

report

meeting	NOTTINGHAMSHIRE AND CITY OF NOTTINGHAM FIRE & RESCUE AUTHORITY	
date	25 February 2005	agenda item number

REPORT OF THE CHIEF FIRE OFFICER

CORPORATE AND INTEGRATED RISK MANAGEMENT PLAN 2005 - 2008

1. PURPOSE OF REPORT

To seek Members' approval of the 2005 - 2008 Integrated Corporate Strategy, incorporating the Local (Integrated) Risk Management Plan.

2. BACKGROUND

2.1 The Authority uses, as part of its planning strategy, a risk profiling policy. This identifies the risks to the Authority meeting its objectives and helps set the strategy for the organisation.

2.2 The Authority publishes its intentions derived from this planning strategy in the form of its Business Plan. The greater the risk, the higher the priority within the planning process.

2.3 The Authority is required to produce an Integrated Risk Management Plan by means of the Fire and Rescue Services Act 2004 and the Fire and Rescue Services National Framework document.

2.4 As part of its L(I)RMP strategy the Fire and Rescue Authority has to publish an annual action plan, following consultation, to show how it intends to direct its services towards the local community for the forthcoming year.

3. REPORT

3.1 Nottinghamshire Fire & Rescue Service has, since 2002, signalled its intentions to the public by the publication of a Business Plan.

3.2 This was always proposed to be on a three-year cycle, but uncertainties around the proposed modernisation within the wider Fire Service environment, dictated that the realistic option for 2002/03 and 2003/04 was to reduce this to a twelve-monthly plan respectively.

3.3 The publication of the Fire and Rescue Service Act 2004 and the Framework documents enable the Authority to utilise a three-year planning cycle. The stability that this provides means that the Authority can pre-plan suitability for future development and service delivery.

3.4 As a result a Corporate Strategy (Appendix) covering the forthcoming period 2005 – 2008 is presented for Members approval prior to wider public circulation.

- 3.5 Nottinghamshire's Local Risk Management Plan was produced and released for public consultation in September 2004. The consultation period concluded on December 6th 2004. The consultation responses were recorded and compiled into a full and detailed report to Fire Authority in January 2005.
- 3.6 To ensure continuity between the longer-term planning, and the annual requirements of a Local (Integrated) Risk Management Plan, the proposed Corporate Strategy for 2005 – 2008 includes all elements of the IRMP identified for action. The result of this is that the three-year Strategy presents itself inclusive of a Year 1 Action Plan based around the provisions of the IRMP, whilst looking towards the longer-term with a second and third year vision.
- 3.7 The Corporate Strategy will provide Members of the Fire Authority with a firm platform upon which to present and support the future ambitions of the Service within the wider public environment.

4. FINANCIAL IMPLICATIONS

- 4.1 The three-year Corporate Strategy helps identify the financial implications associated with both the IRMP and Nottinghamshire Fire and Rescue Service's longer-term objectives.
- 4.2 The Plan acknowledges the proposal budget for the forthcoming year, based upon the requirements of L(I)RMP, as well as identifying proposed Capital expenditure for 2006/07 and 2007/08. The actual budget pages will be inserted once the budget is approved.

5. PERSONNEL IMPLICATIONS

- 5.1 Personnel implications arising from the L(I)RMP are being addressed through the appropriate consultation and negotiation processes.
- 5.2 There are no personnel implications arising from the Corporate Strategy directly, although issues that do arise in the future will be addressed as required.

6. EQUAL OPPORTUNITIES IMPLICATIONS

- 6.1 All of the publications presented for endorsement by the Fire Authority are available, on request, in the ten main language spoken in Nottinghamshire. The documents are also available in large print, audio format and Braille.
- 6.2 The publication of the Corporate Plan and the L(I)RMP will also be available electronically to ensure the widest possible circulation amongst the community.
- 6.3 All elements within the Corporate Strategy and Action Plan will be subject to Equality Impact Assessments.
- 6.4 Before publication the final draft will be forwarded to the Plain English Society to ensure the readability of the document before circulation.

7. RISK MANAGEMENT IMPLICATIONS

- 7.1 The publication of the Local (Integrated) Risk Management Plan in conjunction with the three-year planning strategy, enables Nottinghamshire Fire and Rescue Service to move forward with confidence and resilience to address the risks identified in the Corporate Risk Profile.

7.2 The corporate planning process and L(I)RMP process ensures the Authority is complying with the Fire & Rescue Services National Framework.

8. RECOMMENDATIONS

That Members approve the three-year Corporate Strategy.

9. BACKGROUND PAPERS FOR INSPECTION

- The Nottinghamshire and City of Nottingham Fire and Rescue Authority Local (Integrated) Risk Management Plan 2004/2005.
- The Nottinghamshire and City of Nottingham Fire and Rescue Authority Corporate Strategy 2005 - 2008.
- L(I)RMP consultation responses (Fire and Rescue Authority, January 10th 2005).
- Fire & Rescue Services National Framework 2004/2005 and 2005/2006.

Paul Woods
CHIEF FIRE OFFICER

"Creating Safer Communities"

**Nottinghamshire and
City of Nottingham
Fire and Rescue Authority**

.....

**Integrated Corporate Strategy
2005 - 2008**

.....

Incorporating

**Corporate Planning Framework 2005 - 2008
Progress Report 2004 - 2005
Financial Plan 2005 - 2006
L(I)RMP Action Plan 2005 - 2006**



www.notts-fire.gov.uk

Nottinghamshire Fire & Rescue Service is committed to equality and fairness. Part of that commitment is to ensure our Corporate Strategy is available in the ten main languages spoken in Nottinghamshire.

This document is available in English

এই লেখাটি (ডকুমেন্ট) বাংলা ভাষাও পাওয়া যাবে

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

هذه الوثيقة متوفرة أيضاً باللغة العربية.

यह जानकारी आपकी भाषा में उपलब्ध है।

這個信息有中文版。

આ ડોક્યુમેન્ટ ગુજરાતીમાં ઉપલબ્ધ છે.

ਇਹ ਸਮਝੌਤਾ ਪੰਜਾਬੀ ਦੇ ਵਿੱਚ ਵੀ ਉਪਲਬਧ ਹੈ।

Ky dokument eshte i perkthyer ne gjuhen shqipe.

یہ دستاویز اردو 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 'Corporate Strategy – Format Request'.

By post:

The Equalities and Fairness Officer
Nottinghamshire Fire & Rescue Service
Headquarters
Bestwood Lodge
Arnold

By telephone:

(0115) 967 0880

By fax:

(0115) 926 1081



Contents

1. INTRODUCTION	4
2. FOREWORD	5
3. THE FIRE AND RESCUE AUTHORITY	6
4. VISION, AIMS & GOALS	7
5. OUR STRUCTURE	9
6. WHERE ARE WE?	10
7. WHAT DO WE DO?	11
8. BUSINESS PLANNING	14
9. OUR PROGRESS 2004/2005	15
10. LOCAL (INTEGRATED) RISK MANAGEMENT 2005/2006	20
11. THE FINANCIAL PLAN	26
12. 2006-2008 A LOOK FORWARD	27
13. COMPREHENSIVE PERFORMANCE ASSESSMENT	29
14. PERFORMANCE MANAGEMENT	30
15. BEST VALUE	32
16. CONCLUSION	38



It gives me great pleasure to present to you the Nottinghamshire and City of Nottingham Fire and Rescue Authority Integrated Corporate Strategy 2005 – 2008.

As chair of the Fire Authority I, along with all the other members, take the responsibilities for representing the interests of our local communities very seriously. This is reflected in the work that is presented within this three year strategy.

Last year saw the introduction of our first Local (Integrated) Risk Management Plan. Working alongside the Chief Fire Officer members sustained an active involvement in the direction and scrutiny of that plan. At the heart of that involvement is ownership of our vision; “A safer Nottinghamshire by putting Safety at the heart of our Community.”

At the time of introducing this report I can reflect back on the impact that many of the initiatives from our first L(I)RMP have made. For example the Risk Watch schools program is now active in the majority of our city schools, the Arson Task Force is now up and running, reducing the blight of arson on our communities. Our partnership working has expanded to cover a range of community groups and our initiatives in avoidable injuries are making a difference.

This year, following consultation with the public and other stakeholders, our Local (Integrated) Risk Management Action Plan has been integrated into our wider Corporate Strategy. This enables everyone to see how we embed into our wider strategy, our L(I)RMP initiatives.

Councillor Graham Jackson

CHAIR

NOTTINGHAMSHIRE & CITY OF NOTTINGHAM FIRE AND RESCUE AUTHORITY



Last year when I wrote my foreword to our 2004 – 2007 plan I reflected on the success of the reduction of fire deaths to an all time low, but highlighted that I felt we could do more to reduce the impact of avoidable injuries on our community.

The Fire and Rescue Service within Nottinghamshire presents a large resource of fully trained and equipped personnel with a range of diverse skills. By re-directing some of these skills I am confident we can make an impact to the quality of life of our society.

An example of this is the number of accidental injuries from Road Traffic Accidents. Within the East Midlands these amount to nearly 12% of all injuries. By embracing our new statutory duty and investing with our partners, I am sure we can reduce such figures.

This desire was core to our Local (Integrated) Risk Management Plan consultation, and is reflected within this three year strategy. The new Fire and Rescue Services Act 2004 and its associated Framework has created for us a unique opportunity for us to make a difference. We, as servants of the public intend to continue to make that difference.

Whether, as a single agency, or within a partnership framework, Nottinghamshire Fire and Rescue Service will continue to focus on the safety and wellbeing of the public. This strategy shows how we intend to meet that challenge.

Paul Woods
CHIEF FIRE OFFICER

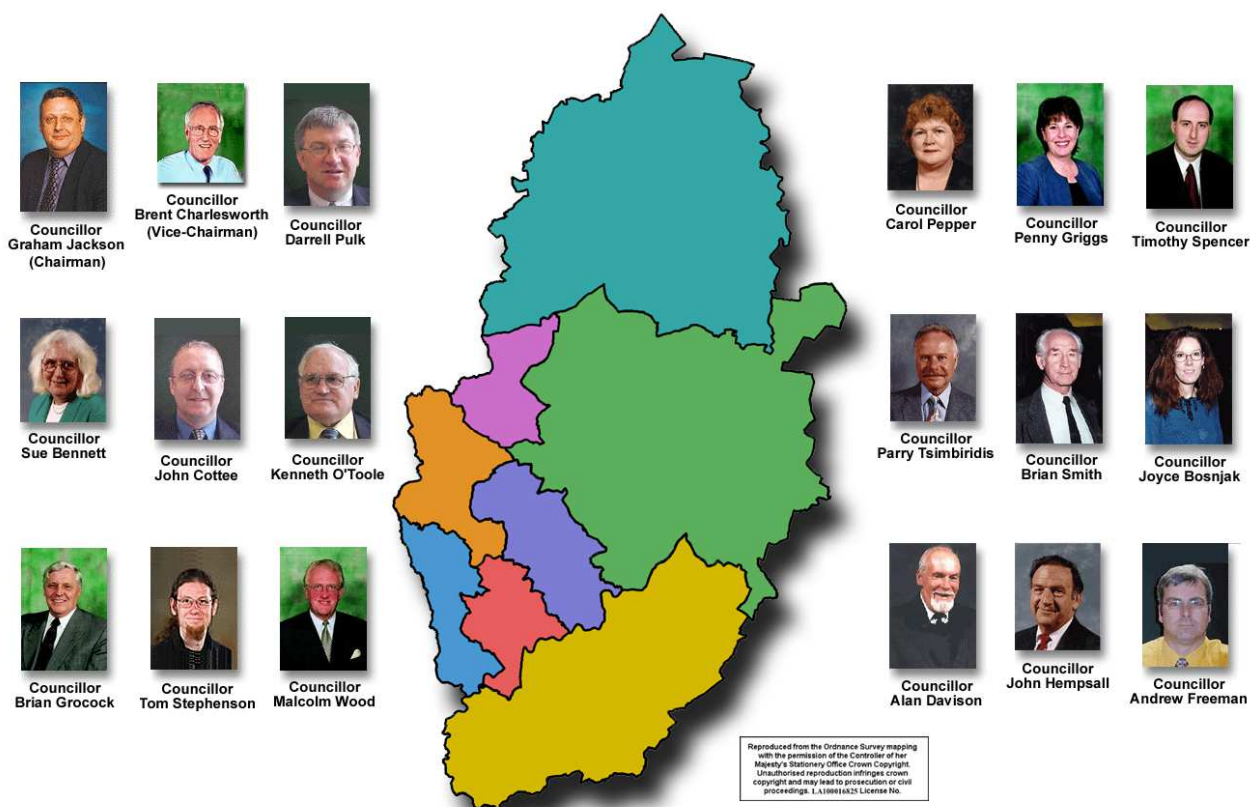


The Fire & Rescue Authority

The Nottinghamshire and City of Nottingham Fire and Rescue Authority consists of eighteen elected Members, twelve of whom are appointed by Nottinghamshire County Council and six by Nottinghamshire City Council.

Under the Fire and Rescue Services Act 2004 the Fire Authority is charged with:-

- Making provisions for the purposes of providing Fire Safety
- Making provisions for the extinguishing of fires and the protection of life and property from fire
- Making provision for the rescuing of people from Road Traffic Accidents
- Making provision for the discharge of other emergency functions as directed by the Secretary of State



These functions in the new Act are fully embraced by Nottinghamshire and City of Nottingham Fire and rescue Authority who administer and monitor progress through a series of meetings throughout the year. Reports are presented to the Authority by the Chief Fire Officer who has delegated responsibility to run the Service.



Visions, Aims & Goals

The Royal Assent of the new Fire and Services Act 2004, and the associated Fire and Rescue Services National Framework 2005/2006 enabled Nottinghamshire and City of Nottinghamshire Fire Authority to re-examine its core priorities.

As part of this process the Combined Fire Authority adopted three key terms of reference which are now confirmed within the principle guidance for all members and are the operating committee. These are:-

- To lead and support the delivery of effective and risk managed services for Community Safety and wellbeing
- To agree strategy and resources for future delivery of services for Community Safety and wellbeing
- To assess the effectiveness of current services for Community Safety and wellbeing

These terms of reference are translated into the principle vision of the Service which is:-

A safer Nottinghamshire by putting safety at the heart of the Community

To constantly inform the public and our stakeholders of that vision the Authority have adopted the value statement.

“Creating Safer Communities”

This appears on all of the Authority’s publications as a constant reminder to all of what is at the heart of the Authority’s Strategy.

The Fire Authority uses its vision and terms of reference to drive Nottinghamshire Fire and Rescue to meet the challenges it faces. Like all organisations the Authority translates its principles vision into tangible aims and goals. Following a recent review the Nottinghamshire and City of Nottingham Fire and Rescue Authority have adopted two principle aims. These are:-

- 1) To deliver a quality public Service
- 2) To maintain efficient and effective support mechanisms for the delivery of the Service

These aims were adopted following a consultation process with the public. This was undertaken by an organisation called Opinion Research Services who specialise in obtaining what the public thinks of its Service. The Authority believe that these aims reflect the expectation of its Community in conjunction with these aims the Authority has three main goals.

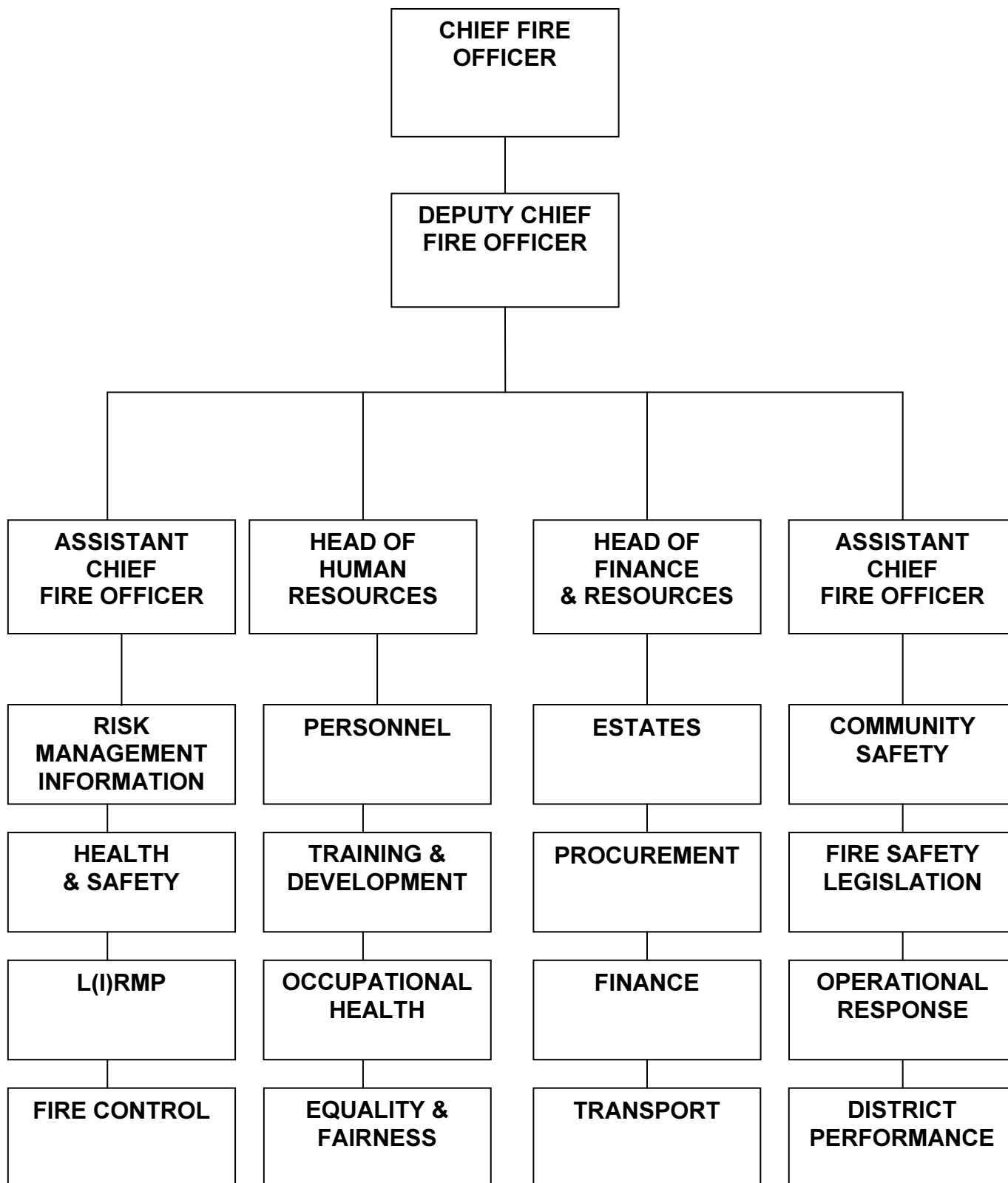
These are to become an improving organisation by:-

- Responding to the needs of our Community
- Supporting all our employees
- Managing the Service on a sound business foundation

Collectively the vision, aims and goals of the Authority form the core of its 'Governance' arrangements. Governance is the sum of the many ways in which the Service will manage its common affairs. It is a process of collective decision making about issues that affect our community and their wellbeing. Our Governance forms the very foundation by which Nottinghamshire Fire and Rescue Service sets its agenda and serves its community



Our Structure





Where Are We?

Headquarters and Control Centre

Bestwood Lodge Arnold

Worksop District

Worksop
Harworth

Retford District

Retford
Misterton
Tuxford

Mansfield District

Mansfield
Edwinstowe
Warsop

Ashfield District

Ashfield
Blidworth
Hucknall

Arnold District

Arnold

Beeston District

Beeston
Stapleford
Eastwood

Stockhill District

Stockhill

Dunkirk District

Dunkirk

Central District

Central

Newark District

Newark
Southwell
Collingham

Carlton District

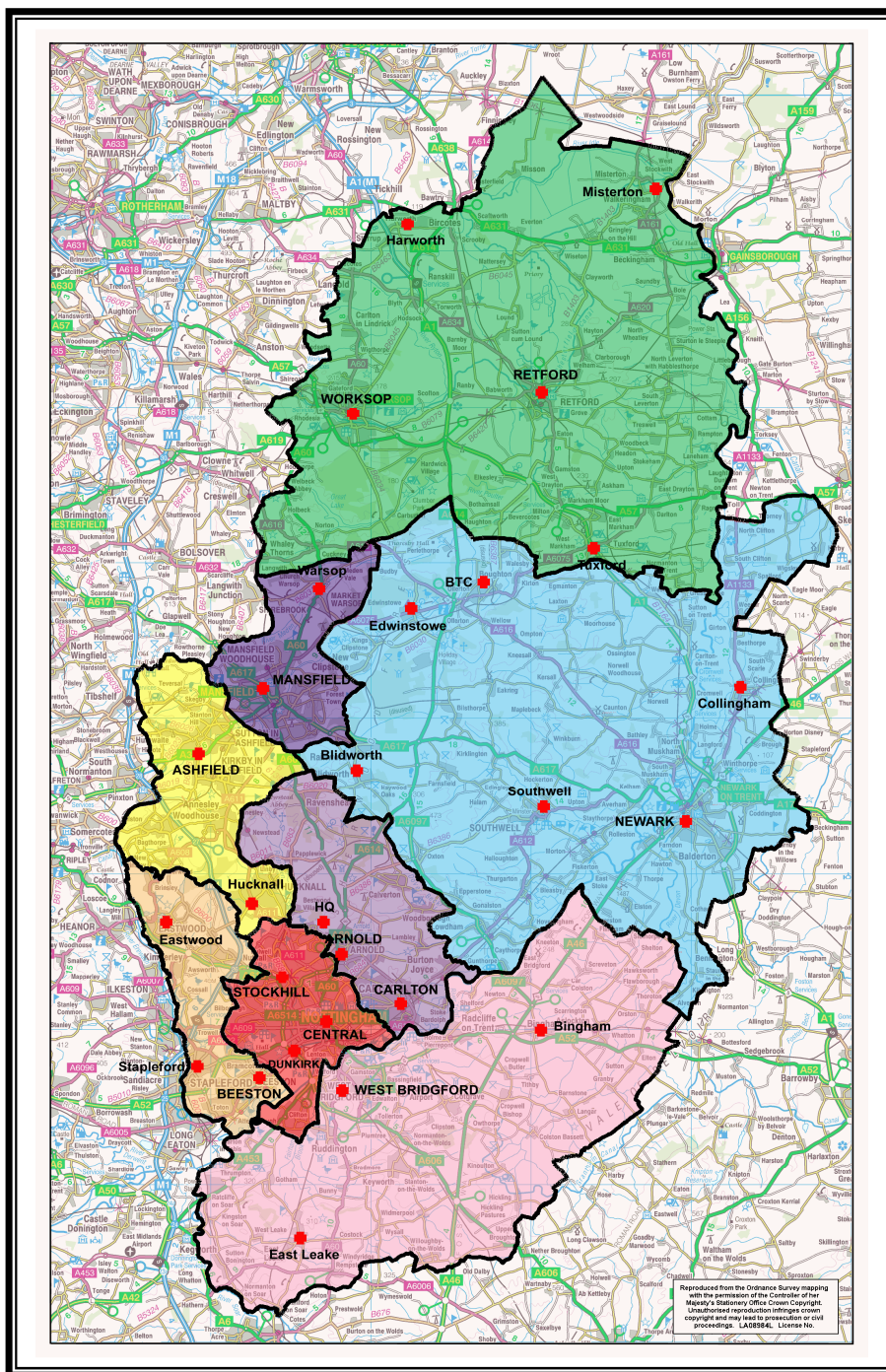
Carlton

West Bridgford District

West Bridgford
Bingham

Brigade Training Centre

Ollerton

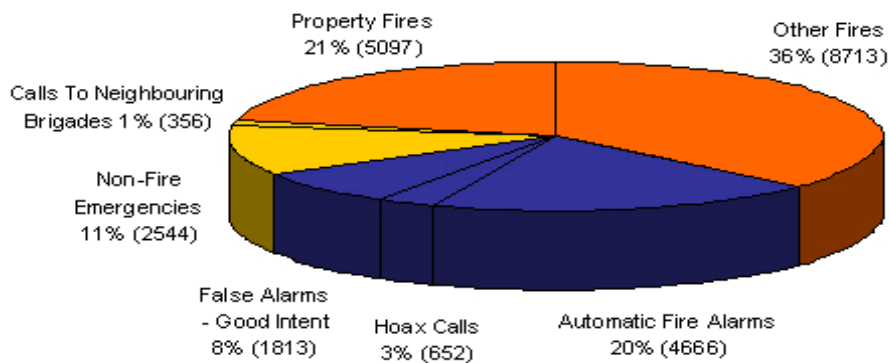




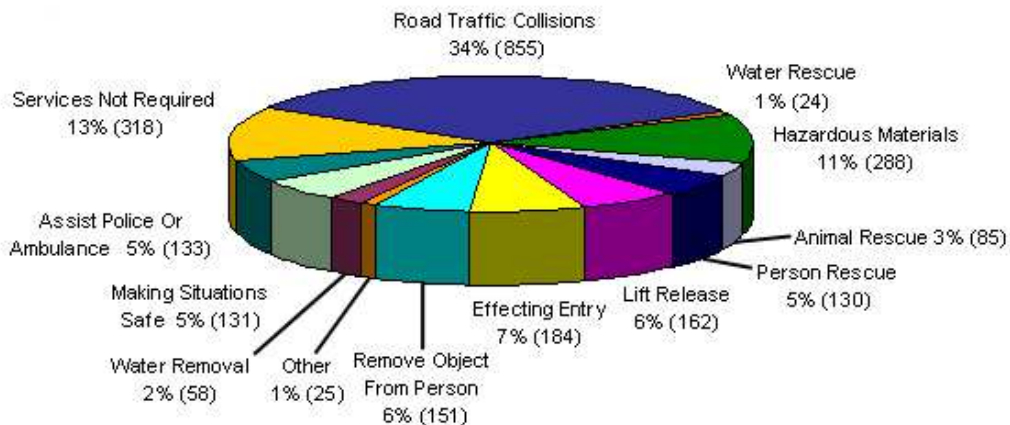
Operational Response

The service responds to a range of incidents and accidents throughout the year. We continually maintain our data and records which helps us plan for future strategies. The charts below show how broad our response options are.

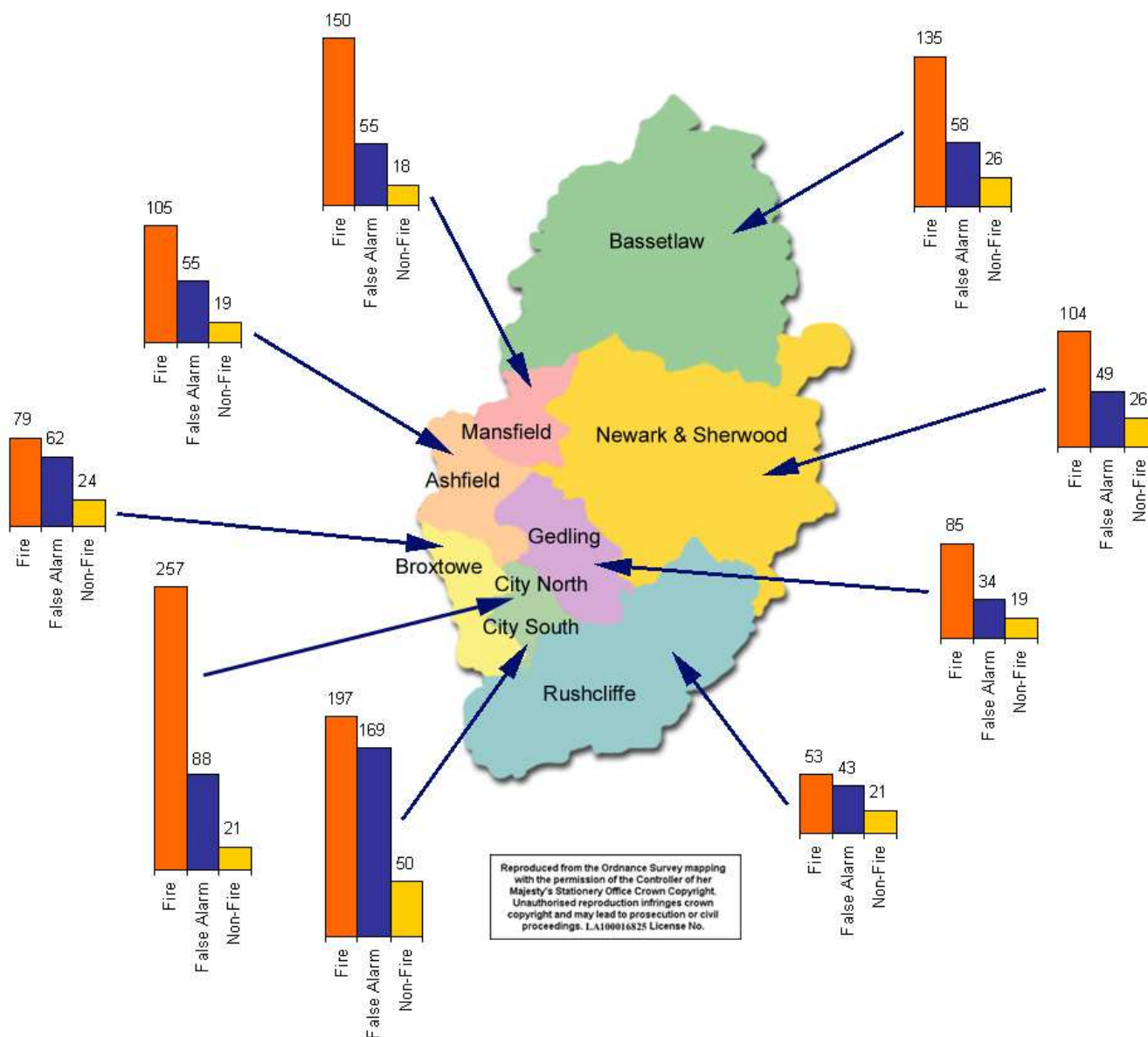
Incident Summary, Apr 03 - Mar 04 (Total Number Of Calls = 23,841)



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



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.



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

Community Safety and Education

Core to addressing and reversing many of the Fires and Incidents we currently attend is the work of our teams involved in Community Safety and Education. We believe firmly that 'Prevention is better than the cure' and we continue to strive to influence our communities in safer concepts. We are currently involved with the Princes Trust, Risk watch and Sure Start which are all initiatives to help our young people understand hazards, live safely and realise their potential. Our Arson Task Force works with local communities in identifying and addressing some of the root causes of unwanted fires that blight our society.

We are proud of the Home Safety Checks that our operational crews carry out within their respective districts. These checks encompass a wide range of hazards, including the risk of fire and we never leave a home without the provision of a smoke alarm. Our new duties to deal with the consequences of Road Traffic Accidents has given us a new impetus to inform and educate everyone, particularly young people, in the dangers of driving carelessly. We do this through initiatives such as the Impact Roadshow which highlights the dangers of car crime.

Community Safety and Education will continue to remain at the forefront of our activities and we will endeavour to reduce the impact of fires and accidents on our communities.



PICTURE

Fire Prevention Advice

Through our three Fire Safety district centres we offer advice and enforce fire safety legislation ensuring that any place of work we visit is best prepared to deal with a fire. Using a Risk Assessment Framework our fire safety officers are constantly engaged with hospitals, business and industry, supporting, guiding and advising the owners and occupiers of these premises.

Through our Fire Training Unit and Fire Extinguishing Maintenance Operations we offer direct services to the community.

In anticipation of new Fire Safety legislation we have already re-organised our teams and our approach. We will be focusing on a risk based inspection programme where premises which present the greatest risk to life will be inspected more regularly. We are also in the process of recruiting non-operational Fire Safety staff which will encourage greater integration with the community, business and industry.

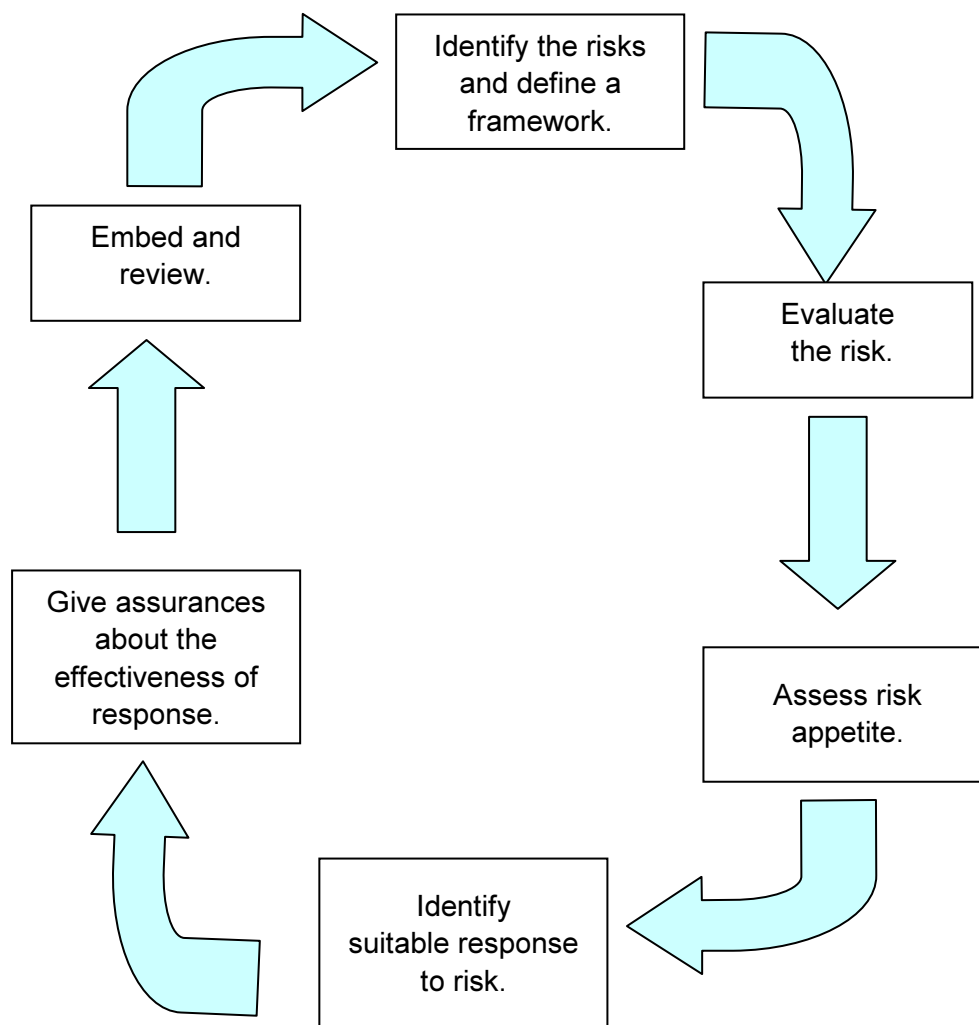


Business Planning

Nottinghamshire Fire and Rescue Service plans for its future activities on a risk based process. This is simply about assessing the overall risks to the achievement of the vision, aims and goals of the Authority.

Once the risk has been assessed a priority rating is given to the action required. The higher the rating the more urgent the action. This process runs through all of the business planning cycles such as Financial Corporate and Local (Integrated) risk Management Plans.

The risk framework is structured below.



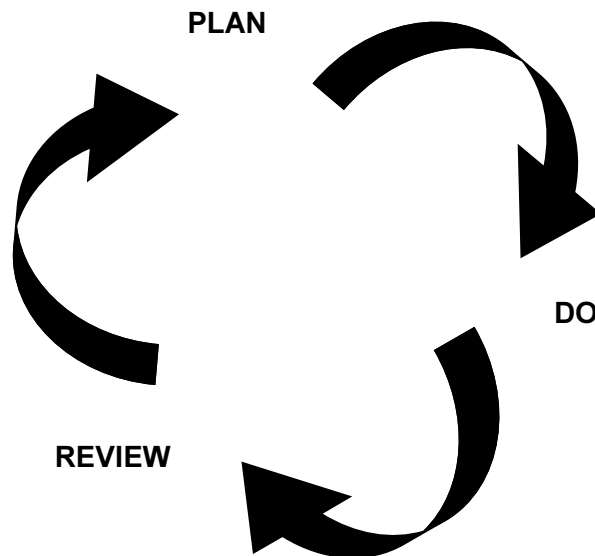
This is a nationally recognised framework and one that has been acknowledged by Risk Managers as 'sound'. By using the format we are able to prioritise our workloads over a three year period, updating our on an annual basis.



Our Progress in 2004/2005

In our previous plan we identified a number of key areas that had arisen from our first Local (Integrated) Risk Management Plan. The achievement of these focus areas was key to us successfully meeting the Government and our local Community expectations of us.

Our cycle for implementation was simple:-



PLAN

We planned our target areas through the Local (Integrated) Risk Management Plan on which we consulted during December 2003/January 2004. We also used our Risk Management Planning Framework to identify priority areas.

DO

We implemented our activities in target areas from April 2004 following the full publication of our Corporate Strategy (A detailed breakdown of progress follows on the succeeding pages)

REVIEW

In Nottinghamshire we are in a constant state of review. This is to ensure that we are constantly meeting the expectations on us. In doing this we constantly apply the Best Value ethos of Challenge , Compare, Consult and Compete.

By applying these principles we have been successful in meeting our agenda on Service Delivery. The following pages report directly on our progress to date.

Our Progress in 2004/2005

RESPONSIBILITY	PRIORITY	ACHEIVED	OUTCOME
SAFETY SERVICES	Increased focus on Home Risk Assessments to reduce accidents and injuries within the home.	Yes	? Home Safety Checks carried out in 2004/2005. A reduction in Risk beginning to be seen within homes.
	Working with our partners to reduce the risk of avoidable injuries affecting children.	Yes	Avoidable injuries reduction group established. Risk Watch® being delivered in 60 schools.
	Complete departmental restructuring so as to maximise community engagement.	Yes	Department restructured in April 2004.
	Introduce Arson Task Force wide strategies for the overall reduction of arson.	Yes	Arson Task Force established April 2004.
	Develop Service Level Agreement with Transport Department, co-ordinated with FSEC and Regional Procurement Agency.	Ongoing	Ongoing – subject to IRMP outcome.
	Reduce the number of unwanted accidental and deliberate emergency calls.	Yes	5%Hoax reduction call target achieved. Reduction in number of AFA's.
	Develop a risk inspection programme based upon incident analysis and revised statutory duties.	Yes	New risk based inspection programme introduced.
	Implement new Fire Prevention programme based around new Govt Strategy on Fire Safety legislation.	Yes	New programme introduced.
	Review and implement a revised Incident Command System.	Yes	Incident command system reviewed and revised in 2004.
	Develop and introduce a co-responder partnership scheme with East Midlands Ambulance Service.	Developing	Significant background work and training undertaken in 2004/2005, go-live of first scheme likely in May 2005.
Implement new shift patterns across the organisation to encourage 24/7 working.	Ongoing 20% complete	Considerable planning and negotiation with representative bodies undertaken in 2004/2005.	

RESPONSIBILITY	PRIORITY	ACHEIVED	OUTCOME
	<p>Investigate alternative crewing arrangements with regard to the provision to free up personnel for Community Safety.</p> <p>Investigate and develop partnership opportunities for the provision of an abandoned vehicle reward policy.</p>	<p>Ongoing 20% complete</p> <p>Ongoing 60% complete</p>	<p>Work ongoing, but slowed due to implementation issues of FSEC.</p> <p>Discussion and feasibility with appropriate partners undertaken in 2004/2005, scheme likely to start Summer 2005.</p>

INFORMATION SERVICES	Implement and develop operational risk information data system.	Yes	Vehicle Mounted Data System (VMDS) rolled out to all operational appliances in 04/05
	Review the provision and location of operational resources.	Ongoing	Work slowed due to FSEC implementation
	In cab video and data technology.	Yes	
	Develop resilience to deal with large-scale emergency incidents and unforeseen natural disasters.	Yes	Work completed on a number of issues in line with ODPM planning.
	Carry out assessments of generic based standards of response against locally determined requirements.	Ongoing	Work slow to FSEC implementation.
	Expand the internal audit and review strategy to further assess the organisation's performance.	Yes	New internal audit strategy formulated.
	Participate in the scoping and development studies for the implementation of regional Control centres.	Yes	NFRS major partner in East Midlands Fire Control programme.
	Further develop GIS systems to compliment evaluation of operational resources.	Yes	GIS system upgraded or identified for future enhancement.
	Develop and implement a Quality Management Model.	Ongoing 80% complete	Limited to performance management framework.
	Develop and introduce a fully integrated manual and electronic records management system.	Ongoing 80% complete	Work undertaken with system to go live in Summer 2005.
Develop rigorous audit procedures to satisfy further development of Comprehensive Performance Assessment.	Yes	Complete, linked to audit issues above.	

RESPONSIBILITY	PRIORITY	ACHEIVED	OUTCOME
-----------------------	-----------------	-----------------	----------------

	<p>Complete annual LRMP in line with national directives.</p> <p>Restructure department to meet requirements of risk information and IRMP development.</p> <p>Review Performance management Framework.</p>	<p>Yes</p> <p>Yes</p> <p>Ongoing 60% complete</p>	<p>Complete</p> <p>Complete April 2004.</p> <p>Bespoke Performance Management Framework being developed in partnership with Cheshire Fire Service, LGA, ODPM and PwC. Trials due to commence March 2005, system roll out thereafter.</p>
HUMAN RESOURCES	<p>Review current working arrangements to improve work/life balance and family friendly initiatives.</p> <p>Improve referral process with regard to Occupational Health.</p> <p>Create and implement an environment where health, safety and welfare of all employees can flourish.</p> <p>Carry out review of Pension Scheme in line with Central Government guidance.</p> <p>Implement National agreements on Conditions of Service, Discipline and regional collaboration on Human Resource issues.</p> <p>Implement IPDS in line with National Framework.</p> <p>Meet legal and ethical requirements with regard to equalities and fairness issues affecting the organisation.</p> <p>Review and implement new training delivery methods.</p> <p>Contribute to regional training and development programme.</p> <p>Implement regional recruitment strategy in line with regional directives.</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Ongoing 70% complete</p> <p>Ongoing</p> <p>Ongoing 60% complete</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Work life balance issues reviewed. First outcomes due April 2005.</p> <p>Completed</p> <p>Completed</p> <p>New policies introduced as a result of national agreements.</p> <p>Ongoing, major programme with a numbering of inter related elements.</p> <p>Policies revised/under review to meet needs of appropriate legislation.</p>

RESPONSIBILITY	PRIORITY	ACHEIVED	OUTCOME
INFORMATION TECHNOLOGY	<p>Ensure compliance with Government's IEG Strategy.</p> <p>Develop 24-hour service for the maintenance of IT systems.</p> <p>Support VMDS project.</p> <p>Develop an implementation programme in response to the Auditors view of IT.</p> <p>Support the implementation of the National Main Radio Scheme (FireLink).</p> <p>Implement and maintain internally the UK Focus data sharing system.</p>	<p>Yes</p> <p>Ongoing</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes JiN</p>	<p>Review undertaken</p> <p>Complete to support VMDS roll out</p> <p>Complete</p> <p>Firelink supported to date.</p> <p>UK focus changed to Jupiter in Notts – (JiN) implemented 2004/2005.</p>
FINANCE	<p>Complete and imbed with financial planning systems the precepting methodology.</p> <p>Contribute to the establishment of regional procurement within the context of a National Procurement Strategy.</p> <p>Implement Procurement Strategy as authorised by Fire Authority in Dec 2003.</p>	<p>Yes</p> <p>Yes</p> <p>Ongoing 80% complete</p>	<p>Complete</p> <p>Full contribution provided</p>
CORPORATE OBJECTIVES	<p>Assist in the establishment of the Regional Fire and Rescue Management Board.</p> <p>Review Service in light of National developments.</p> <p>Ensure future planning reflects National, Regional and Local Strategies.</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>We are an active participant of the Regional Management Board.</p> <p>Service reviewed as part of the L(I)RMP.</p> <p>L(I)RMP reflects new strategies.</p>



Local (Integrated) Risk Management Plan - Actions 2005/2006

Last year saw the introduction of the first Local (Integrated) Risk Management Plan within Nottinghamshire and City of Nottingham Fire and Rescue Authority. It was the first time that the organisation has been given the opportunity to move away from a national to protocol for Fire Service to one that was more locally driven.

The proposed action plan for 2005/2006 was circulated for consultation throughout the Nottinghamshire and City of Nottingham Fire and Rescue Authority area in September 2004, and was open for comments for a period of twelve weeks. The responses to the consultation have been incorporated into the finalised proposals which are laid out in the following pages.

This years proposals build very much point he foundations laid out in our first L(I)RMP. These are:-

- To protect our community as part of a front-line approach to emergencies
- To prevent avoidable death and injury from fire and other risks
- To support the governments wider agenda for social cohesion, neighbourhood renewal and crime reduction

Maintaining these foundations as part of the methodology for our L(I)RMP ensures that we continue to focus on the wider aim of the Fire Authority which is "A safer Nottinghamshire by putting Safety at the heart of the community".

Each year we will continue to consult on our forthcoming proposals during the Autumn. The outcomes of that consultation will be formatted into an action plan and incorporated into our wider strategy. This will take it from vision to implementation.

PICTURE

L(I)RMP Key Actions 2005/2006

Safety Services			
Reference	Objective	Reason & Drivers	Resources
SS 1	Further develop and enhance the working of the Arson Task Force established in 2004	NFRS VISION IRMP05/06 1.1 FRNF 05/06 1.11 FRNF 05/06 1.20	Arson Task Force
SS 2	Review, and where necessary revise, all aspects of Fire Investigation in light of the 2004 / 05 Fire and Rescue Service National Framework Document.	NFRS Goal 2 IRMP 05/06 1.2 FRNF 05/06 3.25	5 Person Days per month towards Regional Fire Investigation Working Group
SS 3	Identify and start to implement methods and approaches to facilitate greater community engagement either in partnership or as sole provider.	NFRS VISION NFRS Goal 2 IRMP 05/06 1.3 FRNF 05/06 1.11	Existing
SS 4	Develop and implement a strategy to deliver the 'Impact Roadshow' to teenagers throughout the authority area to tackle issues around teenage vehicle driving and road safety to compliment car clearance initiatives	NFRS VISION IRMP 05/06 1.4 FRNF 05/06 1.11 LPSA Every Child Matters	1 Dedicated CS post Support from districts
SS 5	Develop and implement strategies to facilitate improved working with younger persons either as sole provider or in partnership with appropriate organisations	NFRS VISION IRMP 05/06 1.5 FRNF 05/06 1.11 Every Child Matters	Existing
SS 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.	NFRS VISION IRMP 05/06 1.6 FRNF 05/06 1.11	Community Safety District Support
SS 7	Develop and implement strategies to reduce avoidable injuries	NFRS VISION IRMP 05/06 1.7 FRNF 05/06 1.11	Avoidable injuries co-ordination team (2 NFRS posts)
SS 8	Assess the impact of the Regulatory Reform Order for Fire Safety Enforcement	NFRS Goal 1 & 2 IRMP 05/06 2.1 FRNF 05/06 1.31 FRNF 05/06 1.32 RRO	Existing
SS 9	Introduce a new working framework to permit operational crews to undertake assessments of commercial premises.	NFRS VISION NFRS Goal 1 & 2 IRMP 05/06 2.2 RRO	Existing
SS 10	Undertake a Best Value review into the most effective methods of responding to Road Traffic Accidents.	NFRS Goal 1 & 2 IRMP 05/06 3.2 FRNF 1.4 & 3.3 FRSA 2004	Existing

SS 11	Undertake a Best Value review into the most effective methods of responding to other special service calls.	NFRS Goal 1 & 2 IRMP 05/05 3.3 FRNF 1.4 FRNF 3.3 FRSA 2004	Existing
SS 12	Implement the most effective methods of staffing government supplied resources and responding to calls for assistance with these units	NFRS Goal 1 & 2 IRMP 05/06 3.4 FRSA 2004 FRNF 05/06 4.3	Existing
SS 13	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	NFRS Goal 1 & 2 IRMP 05/06 3.6 Civil Contingencies Act 2004 FRNF 05/06 4.6	Existing
SS 14	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.	NFRS Goal 1 & 2 IRMP 05/06 4.2 FRNF 05/06 3.15	Existing
SS 15	Increase the number of schools delivering the Risk Watch ® programme and embed the Risk Watch ® programme as a cornerstone of our community safety strategy	NFRS VISION IRMP 04/05 7.2(I)	Risk Watch Co-ordinator Risk Watch Education specialist
SS 16	Produce an integrated strategy to tackle the issue of hard to reach groups. This includes identification, quantification, mapping and engagement of identified groups	NFRS VISION NFRS Goal 1 Supports SS 3	Existing

Information Services

Reference	Objective	Reason & Drivers	Resources
IS 1	Conduct a Best Value Review into the most effective methods of crewing pumping appliances	NFRS Goal 1 & 2 IRMP05/06 3.1 FRNF 05/06 3.3 FRNF 05/06 5.8	Existing
IS 2	Develop the principle of utilising non-firefighting Operational Support Staff to crew operational resources whose attendance is not time critical	NFRS Goal 1 & 2 IRMP 05/06 3.5 FRNF 05/06 3.3 FRNF 05/06 5.20	Existing
IS 3	Review the disposition of operational resources with regard to neighbouring Fire and Rescue Authorities and explore the provision of joint / partnered resources. This includes	NFRS Goal 1 & 2 IRMP 05/06 4.1 FRNF 05/06 3.15	Existing

	reviewing current agreements for cross border co-operation under section 13 & 16 of the Fire and Rescue Services Act 2004.		
IS 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 (DCFO Lead)	NFRS Goal 1 & 2 IRMP 05/06 4.4 FRNF 05/06 2.17	Existing – potential for staff to be dedicated to role on a project team basis
IS 5	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	NFRS Goal 1 & 2 IRMP 05/06 7.3 FRNF 05/06 2.9 FRNF 05/06 2.17	Existing – potential for staff to be dedicated to role on a project team basis (with IS4)
IS 6	Implement, embed and review a new performance management framework throughout the organisation to further improve organisational performance and promote efficient working	NFRS Goal 1 & 2 IRMP 05/06 5.2 FRNF 05/06 8.13 FRNF 05/06 8.18	Existing -Performance management Officer
IS 7	Address any issues arising from the Comprehensive Performance Assessment that will impact upon the IRMP	NFRS Goal 1 & 2 IRMP 05/06 5.1 FRNF 05/06 8.10 FRNF 05/06 8.12	Existing
IS 8	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	NFRS Goal 2 IRMP 05/06 7.2 FRNF 05/06 9.11	Existing
IS 9	Introduce electronic working to facilitate Knowledge Management and e-government within the organisation	NFRS Goal 2 IRMP 05/06 7.4 FRNF 05/06 8.23 FRNF 05/06 9.15	Existing Xxx k
IS 10	Continue to actively engage with Regional Management Board, supporting forums and workstreams to ensure the necessary outputs to progress the service (led by Authority Chair and Chief Fire Officer)	NFRS Goal 2 IRMP 05/06 5.3 FRNF 05/06 2.9	Existing
IS 11	Implement and embed a new corporate communications policy following research and development in 2004 / 05	NFRS Goal 2	Existing
IS 12	Refine the Risk Profiling system to appropriately determine organisational priorities and capacity, and to communicate the findings to staff, partners and stakeholders. This includes those elements which are subsequently	NFRS Goal 2 Peer Challenge p7	Existing

	determined not to be a priority		
IS 13	Research and prepare for new LPSA targets once the current round have been completed and the full impact of Local Area Agreements are known	NFRS Goal 2	Existing
Human Resources			
Reference	Objective	Reason & Drivers	Resources
HR 1	Implement new working systems for operational and support staff as a result of preparatory work undertaken within the 2004 / 05 IRMP	NFRS Goal 1 & 2 IRMP 04/05 7.2 (vi) IRMP05/06 4.5 FRNF 05/06 1.4 FRNF 05/06 5.4 FRNF 05/06 5.8	Existing
HR 2	Review all aspects of the organisation in light of new obligations under parts 2 and 3 of the Disability Discrimination Act (1995)	NFRS Goal 1 & 2 IRMP 05/06 6.1 FRNF 05/06 5.2 FRNF 05/06 5.17 FRNF 05/05 5.20	Existing
HR 3	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	NFRS Goal 1 & 2 IRMP 05/06 6.2 FRNF 05/06 5.18 FRNF 05/06 5.20 FRNF 05/06 6.18	Existing
HR 4	Continue to implement all aspects of the Integrated Personal Development System (IPDS)	NFRS Goal 1 & 2 IRMP 05/06 6.3 FRNF 05/06 5.18 FRNF 05/06 6.7 FRNF 05/06 6.18	Existing
HR 5	Devise and implement an attendance management system	NFRS Goal 1 & 2 IRMP 05/06 6.4 FRNF 05/06 5.29	Existing
HR 6	Devise and implement a stress management system	NFRS Goal 1 & 2 IRMP 05/06 6.5 FRNF 05/06 5.29 FRNF 05/06 8.12	Existing
HR 7	Review, develop and refine work-life balance policies researched in 2004/05 to support more efficient and flexible working	NFRS Goal 1 & 2 IRMP 04/05 7.2 (vi) IRMP 05/06 6.6 FRNF 05/06 5.4 FRNF 05/06 5.8	Existing
HR 8	Continue to promote part time, job share and flexible working for all staff in support of work-life balance working and to continue to identify opportunities for application of part time working systems for operational staff	NFRS Goal 1 & 2 IRMP 05/06 6.7 FRNF 05/06 5.4 FRNF 05/06 5.8	Existing
HR 9	Review all practices in relation to retained staffing and support in	NFRS Goal 1 & 2 IRMP 05/06 6.8	Existing

	light of the findings and recommendations of the National Retained Review Team and other identified good practice	FRNF 05/06 5.4 FRNF 05/06 5.8	
Finance and Resources			
Reference	Objective	Reason & Drivers	Resources
FR 1	Identify, implement and embed within the organisation a new asset management system	NFRS Goal 1 & 2 IRMP05/06 8.1 FRNF 05/06 1.4 FRNF 05/06 5.4 FRNF 05/06 5.8	Asset Manager
FR 2	Identify premises related opportunities to support all aspirations and actions of the IRMP including rationalisation, community working, retained recruitment	NFRS Goal 2 IRMP 05/06 8.2 FRNF 05/06 1.4 FRNF 05/06 2.9	Existing
FR 3	Identify fleet related opportunities to support all aspirations and actions of the IRMP including rationalisation, community working, retained recruitment	NFRS Goal 1 & 2 IRMP 05/06 8.3 FRNF 05/06 1.4 FRNF 05/06 3.3 FRNF 05/06 3.15	Existing
FR 4	Develop and implement a system to better align risk planning and priorities with financial planning and overall capacity, including greater budgetary devolvement	NFRS Goal 2 Peer Challenge p7	Existing

<i>Glossary</i>	
NFRS	Nottinghamshire Fire and Rescue Service
L(I)RMP	Local (Integrated) Risk Management Plan
FRNF	Fire and Rescue Service National Framework
LPSA	Local Public Service Agreement
RRO	Regulatory Reform Order
FRSA 2004	Fire and Rescue Services Act 2004



The Financial Plan

**To be confirmed by Fire Authority
at its meeting of 25th February 2005.**



2006 - 2008 A Look Forward

Although we are operating in such a dynamic and evolving environment our risk profiling and planning strategies allows us to horizon scan more accurately as to our priorities for the future.

Whilst these may evolve during the forthcoming year, with the identification of new initiatives, Government targets and local requirements, we are able to assess with a degree of reliability where our priorities will be.

GOAL 1 - Responding to the needs of our community	
2006 - 2007	2007 - 2008
<p>Wider engagement with other agencies improving Community cohesion and well being.</p> <p>Further extension of our role beyond the preconceived 'Fire Service' towards an all encompassing 'Community Fire Safety'.</p> <p>A responsible and risk based Fire Safety advisory service engaging with our communities.</p> <p>Reduction of the demands placed on the Service by malicious calls and unwanted fire signals to a tolerable level.</p> <p>Ensure that our resources and their disposition are appropriate to meet the needs of our community.</p> <p>Review the Arson task Force, and if appropriate review funding to sustain it.</p>	<p>Review our Fire Safety Enforcement programme to ensure its effectiveness in reducing risk.</p> <p>A high profile service, proactive in reducing avoidable injuries, focusing on delivering a quality service, at local level.</p> <p>Maximising the full potential of electronic and other communicative methods to delivery safety messages and programmes.</p>

GOAL 2 - Supporting our employees	
2006 - 2007	2007 - 2008
<p>A service whose 'make up' reflects the communities to which it provides its service.</p> <p>To support our employees during the transition to the Regional Control facility.</p>	<p>A service where openness, integrity and trust lie at the very heart of our core values.</p> <p>A flexible approach to staffing enabling working patterns to match the needs of the Service and the needs of the individual.</p>

GOAL 3 - Managing the Service on a sound business foundation	
2006 - 2007	2007 - 2008
<p>Local risk Management Planning is integral with corporate development and embedded within the organisation.</p> <p>Providing resources and expertise to facilitate a smooth transition to the Regional Control facility and Firelink radio scheme.</p> <p>Review the impact of the Performance Management Framework and implement a Quality Management model as appropriate.</p>	<p>A Service where business processes are refined to optimise the potential of available technology and the benefits of regional working.</p> <p>The fleet and premises capital programme is fully aligned with the aspirations of future service provisions.</p>



Comprehensive Performance Assessment

People must have insurance's that the public services are being delivered efficiently and effectively. To ensure that Fire and Rescue Services are meeting this challenge the Government has invited the Audit Commission to introduce an inspection regime for Fire Services based on the CPA system used in local authorities.

The intention of CPA is to ensure each Fire Authority has a baseline for its own improvement. It also will help provide local people with a picture of how their Fire and Rescue Service is performing. The focus of the assessment is primarily about the Corporate Management of the organisation. Effective governance in terms of leadership and performance management, and a good understanding of the needs of the local community are key characteristics of high performing authorities.

CPA will focus on and test the capacity of each authority to:-

- Derive and deliver against national, regional and local priorities
- Lead and manage performance
- Work effectively with partners and the community
- Make best use of resources and workforce skills

Nottinghamshire Fire and Rescue Service will undergo its first CPA during late February, early March 2005. Full results will be available to the public in the Autumn of 2005. Core to the Audit Commissions assessment of Nottinghamshire are the key lines of enquiry. These focus on:-

- What is the Fire Authority trying to achieve?
- What is the capacity of the Fire Authority to deliver what it is trying to achieve?
- What has the Fire Authority achieved and, in the light of that, what does it plan to do next.

The outcome of the assessment will result in Nottinghamshire Fire and Rescue Service receiving a grading on how it is performing.

This can be:-

- Excellent
- Good
- Fair
- Weak
- Poor

These grading's are primarily focused on Corporate performance and a lesser grading does not mean that the front line services the community expects will in any way suffer or deteriorate. It is about helping Members and Senior Officers focus on their performance priorities.



Performance Management

As part of its objectives for 2004/2005 Nottinghamshire Fire and Rescue Service identified the need to review its Performance Management Framework. Whilst the original framework had served the organisation agenda for the Fire Service meant that we had to be more responsible and adaptable at a local level.

This gave us a recognition that there was a need to further improve the quality and effectiveness of our local services. To address this, Nottinghamshire Fire and Rescue Service approach the Office of the Deputy Prime Minister for funding, and after a successful submission, established a National Project with partners Cheshire Fire Service and PriceWaterhouseCoopers LLP.

The key objectives of the project are:-

- To identify the elements of a successful performance Management Framework for the Fire and Rescue Service
- To develop a model performance Management Framework for the Fire and Rescue Service
- To pilot and evaluate the framework in Nottinghamshire and Cheshire
- To make the framework available for application across the Fire and Rescue Service

Although in its development stages the pilot framework is already helping Nottinghamshire Fire and Rescue Service in its reviews of its current performance and in its preparation for its first Comprehensive Performance Assessment.

PICTURE

By applying the Performance cycle below the organisation is systematically reviewing all of its current activities ensuring they are contributing to the wider aim of the Authority and the needs of our community.

Leadership and Management



The conclusion of the project is scheduled for late May 2005 where it will be available nationally. Nottinghamshire Fire and Rescue Service are proud to be leading the way in this nationally recognised project.



WHAT IS BEST VALUE?

Best Value Indicators are measures of performance set by Central Government. They are known as Best Value Performance Indicators or BVPI's, as they have only been set since the duty of Best Value on local authorities came into effect under the Local Government Act 1999. Prior to Best Value, the Audit Commission set similar measures of performance for local government. The current Best Value Performance Indicators will be revised from April 2005 when we will report on new targets set by central government. Existing and revised targets are identified where appropriate.

What do Best Value Performance Indicators Measure?

- *Corporate Health* – these indicators give a snapshot of how well the Authority is performing overall and relate to issues such as finance and sickness absence. They may enable comparisons with other types of organisations.
- *Service specific (Community Safety)* – these indicators are specific to the fire service and are designed to enable comparisons to be made between different fire services and for the authority to monitor its performance year on year.

The Audit Commission has established the following Best Value Performance Indicators (BVPI's) for the provision of Fire Services.

Corporate Health Performance Indicators

BV2	The level (if any) of the Equality Standard for Local Government to which the authority conforms. In addition from 2005 the Fire Authority will be required to report on its duty to promote race.
BV3	The percentage of citizens satisfied with the overall service provided by their Authority. THIS WILL BE WITHDRAWN FROM APRIL 2005.
BV 8	The percentage of invoices for commercial goods and services that were paid by the authority within 30 days of such invoices being received by the Authority.
BV 11a	The percentage of top 5% of earners that are women.
BV 11b	The percentage of top 5% of earners from black and minority ethnic communities. From April 2005 BV 11c will require us to report to the top 5% of earners that are disabled.
BV 12	The proportion of:- <ul style="list-style-type: none"> i. Working days/shifts lost to sickness absence by wholetime uniformed staff. ii. Working days/shifts lost to sickness absence by all staff.

BV 15	The proportion of:- <ul style="list-style-type: none"> i. Employees (Firefighters Pension Scheme) retiring on grounds of ill health as a percentage of the total workforce. ii. Employees (Local Government Pension Scheme) retiring on grounds of ill health as a percentage of the total workforce.
BV 17	The percentage of ethnic minority uniformed staff compared with the percentage of minority ethnic community population of working age in the Brigade area.
BV 157	The number of types of interactions that are enabled for electronic delivery as a percentage of the types of interactions that are legally permissible for electronic delivery.

In addition from April 2005 the Authority will be required to report on the following Corporate Health indicators.

BV 16	Percentage of employees that meet DDA (Disability Discrimination Act).
BV 210	Percentage of women firefighters.

Community Safety Performance Indicators

BV 142	Number of calls to fire attended:- <ul style="list-style-type: none"> i. Total calls (excluding false alarms) per 10,000 population (Deleted from April 2005). ii. Primary fires per 10,000 population iii. Dwelling fires – number of accidental fires in dwellings per 10,000 dwellings.
BV 143	Number of:- <ul style="list-style-type: none"> i. Deaths per 100,000 population. ii. Injuries (excluding precautionary checks arising from accidental fires in dwellings per 100,000 population).
BV 144a*	Accidental fire in dwellings confined to room of origin in major cities and classified as 'A risk'.
BV 144b*	Accidental fire in dwellings confined to room of origin in smaller cities/larger towns and classified as 'B risk'.
BV 144c*	Accidental fire in dwellings confined to room of origin in smaller towns and urban residential areas and classified as 'C risk'.
BV 144d*	Accidental fire in dwellings confined to room of origin in rural village areas and classified as 'D risk'.
BV 145	Percentage of calls to fire at which:- <ul style="list-style-type: none"> i. The number of appliances met the standards of fire cover. ii. The number of riders met the standards of fire cover. iii. The National standards for attendance were met.

	This will be deleted from April 2005.
BV 146	Number of calls to malicious false alarms per 1,000 population. From 2005 this will be revised to:- <ul style="list-style-type: none"> i. The number of calls to malicious false alarms not attended per 1,000 population. ii. The number of calls to malicious false alarms attended per 1,000 population.
BV 147	Average time taken by Fire Authorities to issue fire safety certificates. (Deleted from April 2005).
BV 149	False alarms caused by automatic fire detection apparatus per 1,000 non-domestic properties. (From April 2005 this will be revised).
BV 150	Expenditure per head of population on the provision of fire and rescue services.

* From April 2005, the following Best Value Performance indicators will be added to the Reporting Framework.

BVPi 207	The number of Fires in non-domestic premises per 1,000 non-domestic premises.
BV 208	The percentage of people in accidental dwelling fires who escape unharmed without assistance at the fire.
BV 209	Percentage of fires attended in dwellings where:- <ul style="list-style-type: none"> i. A smoke alarm had activated ii. A smoke alarm was fitted but did not activate. iii. No smoke alarm was fitted.

From April 2005 these targets will be revised into one performance indicator. BVP 144 will reflect "The percentage of Accidental Fires confined to the room of ignition."

How were they developed and why do they exist?

Best Value Performance Indicators exist because of the duty of Best Value, which requires local authorities (and other Best Value Authorities such as our own) to seek to achieve continuous improvement by having regard to the efficiency, effectiveness and economy of the service delivery. To find out if local authorities are achieving best value and if they are improving their performance, Central Government set measures of performance against key service delivery areas. These can then be measured over time and against other organisations.

How are the targets developed and set?

In addition to nationally prescribed Best Value Performance Indicators, which are consulted on and amended or changed each year there are a number of statutory indicators that were previously set by the Home Office. Where appropriate these are used within the target setting for the BVPI or linked within our service data capture.

So each of our Indicators has either a nationally or locally set target. In the case of local target setting we have given distinct targets for each community safety district enabling them to view their performance and check how their interventions effect the overall Service performance.

How do we compare with other Fire Services?

National and Family Group (Similar brigades in terms of composition, size and type of area they cover) data, together with local Performance Indicator data, is used to make comparisons of Nottinghamshire Fire & Rescue Service with other fire services. The particular targets used are the upper quartile, both nationally and within the Family Group, and the Family Group Average. Nottinghamshire Fire and Rescue Service aims to perform at, or in excess of, the upper quartile performance levels in all service delivery areas – *that is, we aim to be in the top quarter of the performance league tables, nationally.*

Performance Indicators are related to the Fire Authority's Strategic Objectives and relevant service delivery areas. In relation to strategic objectives, details are given regarding the Service achievements in the previous year. These details show how well or poorly the Service has performed in reaching the targets set.

The Fire Authority's performance is compared with those of similar organisations, which include industry, commercial sector, other Local Authorities in respect to the corporate indicators and other Fire Authorities for both corporate and community safety indicators. A **family group** of similar 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

Nottinghamshire Fire & Rescue Service is one of sixteen Brigades in Family Group 4.

Local Public Service Agreements and our Local Agreement

Local PSA's are partnership agreements between individual local authorities and the Government, intended to achieve improved key outcomes more quickly and or to a higher level than would otherwise be the case, for people living in the authority's area.

In line with the National PSA's to reduce the incidence of accidental fire related deaths in the home by 20%, averaged over 5 years Nottinghamshire & City of Nottingham Fire Authority has entered into a local agreement. This agreement corresponds directly to the Best Value Performance Indicator BV143.

Our Local Public Service Agreement fire safety target will be unique in that the Fire Service will be working with the County Council, City Council, the seven District Councils and Notts Police in a countywide partnership.

Local Performance Indicators

In addition to the Best Value Performance Indicators, Nottinghamshire Fire & Rescue Service also utilises a range of Local Performance Indicators. These help to measure our performance locally and are an integral part of our Performance Management Framework. As with Best value, external audit ensures that we are continually striving to improve on our overall service delivery. The revised BVPI's presented for April 2005 will result in a comprehensive review of our Local Performance Indicators. This will ensure that we continue to deliver a Quality Local Service whilst meeting national targets.

Reviewing Our Performance - What is a Best Value Review?

This is a process that challenges the need for a particular function and compares it with similar activities in other organisations, measuring the quality and determining whether the activity is delivered in the most appropriate way. The outcome of each review will aid the development of proposals to improve quality, efficiency, effectiveness and economy to meet the needs of the user. This is co-ordinated through an Improvement Plan. All Best Value Reviews are carried out jointly between the responsible officer and the Services' Performance Management Officer. The Improvement and Development Board monitor the progress and standards of each review. The board consists of senior officers, employee representatives and Members of the Fire Authority. The completed review and Improvement Plan is then submitted to the Nottinghamshire & City of Nottingham Fire Authority for approval.

Within the Best Value Review process we are required to: -

1. Establish information about the current status of the Service, to act as a baseline for the review.
2. Examine the service in accordance with the Governments four C's criteria with an additional C for Collaboration.
 - **Challenge** why, who and by whom a service is being provided;
 - **Compare** their performance with others across a range of relevant indicators, taking into account the views of both service users and potential suppliers;
 - **Consult** with local stakeholders as to their experience of local services and their aspirations for the future;
 - Use fair and open - **Competition** wherever necessary as a means of securing efficient and effective services;
 - How - **Collaboration** may improve the service in efficiency or effectiveness.
3. Present a range of alternative options where appropriate for the future provision of the service.
4. Obtain the views of stakeholders on the options to enable the preferred one to be selected.
5. Outline the actions to be taken to implement the option and setting the improvement targets.
6. Carry out the improvement actions in a planned manner.

You may see an ongoing assessment of our performance with regard to Best Value by visiting our website at www.notts-fire.gov.uk. This is updated constantly as to how we are performing with regard to the indicators given.



**To be confirmed following
Budget Ratification**