

- Reducing the number of fires and their effect by providing services which inform, encourage and support people, organisations and communities, to take action themselves to reduce the risk of hazards in the community including fire.
- Reducing the effects of any accident or situation where the Fire Service is required.
- Providing the support systems to ensure that our services are provided effectively and economically.

The basic principles on which the Service will operate include:

- Responsibility for action at the point of delivery.
- Embracing opportunities to engage with communities, giving priority to those at greatest risk.
- Continuing to develop.
- Working with others to maximise our potential to achieve success.

The core values of our organisational approach to applying these principles will be to:

- Protect the public, property and the environment in Nottinghamshire (and where required across the region and nationally) from accidents and emergencies including fire.
- Support all our employees.
- Develop a continuously improving organisation which learns from our experience.

There are a range of drivers behind the approach taken to further develop the Service in Nottinghamshire. Many may be quite obvious e.g. civil emergencies, water rescue, road traffic accident reduction, the recent inclusion of the Fire Service as an integral part of Crime and Disorder Reduction Partnerships etc. However, in Nottinghamshire we have taken a wider view of our role and the potential influence that we can have on a range of issues. This engagement by the Fire Service nationally has now been recognised in the publication of the new National Framework for Fire and Rescue Services.

It is now recognised that the Service can contribute towards the agenda of social inclusion, neighbourhood renewal, crime reduction and health. This is not just a Service which deals with operational response but one which is actively engaged, through Local Strategic Partnerships and Crime & Disorder Reduction Partnerships in the improvement of our society as a whole. By participation in the Regional Public Health Agenda on Avoidable Injury Reduction we intend to make a difference. This plan reflects how we intend to engage in those issues.

2.1 Public Sector Modernisation

In 1997 a Cabinet Office team was created to develop and drive forward the Government's ideas for modernising the delivery of all public services. As a result, on 30 March 1999, the White Paper 'Modernising Government' was published. This sets out a direction for the organisation, management and delivery of public services. Although not directly focussed on the Fire Service at that time, our management team reviewed the Government's views in April 2000 and noted that:

- The report reminded us that **poor public services** are a result of:

    - organisations structured around the needs of the providers not the users

    - inertia with poor services being allowed to fail for too long

    - focusing on inputs not outcomes

    - risk aversion with limited rewards for success and a focus on penalties for failure

    - too little attention being paid to ensure that policies, programmes and services are devised and implemented in ways that best meet the needs of the people

    - denigration of public servants with insufficient attention being given to equip them with the skills required and not rewarding success.

- The Government has a **vision** of public services which:

- utilise the huge scope of the information age for public sector activities

- unleash the potential of public services

- generate and use new ideas and partnerships for delivery

- develop and implement policies that are inclusive, forward looking and fair

- have integrated policies which tackle issues in a 'joined up' way, regardless of organisational structures

- ensure that services are responsive and seamless to the user.

- The Government made key commitments for the rest of the public sector. Four of these relate directly to public services, namely:

  - be forward looking in developing new policies which will deliver outcomes that matter, not simply react to short-term pressures

  - deliver public services that meet the needs of citizens not the convenience of providers

  - be efficient and high quality with no tolerance of mediocrity

  - use new technology to meet the needs of citizens and business and not trail behind technological developments.

We reproduce these from our first Local (Integrated) Risk Management Plan because these have all been principles that have shaped the development of the Fire Service in Nottinghamshire. They remain key to our future thinking and influence our planning process.

2.2   Legislation

The structure and range of activities that we undertake are principally influenced by the Fire and Rescue Services Act 2004, which received Royal Assent on 22 July 2004 and replaces previous legislation, the Fire Services Act 1947 which had remained largely unchanged for 50 years, and the Fire Precautions Act 1971, which will be transformed with the Regulatory Reform (Fire Safety) Order.

National standards of fire cover were set in the 1930's, reviewed in the 1950's and 1980's, with no substantial change. These standards have been removed with the 2004/05 Local Risk Management Plan framework and replaced by a new flexible response option based on local need.

The Fire & Rescue Service Act 2004 and the 2004/05 Fire and Rescue Service National Framework, published in July 2004, set a clear vision of what Central Government expects from the Fire Service now:

- Protecting people as part of a front-line response to emergencies.
- Preventing avoidable death and injury from fire and other risks.
- Supporting the Government's wider agenda for social cohesion, neighbourhood renewal and crime reduction.

The Framework Document in particular acknowledges the wider emergency response role, including RTA rescue and dealing with other civil emergencies. However, it is clear that there is a primary purpose and responsibility for preventative Community Safety activities in partnership with other agencies. These documents build on the ethos of the Local Government Act 2000 which requires local authorities to "promote economic, social and environmental well-being" within the communities they serve. We have regularly declared our practical support to Nottinghamshire's Local Authorities and other partners in this and similar aspirations. We recognise the unique position that the Fire and Rescue Service holds in communities, our potential to be a key influence for good and the responsibility that this places upon us.

An example of this is crime reduction. The Crime and Disorder Act 1998, established Crime and Disorder Reduction Partnerships (CDRP's). The Police Reform Act 2002 provided the opportunity for the Fire and Rescue Service to contribute to the work of the CDRP's as we became statutory partners in April 2003. This participation supported our strategic objectives relating to arson, hoax calls and car-crime related fires. We now play a full and formal role in crime and disorder reduction and related partnerships across Nottinghamshire and regionally. As the Framework itself states, we should use these partnerships to develop with other agencies, local solutions to local problems.

2.3   Resilience

Many people will recall the tragic events of 11 September 2001. As a result the nation's ability to respond to major natural or man-made emergencies became a priority. Central Government has established the United Kingdom Resilience Directorate within the Cabinet Office to oversee the planning for large-scale emergencies. Its role is to ensure co-ordination of the response from a number of agencies including the emergency services. By building in resilience the public safety can be increased from the likelihood of such incidents occurring.

i.   Civil Contingency

Part 1 of the Civil Contingencies Bill, currently before Parliament, will establish a new framework to reinforce co-operation between the emergency services, Local Authorities and front line responders at local level. This will ensure that they can deal with the full range of emergencies from localised major incidents through to catastrophic incidents. Under the new legislation Fire and Rescue Services have a duty to work in co-operation with other emergency services to:

- Assess the risk of an emergency occurring
- Put in place contingency plans and exercise them to ensure response
- Establish continuity, so that an Authority can function in an emergency
- Share information

- Inform the public in order to mitigate the effects of emergencies.

ii   New Dimension

To build resilience in the aftermath of the attacks of September 11 2001, the Government launched the New Dimension Programme. This programme seeks to ensure that Fire and Rescue Services are sufficiently trained to deal with major CBRN and conventional terrorist incidents on a major scale.

As part of a £56 million National investment Nottinghamshire Fire & Rescue Service took delivery of a vehicle to deal with such incidents. These resources will form part of a regional response in case of a national emergency.

iii   Urban Search and Rescue

When major disasters occur the rescue of people trapped when buildings collapse requires specialist equipment and skills. During 2005 the Service will receive additional urban search and rescue equipment in the form of a specialist rescue response unit. Once again a vehicle and equipment is being supplied by Central Government, with crewing to be provided from within the Service.

iv   Water Safety

A further aspect of resilience is the response to widespread flooding. Given the geography of Nottinghamshire and the City of Nottingham we already have experience in responding to water based emergencies. In 1999 Nottinghamshire Fire and Rescue Service embarked on an ambitious programme to introduce specific water rescue equipment and to train specialist teams in safe and effective water rescue techniques. This programme continues to evolve and is recognised nationally as best practice. Nationally, water rescue is considered as the third strand of resilience development after CBRN and urban search and rescue, with a vehicle and equipment, including a powered boat for rescue purposes, being supplied by Central Government in 2005/06.

2.4 Health Agenda

i   The National and Regional Dimension

The Government White Paper "Saving Lives (Our Healthier Nation)" published in July 1999, was a comprehensive public health strategy for England having the twin goals of improving health and reducing the health gap (health inequalities) between communities. The Regional Public Health Agenda[1] highlights that effective public health depends upon co-ordination across disciplines based upon the following principles:

- Emphasis on collective responsibility.

- Focus on prevention.

- Concern for underlying economic determinants.

- Multi-disciplinary approach incorporating quantitative and qualitative methods.

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[1] Investment for Health: A Public Health Strategy for the East Midlands. East Midlands Regional Assembly September 2002

- Partnerships with the populations concerned.

Key elements of those aims link with the approach that is taken by this Service and complement our interests in actively tackling some of the underlying causes of fire, and other emergencies, also our emphasis on multi-agency and community based preventative partnerships.

The East Midlands Region has five priority objectives concerning health. Nottinghamshire Fire and Rescue has taken a lead in furthering one of these – ' the reduction of accidental death and injury'. This encompasses accidents:

- On the roads (which complements our Road Traffic Accident interests).

- In the home (including fire and complements our multi-agency Home Risk Assessment approach).

- At leisure (which complements our water rescue and fire legislative responsibilities).

- In the workplace (which again complements fire legislative responsibilities).

Currently we chair and convene the regional Avoidable Injury Reduction Group and aim to set up similar groups within each of Nottinghamshire's sub regional partnerships. We have provided dedicated personnel and office accommodation to enable the aims of this group to be progressed further. We also provide the chair to the Regional Crime and Community Safety Task Group.

ii   Co-Responder (to medical emergencies)

Approximately 300,000 people in the UK suffer a heart attack each year and about 110,000 die of heart problems. Many of these deaths are avoidable through early, trained intervention.

Medical research has identified a clear benefit in the earliest response to patients with cardiac/respiratory difficulties or those suffering major trauma. Response within the first 8 minutes improves survivability and a response within 4 minutes has a significant impact. It is for these reasons that the national standard for 'A' category (highest risk) medical emergencies is set at 8 minutes for paramedic attendance. The Ambulance Service has introduced co-responder schemes where trained members of the public, using basic life support equipment are dispatched in support of an ambulance response.

There are several fire services that currently provide a co-responder service. Within the East Midlands, Lincolnshire has been running the scheme for two years with evidence of lives saved. The East Midlands Ambulance Service is keen to enter into a partnership with Nottinghamshire and our adjoining Services (Leicestershire and Derbyshire). We have recognised that the Fire and Rescue Service is well placed to provide this service as we have the infrastructure, trainable personnel and building locations already in place which could save lives by adding to the regional co-responder capacity. Within 2004/05 we will have piloted co-responding at selected locations with a view to rolling out to other locations in 2005/06. This enhances the role already undertaken by the service, of providing emergency care at fires and other emergency incidents.

2.5 Community Cohesion

We consider that the Service as a whole and Firefighters in particular due to their standing as public servants and role models, have a key role to play in developing and enhancing community cohesion. This applies throughout the Service in our roles as:

- An employer.
- Colleagues in employment.
- A direct service provider (preventative and reactive).
- A partner who can influence and work with, through and on behalf of others.

Throughout this Plan and the work of the Service, the concept and our aim of working towards community cohesion are both explicitly and implicitly stated. This is not only an area that is bounded by our equalities and fairness work but also in our avoidable injury

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The Elements of Community Cohesion

(adapted from Home Office Guidance on Community Cohesion 2002)

A community where

- all communities have a common vision and a sense of belonging

- the diversity of people's different backgrounds and circumstances are appreciated and positively valued (e.g. this includes respecting their values in the way that we communicate and how we act towards them whether operationally or when undertaking community safety or other activities)

- those from different backgrounds have similar life opportunities and conditions (e.g. similar and lessening risk of fire accidents and avoidable injuries)

- there are strong and positive relationships between people from different backgrounds in the workplace, in schools and within neighbourhoods.

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reduction role and the full breadth of our Community Safety activities. It is an underlying concept of how we deal with emergencies and how we evaluate and target those at highest risk or in greatest need within our communities. As well as our duty as public servants, a significant amount of our work arises from the disadvantaged in communities whether as perpetrators – that minority who cause chaos through malicious acts against the community e.g. arson and hoax calls and against the service e.g. hoax calls and attacks on crews and equipment. We take seriously our responsibilities to the far greater number who are innocently at higher risk as potential victims, as well as those who are at risk due to side effects of their conscious behaviour (e.g. those under the effect of alcohol and drugs).

Nottinghamshire Fire and Rescue Service takes its duty as a Public Authority and Service seriously, namely, to fully and effectively contribute to enhance the cohesion of the communities that it serves. The aim of enhancing community cohesion is a key underlying element of much that the Service plans to do.

2.6 Regional Governance

Irrespective of the Government's agenda and plans for Regional Assemblies, Nottinghamshire Fire and Rescue Service has taken a view and approach that extends beyond the borders of the County. We have developed close links with the crime reduction and public health professionals at Government Office. We are one of the East Midlands Development Agency's Business Champions and we have led on the Regional Assembly's (Public Health) Avoidable Injury Reduction objective. In addition to developing close operational and other links with neighbouring service's we play a full role in the Regional Resilience Forum and a range of fire service regional groups.

We will continue to play a full and creative role within a successful Fire and Rescue Service Regional Management Board, as well as continuing to build upon our existing links with other regional partners. On 1 April 2004 the Regional Management Board, comprising of representatives of the 5 East Midlands Fire Authorities, was formally established.

2.7 Regional Management

The Government has clearly set out its agenda for a regional approach to the provision of public services where that is the most appropriate method. Nottinghamshire Fire & Rescue Service will continue to be governed by locally elected councillors and the Fire Authority is committed to working on regional issues through the Regional Management Boards.

Issues that are particularly important in a regional sense are the project to provide a regional control room for the East Midlands and also ensuring the region is sufficiently prepared and has resilience in case of major incidents – either natural such as flooding, or man made such as terrorist incidents. In order to function properly, the Regional Management Boards must have:

- Clear aims and objectives.
- Delegated powers that are appropriate to the aims and objectives.

In line with the 2004/05 Fire & Rescue Service National Framework six key areas of work will be dealt with through the Regional Management Boards:

- Integration of common and specialist services.
- Have in place resilient plans for large scale emergencies.
- Introduce regional human resources functions.
- Establish regional control centres.
- Introduce regional procurement.

The Office of the Deputy Prime Minister has establish a network of nine regional *"Business Change Managers"* who will support Fire & Rescue Authorities and Regional Management Boards as they implement changes.

Rationale

In spite of the best endeavours of the emergency services and others, the level of avoidable injury in the East Midlands is among the worst in the country. The Fire Authority exists to 'save lives' through the provision of its Fire and Rescue Service. In terms of reducing fire related injury and death, the major thrust of the past 50 years has been based on the speed and number of emergency response units sent to incidents. Improvements in public safety and a reduction in death and injury will not be achieved by reliance on that element of service provision alone.

Historically there has been a year-on-year growth in the number of calls attended by the Fire Service. This places an ever increasing demand on our emergency response capability and shows that we are not dealing with the underlying causes of fire. Many of those calls are not fire related and neither are they emergencies. It is now widely recognised that the successful achievement of saving lives will be through increased and improved preventative action. The introduction of domestic smoke detectors and the change in legislation requiring domestic furniture to be fire retardant have been key factors in reducing fire deaths. Sadly, too many homes still do not have the most basic of safety items installed or working. The advent of sprinkler systems for domestic property provides another means to save lives and will be promoted by this Authority.

It is also recognised that the Fire Service can actually save more lives by using its resources to promote safety in other areas where unnecessary death and suffering occur. The Fire Service deals with more deaths and injuries resulting from road accidents than fires but has to date no responsibility to work alongside others to prevent them. The Service here in Nottinghamshire is well placed in communities to deliver aspects of this vital work and will move to work with others to provide an effective resource aimed at avoidable injury prevention.

The rationale behind this Plan is to identify and realign resources to provide opportunities to engage in a wide range of vital public safety activities. The Fire and Rescue Service is provided and financed to save lives and will do everything that it can to achieve this. It will still ensure that it provides an appropriate response to fire and other emergencies. It is also about creating the capacity within the Service to release resources to the accomplishment of that ambition.

An example of this philosophy in action is the implementation of a programme for home safety inspection called Home Risk Assessments. Fire Service personnel who undertake this work are not focusing their attention solely on fire hazards. Their visits incorporate other aspects of injury prevention such as falls and drowning (ponds and pools). We ultimately need to influence communities and change behaviour through awareness and education. There are associated issues such as health education, community sustainability and social responsibility that we cannot and should not ignore, nor attempt to address alone. For this reason extending partnership working and service delivery via third parties will continue to be a vital development.
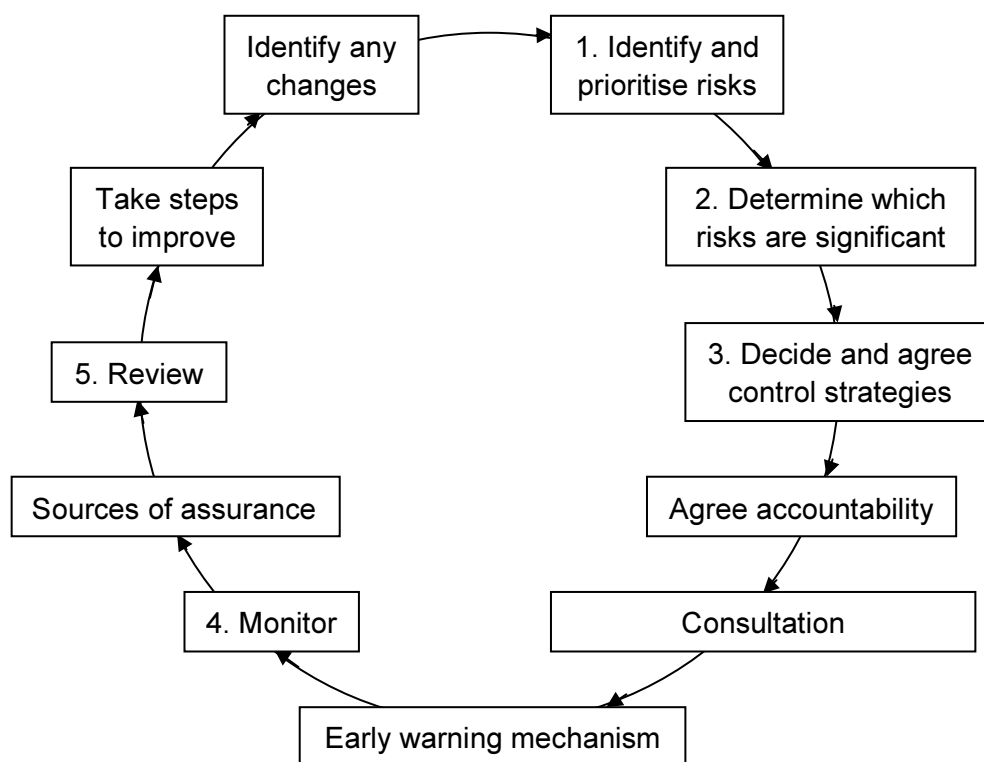
On 1 April 2004 the funding relationship between the public and the Fire Authority became closer as it issued its own local tax demands in the same way as the Police Authority. This will, arguably, make the Authority more accountable to its communities. It is therefore incumbent on it to deliver value for money. Maintaining an effective emergency response, whilst at the same time

saving more lives through prevention, will be a measure of its commitment to the public and a vital development in the future.

Local Risk Management as a Management Tool

Risk management is now a national mechanism for change across the Fire Service. Risk management, based on the Turnbull Approach, is already a fundamental tool used in Nottinghamshire to inform effective decisions in our ever changing and demanding environment. This process is linked directly to performance management by establishing correct data gathering and analysis. Nottinghamshire's Plan has been run as a discrete project in terms of its analysis and development proposals. Implementation will be an integrated process, driving, combining with, and being informed by, other service dimensions including departmental business planning, financial planning and performance management.

Turnbull Approach To Managing Risk

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        Identify any           1. Identify and
         changes                prioritise risks

  Take steps                           2. Determine which
  to improve                            risks are significant

      5. Review                       3. Decide and agree
                                       control strategies

  Sources of assurance              Agree accountability

        4. Monitor                     Consultation

              Early warning mechanism
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5.1   How we are arranged

The Fire Authority is the accountable body responsible for the Fire and Rescue Service in Nottinghamshire and City of Nottingham. It consists of 18 elected members, 12 of whom are appointed by Nottinghamshire County Council and six by Nottingham City Council. Nottinghamshire Fire and Rescue Service is the body that currently provides fire cover and other services for the City of Nottingham and the County of Nottinghamshire.

We currently employ over 1,000 staff. These include:

- 600 Wholetime Firefighters and Control staff
- 350 on-call Firefighters (responding when required to a local fire station)
- 120 support staff

Emergency service delivery is currently provided by 36 fire appliances, 4 specialist rescue tenders, 2 aerial appliances and other specialist vehicles. These operate from 25 fire stations to provide 24-hour cover.

In order to deliver effective services to their local communities resources are grouped into Districts, whose boundaries are co-terminus with those of district councils. This enables greater involvement and agreement with Local Strategic Partnerships (LSPs) and Crime and Disorder Reduction Partnerships (CDRPs) which will be primary vehicles for the delivery of community improvements in future. These teams are responsible for the delivery of emergency and community fire safety services. Local teams are guided and supported by staff and resources based at Headquarters, and other locations.

Service delivery by District and Group based Teams includes:

Community Safety (District)	♦ Caring for carers training ♦ Fire setters counselling ♦ School education ♦ Home risk assessments ♦ Arson reduction ♦ National campaigns ♦ Chip pan awareness ♦ Domestic smoke detectors
Operational Response (District)	♦ Firefighting ♦ Hazardous materials ♦ Accident rescue ♦ Water rescue ♦ Animal rescue ♦ Terrorist incidents ♦ Assistance to other agencies ♦ Training for incidents
Fire Safety Enforcement (Group)	♦ Technical advice to the public ♦ Inspection of premises ♦ Consultation with businesses ♦ Consultation with Building Control ♦ Legislative compliance ♦ Advice and enforcement for Licensed premises ♦ Other agency work

Fire and Rescue Service Districts are organised into groups which are designed to support larger scale partnerships e.g. Greater Nottingham Strategic Partnership, North Nottinghamshire and Derbyshire Strategic Partnership to ensure full and active participation.

5.2   Demands On Our Service

The service holds data covering a 5-year period on the type of emergency calls we have attended. This data includes the time of day and location of these incidents. We have checked this data for accuracy and found it to be of a high quality. Analysis of such data is critical to our improvements strategically and locally.

Figure: Breakdown of emergency calls over the past 5 years

	1999/00	2000/01	2001/02	2002/03	2003/04	% Increase
Total Calls	19,316	17,558	21,213	22,147	23,841	23%
Fire Deaths In Dwellings*	5	2	7	6	2	-60%
Fire Casualties In Dwellings*	139	117	132	147	122	-12%
Accidental Dwelling Fires	872	771	775	710	701	-20%
Secondary Fires	4,857	3,578	5,670	6,513	8,713	79%
Vehicle Fires	2,180	2,407	3,593	3,868	2,980	37%
Hoax Calls	1,106	863	881	766	652	-41%
Automatic Fire Alarms	4,881	4,516	4,498	4,461	4,666	-4%
Special Service Calls	2,364	2,739	2,743	2,782	2544	8%

(*Fatality and casualty figures refer to accidental dwelling fires and excludes cases where only a check-up was advised)

5.3   How we Compare

Under Best Value the Service is required to publish how we perform against nationally set performance indicators. The Service not only publish indicators regularly to the Fire Authority in public papers and in an annual public report, but also on the Service web-site (www.notts-fire.gov.uk).   These are updated monthly or quarterly depending on the indicator.

The Fire Authority's performance is compared with those of similar organisations, which include industry, commerce, other local authorities in respect to the corporate indicators and other fire authorities for both corporate and Community Safety indicators. A family group of similarly sized fire authorities has been established for this purpose (see below).

| Family Group 4			
Avon	Essex	Kent	South Wales
Cheshire	Hampshire	Lancashire	Staffordshire
Cleveland	Hertfordshire	Leicestershire	Surrey
Derbyshire	Humberside	Nottinghamshire	Northern Ireland

A selection of the Best Value Performance Indicators are shown below, relating directly to issues addressed within this report.

Best Value Performance Indicator 142 (i) Number of calls to fires attended (excluding false alarms) per 10,000 population
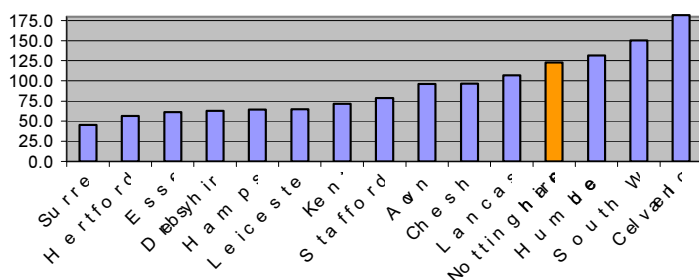

It can be seen that the Service responds to an above average number of emergency calls when compared to its peers. Deliberate secondary fires significantly affect this target. The Service is working on a number of initiatives to reduce the incidence of accidental fires and arson

Best Value Performance Indicator 142 (iii) Accidental fires in dwellings per 10,000 dwellings
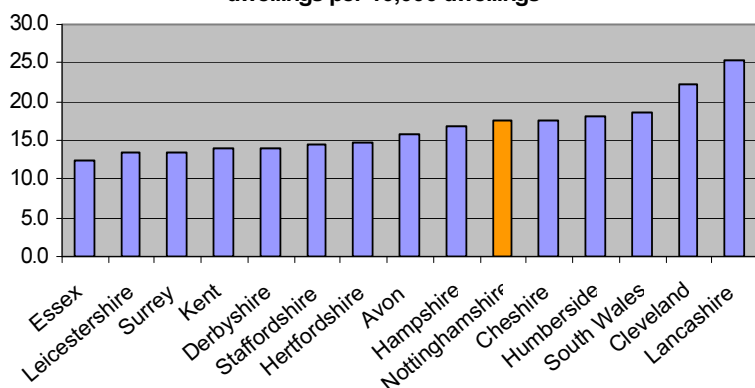

Accidental dwelling fires have fallen consistently over the last 5-years with an overall fall of over 20% since 1998-99. The Service will continue to focus on the areas which suffer the highest incidence of accidental dwelling fires, working in partnership with care to deliver the Caring for Carers package and with agencies such as Sure Start to ensure every home has a Home Risk assessment.

Best Value Performance Indicator 143 (ii) Number of injuries arising from accidental fires in dwellings per 100,000 population
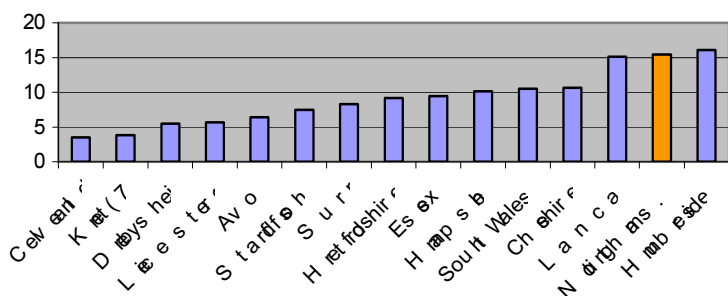
Although 2002/03 has seen an increase in injuries, in 2003/04 this has decreased in line with our LSPA target. As part of its home risk assessment activities householders have been given advice on how to prevent fire and what action to take when fire occurs. The Service also has a number of smoke detector fitting schemes and work extensively in schools.

Best Value Performance Indicator 149 False Alarms caused by Automatic Detection per 1000 non-domestic properties
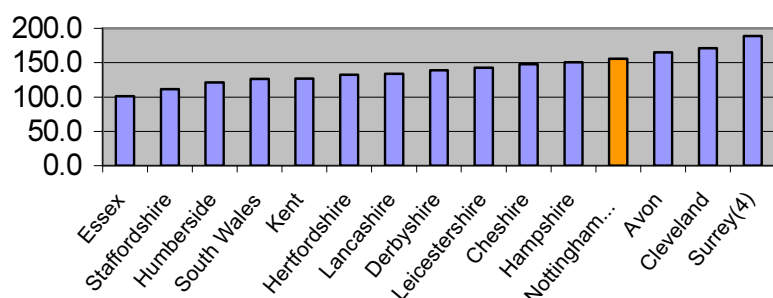
Against a backdrop of a continued increase in the number of commercial properties in Nottingham and Nottinghamshire this indicator has been constant over the past 5-years The number of unwanted fire signals from AFD systems continues to decrease overall year on year.

i   **Measuring our future performance**

Internal Performance Indicators

The Service's commitment to performance management pre-dates the present report and we intend to continue to develop our performance indicators to ensure continual improvement in all aspects of our Service.

Best Value Performance Indicators are presently under national revision and the Service will be responding to ODPM with its recommendations regarding the proposed revisions of existing indicators along with suggestions for new Best Value Performance Indicators.

The Service has already established local performance indicators that:

- Feed into Best Value Performance Indicators.
- Monitor areas not covered by a Best Value Performance Indicator.
- Are in place to monitor areas of improvement identified through performance audit.

We will introduce further local performance indicators to enable the close monitoring of areas of improvement detailed in our Action Plan. These will be challenging and robust.

ii   Stretching Our Targets

Fire and Rescue Service National Framework 2004/05

The new National Fire and Rescue Service Framework 2004/05 sets a new Public Service Agreement target which will come into effect on 1 April 2005. The new target fully incorporates previous targets relating to accidental fire-related deaths and deliberate fires. The target is:

By 2010, reduce the number of accidental fire-related deaths in the home by 20% and the number of deliberate fires by 10%.

Accidental fire-related deaths in the home

To reduce the number of accidental fire-related deaths in the home by 20%, averaged over the 11 year period to 31 March 2010, equivalent to 280 fire-related deaths per annum compared with the average recorded in the five year period to 31 March 1999 of 350 fire-related deaths.

> **Sub Target 1**
>
> No local Fire and Rescue Authority having a fatality rate from accidental fires in the home, more than 1.25 times the National Average by 2010.
>
> **Sub Target 2**
>
> To achieve a 10% reduction in deliberate fires by 31 March 2010 to 94,050 from the 2001/02 baseline of 104,500.

Local Public Service Agreement

The Authority has entered into Local Public Service Agreements (LPSA) with the intention of further improving the services to people in the County Council's area of Nottinghamshire and the City of Nottingham.

Nottinghamshire County Council and the Government have made an LPSA that covers the period 1 April 2003 to 31 March 2006. It records the intentions of Nottinghamshire County Council, the seven District Councils (Ashfield, Bassetlaw, Broxtowe, Gedling, Mansfield, Newark & Sherwood and Rushcliffe), this Authority and Nottinghamshire Police to work in partnership to deliver and achieve specific individual targets.

This Authority is the lead authority for Target 8 (fire deaths and injuries) and are working in partnership with the seven District Councils and the County Council to meet the target.

TARGET 8 - Reduce the incidence of accidental fire-related deaths and injuries in dwellings.

PERFORMANCE INDICATOR - The total number of deaths and injuries caused by accidental fires in dwellings per 100,000 population, as defined by BVPI 143

Baseline performance (1995-1999) 16.7 deaths and injuries caused by accidental fires in the home per 100,000

Performance at the end of the period of the LPSA (year ending 31 March 2006)

Performance expected <u>without</u> the LPSA 12.5 deaths and injuries caused by accidental fires in the home per 100,000
Performance target <u>with</u> the LPSA 11.2 deaths and injuries caused by accidental fires in the home per 100,000 (improvement of 1.3 per 100,000)

TARGET 5 - **Reduce deaths and serious injuries on the roads in Nottinghamshire**

PERFORMANCE INDICATOR - Number of people killed or seriously injured (KSI) on the roads in Nottinghamshire (excluding Nottingham) as measured by STATS 19.

Baseline/Current Performance
1994/98 Average   All KSI = 826
2001   All KSI = 706

Performance at the end of the period of the Local PSA (during January - December 2005)

Performance expected <u>without</u> the L PSA   All KSI = 646
Performance target <u>with</u> the L PSA   All KSI = 599 (47 fewer people KSI)

For Target 5, although not the lead authority there is clearly a major contribution that the Service can make to improve road safety through education and this will form part of our Community Safety strategies.

Nottingham City Council, this Authority and the Government have made an LPSA that covers the period 1 April 2003 to 31 March 2006. This Authority is the lead authority for Target 8 (fire deaths and injuries) and are working in partnership with the City Council to meet the target.

TARGET 8 - Reduce the incidence of accidental fire-related deaths and injuries in dwellings.

PERFORMANCE INDICATOR - The total number of deaths and injuries caused by accidental fires in dwellings per 100,000 population, as defined by BVPI 143

Baseline performance (1995-1999) 16.7 deaths and injuries caused by accidental fires in the home per 100,000

Performance at the end of the period of the LPSA (year ending 31 March 2006)

Performance expected _without_ the LPSA 12.5 deaths and injuries caused by accidental fires in the home per 100,000
Performance target _with_ the LPSA 11.2 deaths and injuries caused by accidental fires in the home per 100,000 (improvement of 1.3 per 100,000)

The work of the Service and its progress against targets has to be considered against the social and economic environment within which we work. However, the Service considers such circumstances a challenge that requires continuous effort and reinforcement. Such circumstances also require it to regularly step back and consider issues in depth and fresh approaches rather than routine. This can be seen in aspects of the Service's approach in areas such as the Community Safety Strategy and many locally based initiatives and activities.

6.1 Nottinghamshire and the City of Nottingham [2]

Local Governance consists of the Nottinghamshire County Council, the Unitary Nottingham City Council and seven District/Borough Councils.

Nottinghamshire has a population of over one million. The largest concentration of people is found in the Greater Nottingham conurbation with a population in excess of 500,000. The other main towns of the county are Mansfield (80,000), Kirkby-in-Ashfield (25,000) Sutton-in-Ashfield (40,000), Newark (25,000), Worksop (40,000) and Retford (20,000). The two major universities in the City of Nottingham result in an influx of some 15,000 new students per year. About a third of the population live in towns and villages with populations less than 10,000. Average population density is about 3.6 people per hectare, ranging from over 35 in the urban areas to below 3 p/ha in rural parishes.

Between the mid 1950's and 1990's much of the County's working and social life was actively linked to coal mining. Former mining communities now form a focus of much of the deprivation on the fringes of and outside the Nottingham conurbation.

Road links are primarily the M1 in the west and A1 in the east. The A52 and A57 are the main east-west routes. The River Trent, which is tidal as far as Cromwell Lock, north of Newark, and navigable throughout Nottinghamshire, provides a waterway for business and pleasure. Further development of the Trent and its environs as a business, recreation and residential resource is planned by a number of local authorities. Flooding is an issue of increasing frequency and severity, to which the Service responds, along much of the Trent Valley.

The demographic profile and distribution of the communities can give an initial view of the relative risk, with children and the elderly being particularly vulnerable from accidents and avoidable injury (including fire). Risks and the most appropriate means of delivering our message also varies with the age of the recipient. The ethnic minority dimension provides an indicator of different risk profiles due to cultural attributes and behaviour, also the style of preventative approaches needed to influence behaviour. There is a correlation between certain social-demographic indicators, avoidable injuries and fires. The following identifies some of these.

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[2] Various sources including; Nottinghamshire County Council, Nottingham City Council, East Midlands Development Agency (emda), East Midlands Public Health Observatory (EMPHO), East Midlands Observatory (EMO) – often as secondary sources quoting the 2001 Census and Department of Health data.

The proportion of Nottinghamshire's residents:

- Who are **aged 0-15 years**[3] varies between 18.1% (Broxtowe) and 20.61% (Mansfield) compared to a national average of 19.84%.

- Who are **over 65 years**[4] varies between 14.42% (Nottingham) and 17.32% (Newark and Sherwood) compared to a national average of 16.57%.

- Who have **a non-white ethnic origin** are, 15.1% in Nottingham and 2.6% in the rest of the county, compared to 7.9% nationally.

- Who have **moved into Nottinghamshire from outside the UK** also varies across the county, between 0.13% (Ashfield) to 0.78% (Broxtowe). However, this compares to a national average of 0.66% and a figure for Nottingham City of 1.18%.

- Are **pupils for whom English is a second language**[5] is 1.28% across the County except Nottingham at 9.5%, compared to a National average of 8.14%.

The **skills/attainment** profile gives an indication of current and future deprivation. It can also give an indication of the need to present our message in particular ways.

The proportion of Nottinghamshire's residents who:

- Are between the ages of 16 and 60 and have **poor literacy skills**[6] varies from 18.56% (Rushcliffe) to 28.22% (Nottingham) compared to a National average of 24.39%. Bassetlaw, Mansfield and Ashfield also have rates worse than the National average.

- **Pupils with special educational needs**[7] is 15.84% across the County, except Nottingham at 19.98%, compared to a national average of 17.95%.

- Have **no graded results** is recorded at 5.5% for all of Nottinghamshire except the City, which is 11%, compared to a national average of 4.3%[8].

Crime. Attacks on crews and vandalism do occur in Nottinghamshire. Arson (particularly the theft and burning of cars in some areas) is a major and increasing demand on the Service. An analysis of crime provides an indicator of attitudes and behaviour that has links to these activities and is directly correlated in some cases.

- Recorded crime, per 1,000 population, is 154.3 compared to an England and Wales average of 97.9. Vehicle crime is 27.6 compared to 17.7 in England and Wales[9]. The latest British Crime Survey[10], shows that Nottingham ranks third nationally for total number of offences and fifth for the number of vehicle crimes.

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[3] 2001 Census, ONS
[4] 2001 Census, ONS
[5] emda/DfES
[6] 2001 Census, ONS
[7] emda/DfES
[8] emda/DfES
[9] HMI Inspection of Nottinghamshire Police – March 2003
[10] emda/Home Office British Crime Survey. 2003

- Crime rose by nearly 14% during 2002-3, with particular steep rises in robbery, violent and car crime. Nottinghamshire has one of the lowest detection rates in the Country e.g. less than 5% for car crime.[11]

Our own observations and the work of others [12] gives a clear correlation between **deprivation** and the risk of fire, accidents and avoidable injury. Also of arson risk, as perpetrators.

In Nottinghamshire the proportion of:

- **Lone parent households** is 6.73% in Rushcliffe, which along with Broxtowe, Newark and Gedling are at or below the National average of 8.94%. Nottingham, as the twenty-fifth highest nationally, has a figure of 12.84%.

- **Children permanently excluded from schools** [13] is 0.08% across the County except Nottingham at 0.13% is the twenty-fifth highest nationally, compared to a national average of 0.11%.

Of course statistics such as the above only give an indication of risk from one dimension and are indeed useful in developing and delivering individual Community Safety campaigns and responses. Risk increases significantly (and is particularly relevant to analysing operational cover) when such factors are overlain. This highlights particularly high multiple risk localities, communities, families and individuals. This is where effective data sharing and the ODPM deprivation indicators are of value.

Government Deprivation Indices, 2004, indicate that against a national average deprivation score of 10.3.

Index of Multiple Deprivation 2004: 'extent' of deprivation[14]		
	Score	National Rank
Nottingham City	41.75	7
Mansfield	32.53	33
Ashfield	27.77	66
Bassetlaw	25.71	82
Newark and Sherwood	19.75	143
Broxtowe	16.03	194
Gedling	16.43	184
Rushcliffe	8.95	310
Notts Average (excluding City)	**20.92**	**86***

* Equivalent rank of average score.
- Of Nottinghamshire's 191 wards, 82 (43%) are within the **most deprived** 25% of the 8,690 wards in England - 107 (56%) fall within the 30% most deprived in England[15].

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[11] HM Inspection of Nottinghamshire Police. March 2003
[12] Strategic Review of Research Priorities for Accidental Injury. DoH Feb 2000 (1996data) / Department of Health led, cross-government Accident Injury Task Force. Report. Preventing Accidental Injury – Priorities for Action. 2002 / Research on the Pattern and Trends in Home Accidents. DTI (urn 99/858) 1999. / DTLR. Fighting Arson Together
[13] emda/DfES
[14] Indices of Deprivation, ODPM, 2004
[15] DETR Deprivation Statistics 2000.

6.2   Accidents and Avoidable Injury

An analysis of accidents and avoidable injury (as measured by attendance at Accident and Emergency Departments) includes fire and many other issues of interest to this Service. Not least, through our developing regional work on avoidable injury reduction, and local work with partners on home risk assessment and related activities. High levels of deprivation, accident and fire risk go hand in hand.

- The East Midlands is the second worst region in England for the rate of all accidental deaths (normalised, per 100,000 population)[16].

- Three Nottinghamshire Districts (Mansfield, Ashfield, Newark and Sherwood) plus Nottingham City have mortality rates from accidents significantly higher than the National average.

Figure: Age standardised mortality rates from accidents, all ages, government office regions – 2001 and 2002 (pooled), with confidence intervals.
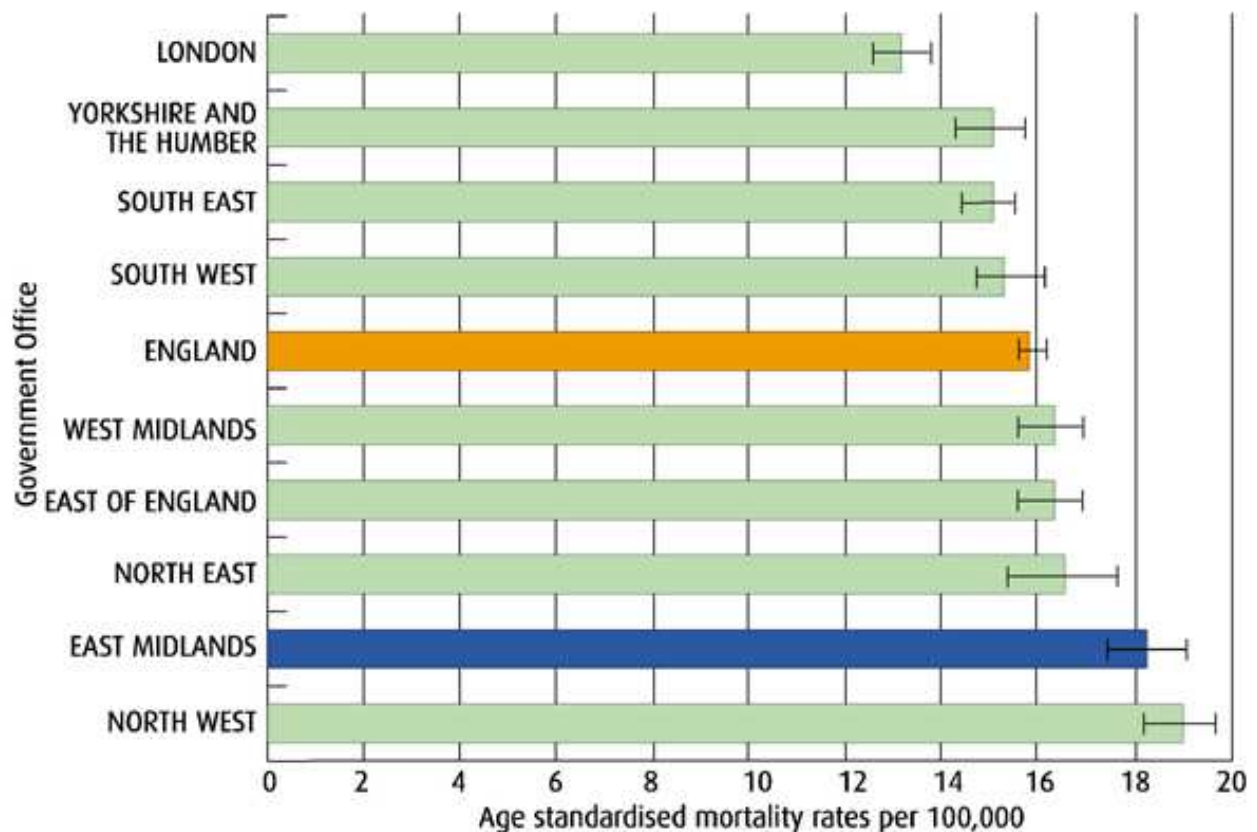
Source: The Compendium of Clinical Health Indicators 2003 – Provisional

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[16] Accidental Injuries in the East Midlands. EMPHO 2001.

7.1 Introduction

To deliver an improved service to the public we must have a clear idea of what needs to be done, how we will achieve this and why we need to improve.

Once the drivers for change and end goals have been determined detailed action plans can be produced which will indicate the individual components required to deliver the overall improvements. These action plans will also identify the timescales and the resources required for improvements to happen.

7.2 Key Areas for Improvement from the 2004/05 Local (Integrated) Risk Management Plan

As previously described within this document considerable progress has been made in implementing the 2004/05 Local (Integrated) Risk Management Plan. The production of this consultation plan for 2005/06 does not mean that implementation of the previous plan will cease on 1 April 2005. Whilst many aspects of the 2004/05 plan will have been implemented and imbedded within the organisation by April 2005 others will continue to be rolled out after this date. Therefore the 2004/05 plan will still continue in being, but as part of the overall philosophy of IRMP rather than as a discrete plan in its own right.

7.3 Key Areas for Improvement in the 2005/06 Local (Integrated) Risk Management Plan

Detailed below are key areas for improvement which we believe to be of interest to the public and external organisations. There are a number of key areas for improvement which underpin our IRMP aspirations, but are internalised matters. An outline of these issues is included within the summary of key actions at the end of this section.

FOCUS AREA 1 : EDUCATION

1.1 Arson Task Force

The arson task force was set up in late 2003 with the intention of creating a multi-agency team to develop and implement innovative solutions tackling the problem of arson in Nottinghamshire. Funding of £270,000 from the Arson Control Forum was allocated over a 3-year period up to March 2006, with match funding coming from the service and it's partners. With the overall cost of deliberate fires in Nottinghamshire at £52.5M per annum the development of the Arson Task Force is instrumental in the service's work with partners to reduce the level of deliberate fires. The office of the Deputy Prime Minister has set a target of reducing deliberate fires by 10% by 2010 against the baseline of 2001 – 2002 figures. Nottinghamshire's strategy to reduce the number of deliberate fires will revolve around four proven strands:

Prevention	Securing of empty properties to prevent unauthorised access which leads to vandalism, theft, criminal activities and arson
	Abandoned vehicles identified and removed at the earliest opportunity from the community
	Accumulated refuse and large combustible items should be removed
Education	Links to schools with safety messages in the curriculum around arson issues/initiatives
	Links to Fire Setter intervention programmes, Youth Offending Teams and Youth associations
Detection	Good communication links with partners to facilitate detection, identification, correlation and the exchange of information in relation to incidents and perpetrators
Investigation	Agreed protocols to jointly investigate events, analysis of data and agreed actions

To assist in the successful reduction in deliberate fires we will in 2005-2006:

- Continue to embrace key partners to establish a service-wide co-ordinated approach to help tackle the problem of fire setting and arson within the community and commercial sector.
- Continue to ensure a targeted response in key areas such as vehicle fires.
- Share resources and undertake suitable combined training.
- Record analyse and share data between organisations to assist in arson reduction strategies.
- Work with community safety partnerships, CDRP's and task groups on improving the quality of life for all by reducing the incident rate of arson.
- Reduce the incidents of hoax fire reporting.
- Actively seek additional funding from appropriate grants.

1.2   Fire Investigation

In accordance with the regulatory reform order, which now places a statutory duty on Fire and Rescue Authorities to undertake fire investigation, Fire and Rescue Authorities were tasked with adopting a regional approach to fire investigation where appropriate. The 2004-2005 Fire and Rescue National Framework document identified that few Fire and Rescue Authorities were able to deploy adequate resources, at all times, to ensure effective fire investigation. With this in mind a regional project will be set up to look at how the East Midlands region should approach the provision of fire investigation.

The proposed system of providing fire investigation for the region would:

- Manage fire investigation activities and resource applications.
- Support all core requirements of regional service delivery in providing a safer community.
- Establish a standard for best practice for the East Midlands region.
- Establish a regional communication infrastructure for fire investigation.

The goals of the project will be to develop a robust, dynamic regional fire investigation system to support the key corporate strategic issue and the requirements of service delivery of the region.

The adopted system will be capable of:

- Providing a timely, appropriate and relevant provision of response for investigating fires that is standard across the East Midlands.
- Providing consistent and valid data to improve the scale and accuracy of information and knowledge held, facilitate internal data sharing, provide efficient data asset management and remove duplication of data entry.
- Provide a means for developing and continuously improving the performance of service delivery.

The project has a start date of 1 September 2004, and is likely to have a twelve month duration having 4 key stages:

Stage 1 – Research
Stage 2 – Completion of key objectives
Stage 3 – Implementation
Stage 4 – Review

To bring about the successful introduction of a regional approach to fire investigation in 2005-2006 we will:

- Contribute to the delivery of a regional fire investigation system covering policy & procedure, resources, training & qualification, data collection, communications, multi-agency protocols and a forum.
- Help devise an implementation plan.
- Help devise a testing process.
- Conduct user training, maintenance module training and reporting training.
- Give a presentation to key stakeholders of product functionality and capabilities.
- Undertake maintenance and security training.

1.3   Community Engagement

The ability to successfully engage with communities is critical to being able to deliver improved community safety to those most at risk and for us to be able to work with communities to improve their wellbeing.

Research from both inside and outside of the service has identified that our ability to engage with communities, in particular those most in need, is insufficient, and that this impedes our ability to deliver community safety programmes and expanded aspirations of the service (e.g. Community cohesion, Anti-social behaviour reduction) to these communities. Additionally our inability to engage and interact with communities has been highlighted as a barrier to recruitment such that we do not reflect the communities we serve in the staff we employ.

To address these issues around community engagement and to further integrate ourselves into these communities we propose to do the following:

- Identify and procure suitable premises in identified communities and to staff these as appropriate to ensure maximum contact with the public. Where feasible operational staff will work out of these locations as office bases (training, testing and other noise related activities will be conducted elsewhere) to enhance our profile and availability within the community and to provide community safety advice and support within communities. These premises may be solely occupied by ourselves in a suitable location eg a shop, or where circumstances permit, this may be co-located alongside or with other public-facing agencies.

- Working systems will be implemented to facilitate the maximum time available for operational crews to work in and amongst communities.

- Our approach to working at strategic level within communities e.g. Local Strategic Partnerships and Crime and Disorder Reduction Partnerships will be monitored to ensure that we are operating in these arenas to our most efficient level.

- The concept of utilising community development workers will be researched for areas and communities where it is identified that such an approach will be beneficial prior to engaging with, and delivering community safety to those communities.

1.4   Impact Roadshow

In a drive towards community cohesion and supporting the youth of Nottinghamshire the Impact Roadshow initiative is being run/trialed by Nottinghamshire Fire and Rescue Service (NFRS) with the expectation that the Nottinghamshire Police, Youth Offending Teams (YOT's) and the City and County Road Safety Team will take part in the delivery of the scheme. Developed by Avon Police, and recognised as best practice the scheme is for use with young people aged 14-15 and is designed to divert younger persons away from vehicle-related crime. It looks at the impact of vehicle crime and dangerous use on individuals, communities and the environment, with the content being derived from real life incidents and people, which have more impact on the young people, but can be harrowing.

The Impact Roadshow is currently being trialed at two schools in the area, with service-wide roll out in 2005-2006. The project will run alongside a vehicle clearance scheme, which will remove abandoned and unused/dangerous vehicles from the streets.

Where similar schemes have been run in other counties, figures indicate that it has contributed to a reduction in deaths of young people on the roads, and in vehicle crime in general. The county of Avon which shares some demographic similarities with Nottinghamshire have, since running the Roadshow had a 30% reduction in car related crime (37% under the age of 16).

To implement the "Impact Roadshow" in 2005-2006 we will:

- Work in conjunction with partner organisations to secure funding.
- Identify, using available data, those persons most at risk of being involved in vehicle crime and devise strategies to target these persons/groups.
- Delivery may be to either school groups, or to groups on a specific basis e.g. Youth groups, community group initiatives etc.
- Work with partners to monitor the effectiveness of the programme.
- Broaden the target age group to include all 11–24 year olds.

1.5   Working with Younger Persons

The ability to engage and work with younger persons underpins many of our IRMP objectives including those associated with the wider roles of this Authority. As this is a significant issue, not just for this Authority, but also for our partners, this will be a primary focus for 2005/06.

Therefore we will:

- Develop and implement joint youth strategies with appropriate partners, eg Youth Offending, Criminal Justice, etc.
- Secure funding to deliver our youth strategy aspiration.
- Develop and pilot a youth scheme similar to the successful 'life' scheme used in London.
- Further develop youth intervention and awareness schemes such as STOP, Firesetters and Fire Safe.
- Develop the role of the Firesetter Co-ordinator to encompass youth issues, potentially with a focus on anti-social behaviour.

1.6   Safety Zone For Persons With Learning Difficulties

Nottinghamshire Fire and Rescue Service have identified the need for an initiative to educate people with learning difficulties in safety issues related to living in the community.

There is already an initiative in place to educate year seven school children in safety issues and to this end the initiative has been developed and being trialed in August 2004.

The Fire Service is working in collaboration with the following organisations to facilitate Safety Zone:

Nottinghamshire Constabulary: British Transport Police: Severn Trent Water: City Council and County Council Trading Standards Departments and Road Safety Departments: Health and Safety Executive: and Central Networks.

From evidence gained through talking to school teachers the safety message is getting to the children visiting the event. Also we are able to gain referrals for visits for Home Safety Checks and the fitting of Smoke Alarms. To this end we must ensure we get this message to this vulnerable section of the community.

To implement the "Safety Zone" in 2005-2006 we will:

- Work in conjunction with other agencies to secure necessary funding.
- Work with the Social Services and other agencies to identify those at risk groups
- Ensure the close working relationship with Severn Trent water to maintain the provision of the Safety Zone site.
- Work in conjunction with other agencies to monitor the effectiveness of this initiative.
- Work in conjunction with other agencies to ensure quality of delivery and continual improvement as necessary.
- Work to ensure the necessary funding to allow the delivery of the Fire Service safety message.

1.7   Reducing Avoidable injuries

In his foreword to the *"White Paper – Saving Lives",* Prime Minister Tony Blair declared that in our country today, too many people suffer from poor health and too many people are ill for much of their lives. Also, too many people die too young from causes and illnesses which are preventable. In the East Midlands, Department of Health data puts 13 of the 40 East Midlands Local Authorities significantly higher than the national average rate for accidental death (from Viewpoint Study on Crime and Community Safety in the East Midlands). Whilst there are some exceptions, there is a strong correlation between accidental death and injury, deprivation and crime.

The *"White Paper – Saving Lives"* sets out a plan to save lives, promote healthier living and reduce inequality in health. Its philosophy is a refusal to accept that nothing can be done to improve the health of the worst off in our society. Its overall aim is to improve the health of everybody and sets targets for the reduction of premature death by 2010. In particular, accidental (and avoidable) death rates are to be reduced by one fifth.
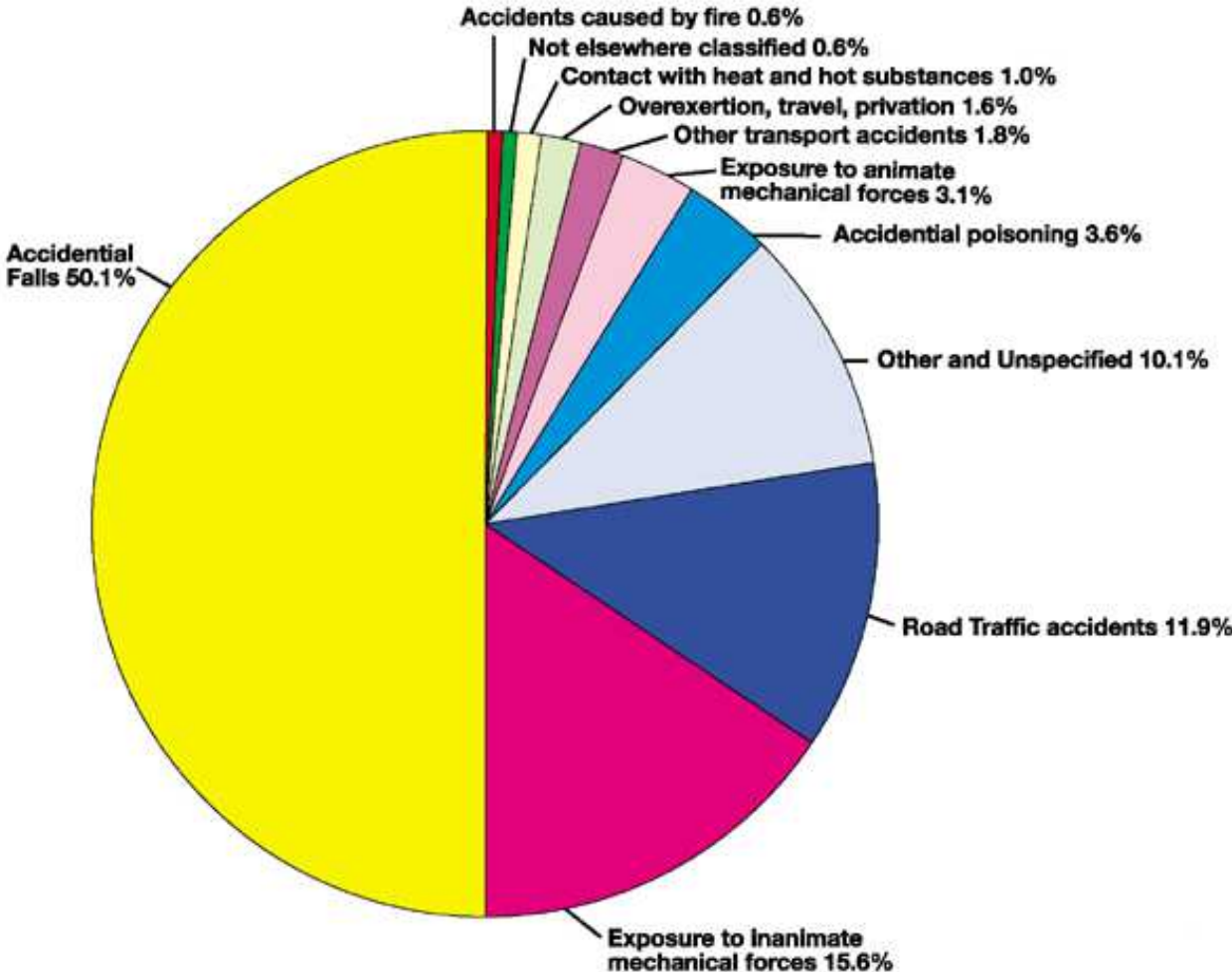
In response to this, the Public Health Task Group has produced *"Investment For Health – A Public Health Strategy for the East Midlands"*. Objective 8 of this strategy seeks to reduce the incidence of accidental death and injury. The main target groups are both the young and the old. In particular, there are 4 areas that are highlighted:

- **Road Traffic Accidents** – these are a major cause of death and injury in the country and the largest single killer of children.
- **Accidents in the home** – have a significant impact on the under 5s and the over 70s.
- **Workplace accidents.**
- **Leisure Accidents.**

In partnership with other agencies in 2005-2006 we will:

- Determine priority areas for action based on the data from the East Midlands Public Health Observatory and other sources. Delivery should naturally be in line with the Investment for Health Categories i.e.

    - Road traffic accidents
    - Accidents in the home
    - Accidents in the workplace
    - Leisure accidents.

- Along with others develop the valuable work already done on the mapping exercise and ensure that it is supported by the group resource base.

- Identify good practice and effective initiatives and develop, cultivate and propagate these with the support of the group and partners.

- Where necessary develop initiatives from scratch to fill voids in provision where these are identified.

- Produce an "Action Plan" for the co-ordination of local activity.

Figure: Main causes of accidental injury admissions in 2001/02 – East Midlands

Accidents caused by fire 0.6%
Not elsewhere classified 0.6%
Contact with heat and hot substances 1.0%
Overexertion, travel, privation 1.6%
Other transport accidents 1.8%
Exposure to animate mechanical forces 3.1%
Accidental poisoning 3.6%
Accidental Falls 50.1%
Other and Unspecified 10.1%
Road Traffic accidents 11.9%
Exposure to inanimate mechanical forces 15.6%

Source: EMPHO HES extracts

FOCUS AREA 2 : PROTECTION

2.1 Regulatory Reform (Fire Safety) Order

The Regulatory Reform (Fire Safety) Order (RRO) will see the rationalisation of the existing fire safety Acts and Statutory Instruments, that relate to buildings in use, into a simplified legislative framework. This change brings with it, the challenge of implementing reformed fire safety legislation to the Fire and Rescue Service, and an opportunity to develop a single, appropriately supported, strategy to achieve consistency across England and Wales.

To achieve this during 2005/06 we need to link a number of strands and develop policy that encompass:

- Enforcement and audit policies and procedures.

- Information gathering to support the planning of Fire Service Emergency Cover (FSEC) modelling in relation to other buildings and the cross mapping of data-sets relating to buildings/workplaces.

- Data to support performance indicators/benchmarking.

- Technical and training issues.

- *Enhanced Inter-agency protocols.*

2.2 Operational Crews Undertaking Risk Assessments of Commercial Premises

In line with the new risk based audit process being employed by Technical Fire Safety Officers we will facilitate the involvement of Operational crews in the inspection of commercial premises and the collection of building data that will fully inform Integrated Risk Management Planning processes. This will thereby assist operational response (firefighting and rescue) should the fire safety protection control measures in that building prove to be inadequate as well as providing a greater degree of understanding of building construction, active and passive fires safety measures and legislative fire safety for operational personnel.

In 2005/06 we will achieve this by:

- Amending the data collection processes.
- Providing appropriate training and mentoring.
- Providing appropriate technical guidance.
- Providing appropriate mechanisms for supporting the inspection and data gathering processes.

FOCUS AREA 3 : RESPONSE

3.1   Crewing of Pumping Appliances

Analysis of incident data collated over the past five years indicates that the volume of emergency calls received varies significantly according to the time of day. This variation also extends to differing incident types and fire injuries as well as total calls. We currently staff all of our operational intervention resources (fire appliances), both wholetime and retained, uniformly in a constant manner. We do not staff our operational resources according to the principles of supply and demand.

All Emergency Incidents Over 5 Years
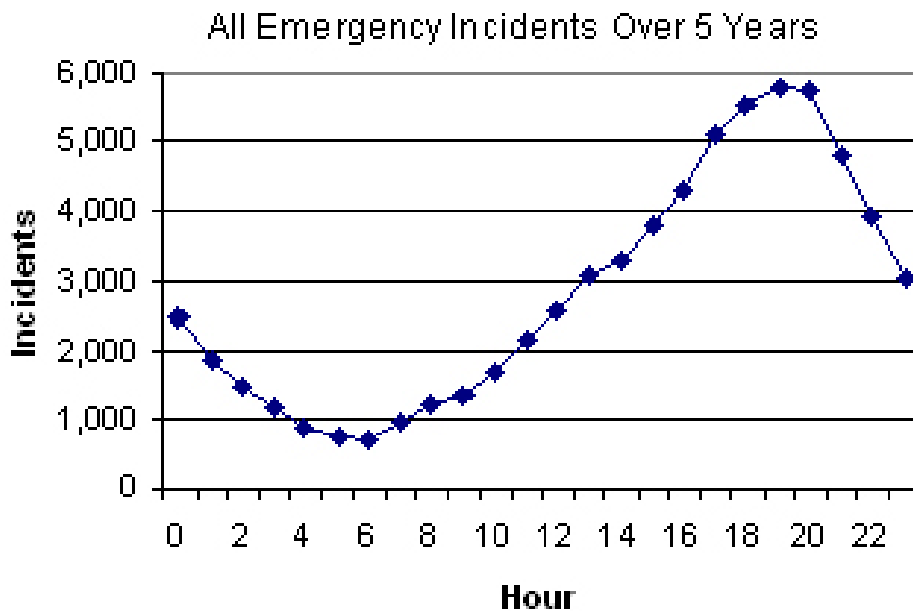
Within the 2005/06 IRMP we intend to implement, following research, the most effective methods of crewing pumping appliances, having regard to:

* Public safety
* Health and safety of crews
* Variations in call demand
* Incident types
* Resource requirements
* Crew competencies
* Resource locations
* Public safety

The outcomes of this research will enable us to implement staffing systems which more closely match our resourcing with the demands placed upon the Service. This will include the number, and where appropriate types of fire appliances, required at any specific time, the numbers of crew required and the availability of retained appliances.

Work undertaken by Entec as part of the '*Review of Standards of Emergency Cover*' [17] will provide a solid basis for assessing the staffing and equipment needs of given incident types. These scenarios will, however, require to be verified to ensure that they are consistent and 'in sync' with procedures and protocols utilised within Nottinghamshire Fire and Rescue Service.

3.2   Responding to Road Traffic Accidents (RTAs)

The Fire and Rescue Services Act 2004 places a statutory duty on Fire Authorities to respond to Road Traffic Accidents and other emergency special service calls. A consequence of this is that the provision of appliances, equipment and personnel will be reviewed to ensure we fulfil our duty.

In 2002 there were 315 land transport accidental deaths in the East Midlands accounting for 32% of all accidental deaths in the region. The East Midlands has the highest death rate from land transport accidents of all the English regions (see below).

Figure: Death rate from land transport accidents, all ages, government office regions – 2001 and 2002 (pooled)
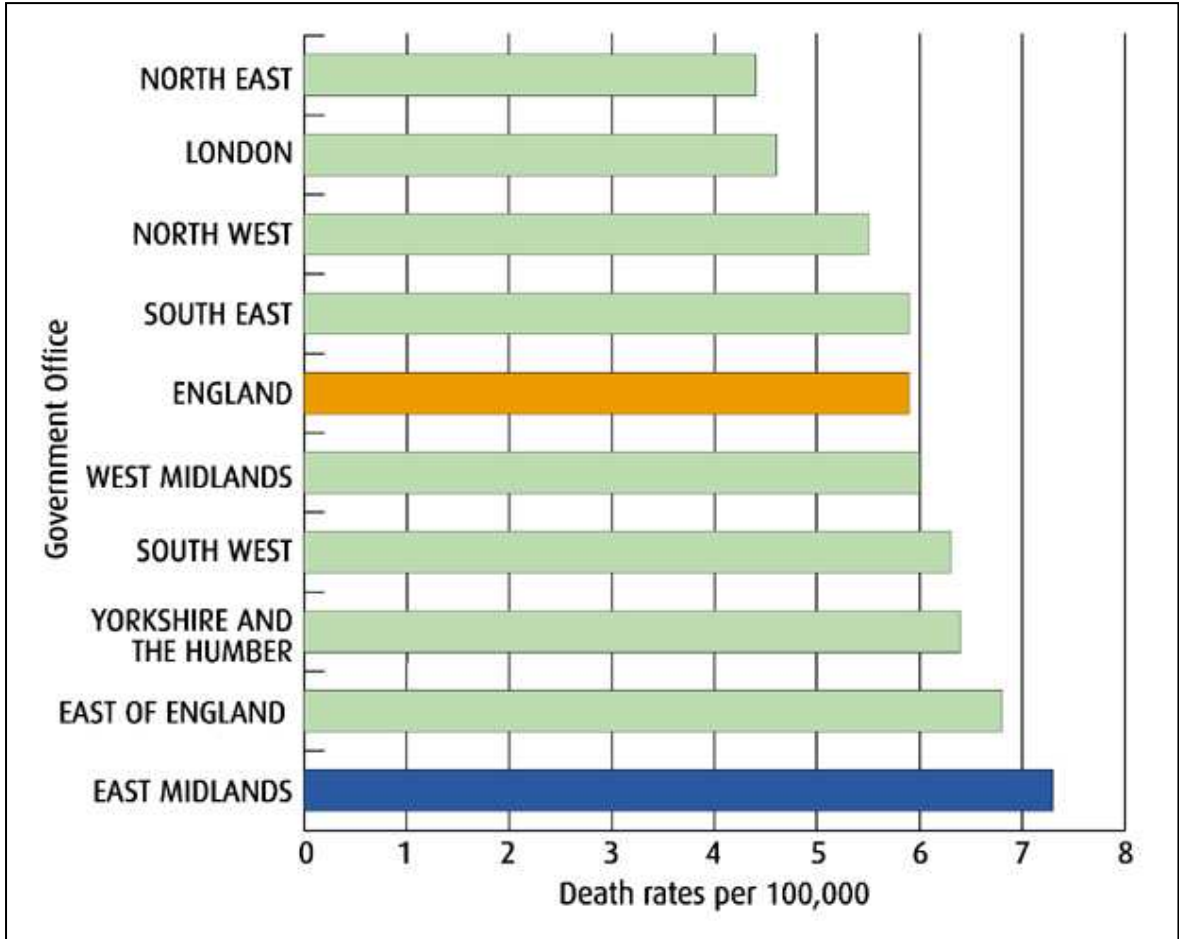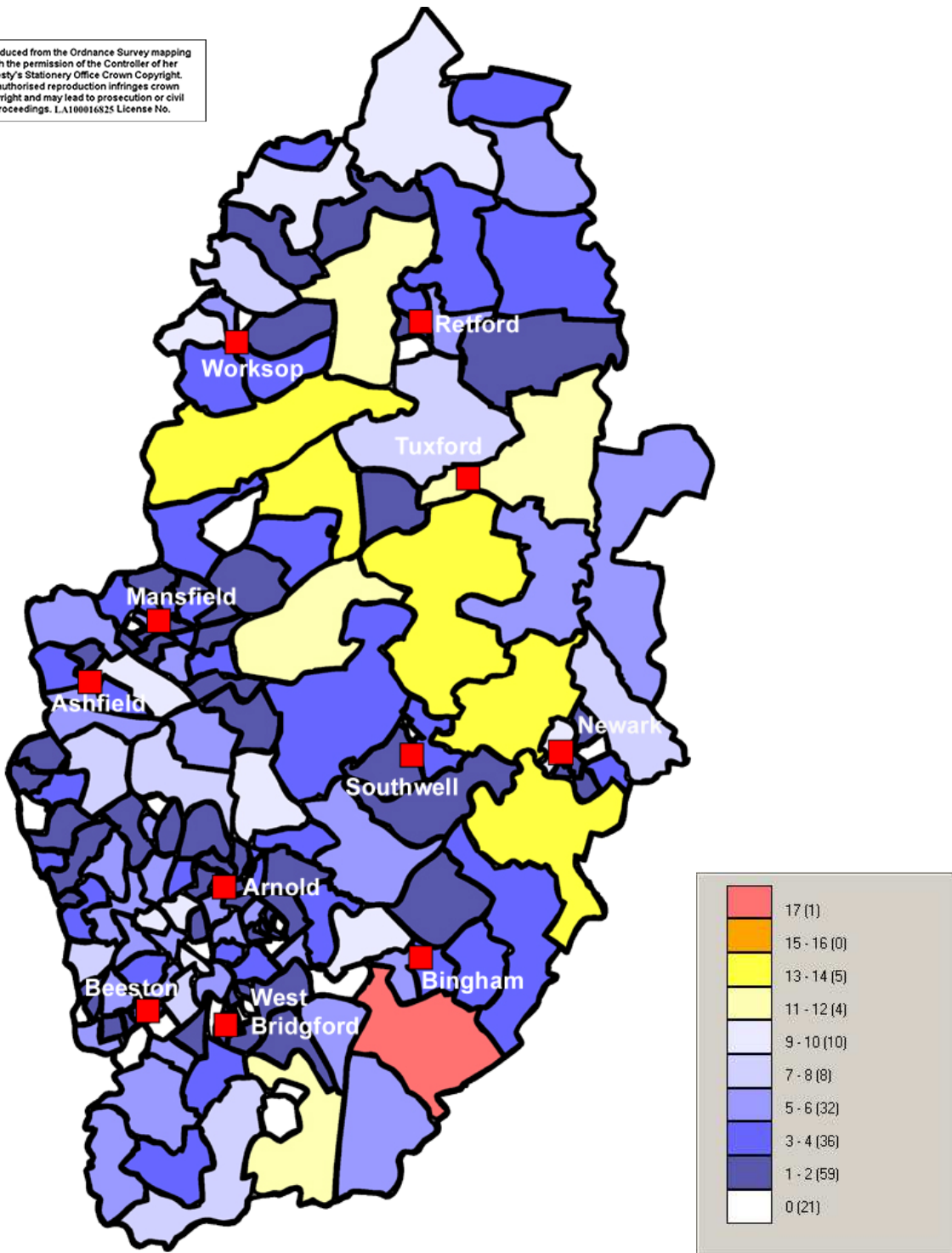

Source: The Compendium of Clinical Health Indicators – 2002 and 2003 Provisional

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[17] Entec (1998), 'Review of Standards of Emergency Cover' ,

All RTA Incidents Involving Rescues, Aggregated By Ward 01-Apr-01 to 31-Mar-04 With a Number of Fire Stations Shown

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Retford

Worksop

Tuxford

Mansfield

Ashfield

Newark

Southwell

Arnold

Beeston

West Bridgford

Bingham

	17 (1)
	15 - 16 (0)
	13 - 14 (5)
	11 - 12 (4)
	9 - 10 (10)
	7 - 8 (8)
	5 - 6 (32)
	3 - 4 (36)
	1 - 2 (59)
	0 (21)

As a consequence of our findings, during 2005/06 we will:

- Investigate the disposition of RTA equipment .
- Further investigate the most appropriate response to RTA's.
- Explore the opportunity of integrating our RTA response into the wider resilience demands, ensuring a 24/7 availability for technical rescue purposes.
- Identify the most suitable crewing arrangements for specialist RTA resources.
- Review the way we record and use data about the number disposition and composition of RTA's in Nottinghamshire.

3.3   Responding to Other Special Service Incidents

Other types of non–fire emergency (special service) calls have been considered in view of the Service's partnership working. Involvement in protecting the environment from hazardous materials on behalf of the Environment Agency and co–responder arrangements for medical emergencies, in conjunction with East Midlands Ambulance Service call for a diverse response. Similarly, the Service's continued commitment to water rescue, the requirement to undertake mass decontamination and Urban Search and Rescue need careful consideration with regards to response options.

Arrangements for crewing vehicles, the equipment requirements and the training implications will need to be balanced against other core work of the service. i.e. preventative work through community safety initiatives and also response to fire related emergencies.

Further research will be necessary including data analysis with the Fire Services Emergency Cover Model (FSEC), an audit of what equipment is used at emergency special services, how to deploy it and a more in depth analysis of severity of incidents by time of day and location.

In line with our strategy for response to RTA's, for other special service calls in 2005/06 we will:

- Investigate the disposition of specialist equipment and resources.
- Further consider the most appropriate response to special service calls.
- Review and amend the way we record and use data about the number, disposition and composition of RTA's and other special service calls in Nottinghamshire.
- Implement as appropriate, new approaches and systems as a result of research and investigation.

3.4   New Dimension

The requirement for Government to improve the resilience of the United Kingdom to deal with major disruptive incidents has been heightened since the terrorist attack in New York, now known as 9/11. The fire and rescue services form a key part of this resilience, which is reflected in the 2004/05 Fire and Rescue Service National Framework.

The Government aims to build 'resilience' through the New Dimension programme. This aims to ensure that all Fire and Rescue Authorities are sufficiently equipped and trained to deal with major chemical, biological, radiological nuclear, and conventional terrorist incidents. Government has provided £56m for Phase 1 and a further £132m for Phase 2.

Phase 1 – has been completed, an Incident Response Unit has been provided by Government and is now available for operational response which is currently based at West Bridgford.

Phase 2 – the requirements under Phase 2 will be to provide equipment and enhanced skills for:

- Water rescue
- Urban search and rescue
- High volume water pumping.

Whilst the vehicles and equipment will be supplied by Government at no cost to the Authority, the associated costs are to be met by the Authority within the existing overall budget provision for 2005/06 and beyond.

Within the 2005/06 IRMP we will:

- Explore the integration of the New Dimension vehicles within our existing provision.
- Identify and implement suitable arrangements for staffing and mobilising the units and appliances comprising the 'New Dimension' fleet.
- Identify and, where necessary, secure suitable locations for the equipment and personnel to be based.
- Identify the training requirements for personnel and devise training programmes to ensure appropriate staff are competent in these roles.

3.5   Special Appliances

Various options for crewing Special Appliances that did not have a critical time element for attendance at incidents were considered as part of the research for the Year 2 IRMP. The appliances concerned were the Breathing Apparatus Unit (BAU), the Environmental Protection Unit (EPU) and the Incident Command Unit (ICU). The options considered were:

- Jump crewing by wholetime staff (alternately with pumping appliances).
- Mixed crewing by wholetime and retained staff.
- Crewing by on call staff.
- Other alternatives, e.g. outsourcing to another agency or company.

The current crewing arrangements for Breathing Apparatus Unit, the Environmental Protection Unit and the Incident Command Unit is jump crewing by wholetime staff.

The research findings were that the use of on-call staff who are required only to perform specific incident ground support functions on designated specialist appliances may be an alternative to traditional retained crewing with on-call fire-fighters who are capable of undertaking any incident ground fire-fighting and rescue function. These staff could be termed Operational Support Staff (OSS). There are a number of advantages to crewing these special appliances with Operational Support Staff.

- The staff can be recruited from a wider geographical area than is currently the case for retained Firefighters utilised on life safety critical appliances, significantly enlarging the potential recruitment pool.

- The Service can widen the scope of who they would normally target for recruitment. In practical terms this means that more people from under represented minorities and disabled people can be recruited, which allows diversity in the workforce to be generated in ways that are currently difficult for the service to achieve.

- There may be cost benefits as training and call out commitments would be less than a retained section that is required to crew a pumping appliance, as they would have fewer core competencies to maintain. The initial and ongoing training would be less than for a Firefighter.

- People may find this system easier to commit to and this would enable the service to recruit from groups that currently do not feel able to undertake the commitment of a Retained Firefighter.

In 2005/06 IRMP we will:

- Carry out further investigations as to the most suitable crewing of special appliances and where appropriate instigate.

- Identify appropriate locations for appliances whose attendance at incidents is not time critical.

3.6 Civil Contingencies

The Government's Civil Contingencies Bill intends to deliver a single framework for civil protection within the United Kingdom designed to meet the challenges of the 21st Century. The bill aims to improve the UK's ability to deal with major disruptive incidents by improving the planning process at a local level, building better contacts between agencies and improving the link between local areas and central government.

The bill clearly identifies the roles and responsibilities of local responders, ensuring consistency in civil protection activity and enhancing performance. By setting out clear expectations and responsibilities the bill will help ensure that the front line can deal with the full range of emergencies from localised major incidents through to catastrophic emergencies.

The Bill sets out to replace existing civil defence legislation and to modernise the legislative tools available to Government to deal with the most serious emergencies, providing greater flexibility, proportionality, deployability and robustness.

Within the bill, the Fire and Rescue Service is considered to be a Category 1 (highest level) responder, and along with other emergency services will have a statutory role in responding to, and planning for, large civil emergencies.

To fulfil our duties as required by the Civil Contingencies Bill in 2005/06 we will:

- Undertake Risk Assessments of incident types and identified premises for the purposes of planning and for health and safety of staff.

- Ensure that we have robust planning arrangements for (a) planning for emergencies and (b) response to emergencies.
- Where appropriate assist with the planning arrangements for Business Continuity Management for outside organisations.

- Provide appropriate Warning and Information.

- Share information with other emergency services, agencies, authorities and partners as appropriate.

- Ensure that we fully co-operate with relevant bodies to discharge our functions and to provide protection to the communities that we serve.

Nottinghamshire Fire and Rescue service will continue to build on previous emergency planning relationships, working with organisations both within and external to the city and county.

FOCUS AREA 4 : RESOURCE PROVISION

4.1   Joint Services

The Fire & Rescue Services Act 2004 allows Authorities to make arrangements with one another for mutual support in the case of an emergency incident requiring resources over and above that which could normally be provided by one Authority. This is known as a Section 13 agreement.

Arrangement can also be made for a Authority to discharge its responsibility to attend an incident in a particular area where that location is remote from the nearest fire station within that Authority's area. In that case, an Authority can arrange for part or all of the required attendance to come from a neighbouring brigade where they have resources nearer than the Authority in whose area the emergency has occurred. This is known as a Section 16 agreement.

The 2004/05 Fire and Rescue Services National Framework takes the concept of mutual support and provision of service a stage further. Two or more Fire & Rescue Authorities could share facilities or resources and the crewing arrangements for such resources could also be shared between two or more services. For example specialist teams for line rescue and fire investigation. The location of specialist appliances and the crewing arrangements for these is a good example of where this arrangement can work to achieve financial efficiency without a reduction in operational response.

The Service will take the opportunity to review emergency cover along what has been termed the M1 corridor between Nottinghamshire and Derbyshire. Research has shown that there is scope for the removal of some of the section 13 and section 16 arrangements and reviewing emergency cover as a result of this. There is scope to extend this approach into other areas.

During IRMP2 2005-2006 we will

- Further explore section 13 and 16 provision in relation to the whole service area with particular emphasis on the M1 corridor.

- Investigate the possibility of sharing resources with other Authorities/Agencies.

4.2   Supervising Officer Cover

In our 2004/05 Local (Integrated) Risk Management Plan we reviewed the way in which our Senior Officers worked. Core to that review were the principles of:

- 24 hour availability.
- Even distribution of cover from Monday-Sunday.
- Availability during core working hours (0900-1700).

We now intend to build on this review by looking at Officer availability in relation to incident distribution, incident type and role demands. The Fire and Rescue Service National Framework 2005/06 directs us to the concept of sharing the resource of Senior Officers.

It is important that in undertaking this review we will ensure that we meet the standards of Incident Command and comply fully with the Fire Service Incident Command Manual and we also need to ensure that our officer availability meets the demands of our services.

We aim to provide enough Senior Officers to manage the organisation on a day-to-day basis, whilst ensuring that the operational demands placed upon us, and the level of supervision that this presents, is constantly maintained.

In 2005/06 we will:

- Explore the concept of shared use of Senior Officers with our regional neighbours.
- Review Officer availability against peak demands.
- Ensure that our Officer cover meets the Health and Safety requirements and the demands of Incident Command.
- Maintain a balance between core work demands and operational response.

4.3   Regional Fire Control Centres

Work commissioned by the government in 2001[18] observed that the current pattern of Control Rooms was costly and inefficient.

In light of the events of 11 September 2001, the government commissioned a further review. The review "The future of Fire Service Control Rooms in England and Wales – Update (2003)," reinforced that regional Control Rooms were necessary to support necessary resilience and would also achieve major efficiencies.

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[19] Mott MacDonald: The Future of the Service Control Rooms and Communications in England and Wales (Home Office 2001).

The National Fire Control project is now well established with the East Midlands work stream being co-ordinated locally through the East Midlands Fire and Rescue Service Regional Management Board. The Regional Facility will replace the existing process in Nottinghamshire, Leicestershire, Derbyshire, Lincolnshire and Northamptonshire.

Naturally, all Central Facilities will operate the same call handling and mobilising technology, procured and paid for by the Office of the Deputy Prime Minister. The Office of the Deputy Prime Minister is also engaged in securing appropriate accommodation for the new centres. The intention is nine regional control centres will be established by the end of 2007.

For the public the future for the Fire Control Facility will offer:

- First class incident and resource management, by co-ordinating the provision of people, processes and technology to deliver the right service at the right time and in the right way.
- A cost effective service, meeting local requirements at a regional level with improved resilience.
- A more effective work environment, with staff satisfaction from high quality jobs and enhanced opportunities for career progression.

Staff at the new Control Centre will be trained to National Standards in nationally agreed roles.

This Authority will continue to contribute to the project throughout 2005/06 by working in partnership with the Regional Management Board to:

- Ensure the phased transition from the existing control room to the new centre.
- Ensure that the new centre is provided with timely, accurate and comprehensive information as to the status of our operational resources.
- Ensure that compliance with national protocols on shift roles, training, mobilising and back-up and resilience requirements are embedded within the new facility.

This Authority intends to play its part in both the transition, development and the delivery of this new facility.

4.4   Duty Systems

Further to the preparatory work undertaken within the 2004/05 Local (Integrated) Risk Management Plan we will revise our duty systems and working patterns for operational personnel.

Preparatory work undertaken within the 2004/05 IRMP will provide the opportunity for moving forward on establishing a comprehensive system of working based on the achievement of the modernisation agenda and the IRMP without the imposition of additional costs. The key issue is the utilisation of our existing resources.

Our Local (Integrated) Risk Management Plan has proposed our blueprint for the future of communities which are safe from fire and other avoidable accidents. To achieve this we have proposed to further realign resources utilising spare capacity to deliver our community safety agenda. In recommending this approach we have recognised the immense value of our intervention (firefighting and rescue) elements and therefore have balanced the need for education against the need for firefighting intervention.

We believe that this proposed plan is demanding, but is achievable and with sustained commitment will provide the benefits the community, the Government and ourselves wish to see over the short, medium and long-term.

We recognise that this plan, and in particular this Technical Annexe, is a series of proposals for the future. Once again we reiterate that we very much welcome YOUR views and opinions on this matter. In the main document we asked for your comments and feedback, in particular relating to the set questions asked. We would be grateful if you would revisit this page and provide us with your comments, to assist you a summary of all key actions is found in the following section.

Summary of L(I)RMP Key Actions 2005 / 2006

REF	ACTION	LEAD DEPARTMENT
	SERVICE DELIVERY	
1	**Education**	
1.1	Further develop and enhance the working of the Arson Task Force established in 2004	Safety Services
1.2	Review, and where necessary revise, all aspects of Fire Investigation in light of the 2004 / 05 Fire and Rescue Service National Framework Document.	Safety Services
1.3	Identify and implement methods and approaches to facilitate greater community engagement either in partnership or as sole provider.	Safety Services
1.4	Develop and implement a strategy to deliver the 'Impact Roadshow' to teenagers throughout the Authority's area to tackle issues around teenage vehicle driving and road safety to compliment car clearance initiatives	Safety Services
1.5	Develop and implement strategies to facilitate improved working with younger persons	Safety Services
1.6	Develop and implement a strategy to facilitate the delivery of 'safety zone' to younger persons with disabilities in addition to the 'safety zone' work already being delivered.	Safety Services
1.7	Develop and implement strategies to reduce avoidable injuries	Safety Services
2	**Protection**	
2.1	Assess the impact of the Regulatory Reform Order for Fire Safety Enforcement	Safety Services
2.2	Introduce a new working framework to permit operational crews to undertake assessments of commercial premises.	Safety Services

Ref	Action	Lead Department
3	**Response**	
3.1	Investigate the most effective methods of crewing pumping appliances	Information Services
3.2	Investigate the most effective methods of responding to Road Traffic Accidents	Information Services
3.3	Investigate the most effective methods of responding to other special service calls.	Information Services
3.4	Implement the most effective methods of staffing government supplied resources and responding to calls for assistance with these units	Information Services
3.5	Develop the principle of utilising non-firefighting Operational Support Staff to crew operational resources whose attendance is not time critical	Safety Services
3.6	Work with other services, agencies and authorities to review, revise and develop emergency response management and recovery plans in line with the Civil Contingencies Bill	Safety Services
4	**Resource Provision**	
4.1	Review the disposition of operational resources with regard to neighbouring Fire and Rescue Authorities and explore the provision of joint / partnered resources	Information Services
4.2	Review the provision and disposition of supervisory officer cover for operational response having regard to incident distribution, incident type, risk distribution, variations in call demand, incident command systems, alternative duty systems and regional collaboration.	Safety Services
4.4	Develop within the regional working group and national project team preparations for the transition to provide a regional control facility within the East Midlands	Deputy Chief Fire Officer
4.5	Implement new working systems for operational and support staff as a result of preparatory work undertaken within the 2004 / 05 IRMP	Human Resources

Ref	Action	Lead Department
	KEY SUPPORTING ISSUES	
5	**Corporate Leadership**	
5.1	Address any issues arising from the Comprehensive Performance Assessment that will impact upon the IRMP	Corporate
5.2	Implement, embed and review a new performance management framework throughout the organisation to further improve organisational performance and promote efficient working	Information Services
5.3	Continue to actively engage with Regional Management Board and supporting forums	Corporate
6	**Human Resources**	
6.1	Review all aspects of the organisation in light of new obligations under parts 2 and 3 of the Disability Discrimination Act (1995)	Human Resources
6.2	Implement recruitment and selection procedures in line with the Fire Services (Appointment and Promotion) (England and Wales) Regulations 2004, and continue to develop strategies to recruit staff from under-represented groups	Human Resources
6.3	Continue to implement all aspects of the Integrated Personal Development System (IPDS)	Human Resources
6.4	Devise and implement an attendance management system	Human Resources
6.5	Devise and implement a stress management system	Human Resources
6.6	Review, develop and refine family friendly policies introduced in 2004/05 to support more efficient and flexible working	Human Resources
6.7	Continue to promote part time, job share and flexible working for all staff in support of family friendly and work-life balance working and to continue to identify opportunities for application of part time working systems for operational staff	Human Resources
6.8	Review all practices in relation to retained staffing and support in light of the findings and recommendations of the National Retained Review Team and other identified good practice	Human Resources

Ref	Action	Lead Department
7	**IT and Communications**	
7.1	Deliver all elements of the local e-government strategy as outlined in the 2004 / 05 Fire and Rescue Service National Framework Document to support and enhance all facets of the organisation.	Information Services
7.2	Further develop the capabilities of the Fire Services Emergency Cover (FSEC) modelling system with a view to greater interoperability and integration, and where appropriate identify and implement suitable upgrades	Information Services
7.3	Develop within the regional working group and national project team preparations for the transition to 'Firelink', the new national Fire and Rescue Service radio scheme	Information Services
7.4	Introduce a Knowledge Management System within the organisation	Information Services
8	**Finance**	
8.1	Identify, implement and embed within the organisation a new asset management system	Finance & Resources
8.2	Identify premises related opportunities to support all aspirations and actions of the IRMP including rationalisation, community working, retained recruitment	Finance & Resources
8.3	Identify fleet related opportunities to support all aspirations and actions of the IRMP including rationalisation, community working, retained recruitment	Finance & Resources

"PUTTING SAFETY AT THE HEART OF OUR COMMUNITY" "
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Service
have your say on how it serves YOU " have your say on how it serves
YOU "
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