

Community Safety Plan

2007 - 2010



Equalities and Fairness

Nottinghamshire Fire and Rescue Service recognise the diverse make up of the County and is therefore committed to equality and fairness. Part of that commitment is to ensure our Community Safety Plan is available in the 10 main languages spoken in Nottinghamshire.

This document is available on request in the following languages:

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Audio format on request only

By post:

Information Services

Nottinghamshire Fire and

Rescue Service

Headquarters

Bestwood Lodge

Arnold

Nottingham

NG5 8PD

By telephone:

(0115) 967 0880

By fax:

(0115) 926 1081

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What is a Community Safety Plan?

The Authority's Community Safety Plan has been produced by a process called Integrated Risk Management Planning (IRMP). This term is used to describe the analysis and planning processes we use to identify and reduce the risks to our local communities.

The Community Safety Plan builds on achievements we have already made since the Authority introduced Integrated Risk Management Planning in 2003. This new planning process came about as part of a broader agenda of modernisation for the Fire and Rescue Service, underpinned by legislation in the form of a new Fire and Rescue Services Act and the creation of a National Service Framework.

The new planning process allows us to develop the Fire and Rescue Service to suit the local communities we serve. It now takes account of other non-fire related incidents the Service attends such as Road Traffic Collisions and Water Rescues.

Integrated Risk Management Planning also allows a more balanced approach between the prevention of incidents and our response to them. Historically, the Service has had a greater emphasis on emergency response than prevention. It is recognised that more lives can be saved by developing a more balanced approach.

Here in Nottinghamshire we are building on previous achievements and our plans will enable us to achieve a truly 'balanced' approach to the service we deliver.

This planning process therefore sets out our strategies for:

- Reducing the number of avoidable injuries
- Reducing the commercial, economic and social impact of fires and other emergency incidents
- Safeguarding the environment and heritage of Nottinghamshire both natural and man made

Consultation

The Fire and Rescue Service is your service and your views are important to us.

During 2005 we consulted the public, our employees and other key stakeholders extensively on the proposals within our 2006-2007 Community Safety Plan. This process involved engaging an external company, Opinion Research Services to gain the maximum feedback on our intentions.

In line with our consultation strategy this years update on our proposals will also include listening to our Community. Consultation will run from Monday 18th September until Friday 1st December 2006.

The Community Safety Plan will be available in all of the City and County library's with posters displayed directing the public to the Service's own website for further information.

All responses made may be made public unless expressly marked as confidential. It is not the Authorities intention to produce specific responses to individual comments. A summary will be published on the Services website www.notts-fire.gov.uk

If you require a written copy of this information then please enclose a stamped addressed envelope when responding to the consultation.

Comments should be made in writing to:-NFRS HQ Freepost NAT 21822 Nottingham NG8 8ZA

Or via email to consultation@notts-fire.gov.uk



"In a society that is constantly changing we have to maintain our focus and ensure we meet the challenges we face."

Paul Woods, Chief Fire Officer

CHAIR OF THE FIRE AND RESCUE AUTHORITY

On behalf of the Fire and Rescue Authority I am pleased to present for consultation our Community Safety Plan for 2007/10.

In this plan we have set out our intentions for the short and medium terms to ensure that our community is a safer place to live in. The Authority is committed to continuous improvement, changing to meet the new demands placed on us both locally and as a consequence of world events such as the threat of terrorism.

I understand that any change can often cause concern. People need to know that whenever they make an emergency call, there will be an effective response, a view that is shared by the Authority Members. Equally we recognise that a balanced approach must include activities to drive down the number of calls we receive through a programme of prevention and education.

This plan will allow us to build on the successes of the Service to date. I therefore wish to thank all our staff for their continued commitment and dedication to the Authority's vision of a safer community.



Councillor Darrell Pulk

CHIEF FIRE OFFICER

All of the staff associated with Nottinghamshire Fire and Rescue Service work hard to ensure the Communities we serve are safe. How we use the resources at our disposal is what our Community Safety Plan is really about. This plan, which builds on our previous three year proposal, further informs the public and stakeholders of our intentions.

In a society that is constantly changing we have to maintain our focus and ensure we meet the challenges we face. This plan demonstrates, that through focusing our efforts in the right areas, we can meet that challenge head on.

We firmly believe that our employees are more than just a last resort to deal with the outcomes of accidents and emergencies. By targeting our efforts at the cause of such incidents, we can make improvements to the lives of much of our community. These proposals reflect this initiative as well as demonstrating how we will maintain our response option when it is required.

It is our objective to become a highly rated Fire and Rescue Service and become something that the public of Nottinghamshire can be justifiably proud of. We believe that these proposals will form the bedrock of this vision, and together we will make Nottinghamshire a safer place to live, work and visit.



Chief Fire Officer, Paul Woods

"A safer Nottinghamshire by putting safety at the heart of the community".



Executive Summary

This Community Safety Plan sets out the Fire and Rescue Authority's aims for:

"A safer Nottinghamshire by putting safety at the heart of the community"

It brings together all of the elements of our service and demonstrates how we will use our resources over the next three years to deliver effective prevention and intervention to the public.

A modern Fire and Rescue Service is as much concerned about preventing fires, accidents and injuries as it is about responding to their consequences, and this plan highlights how Nottinghamshire Fire and Rescue Service are going to see about meeting this challenge.

By organising ourselves into distinct working targets the Service believes it will be well equipped to meet the challenges that will be placed upon it. This plan, which is updated annually, shows how we will continue to develop our work with young people to improve their safety and quality of life. It shows how we will respond to a range of emergencies if our preventative approached are not as successful as we like, and it demonstrated how we will organise ourselves, both physically and as an organisation, to meet the new threats to our communities.

This plan demonstrates how your Fire and Rescue Service will meet your expectations.

National Framework

This Community Safety Plan mirrors the nine headings of the Fire and Rescue Framework.

The National Framework is a strategic plan published by the Government outlining how the objectives and expectations of Fire and Rescue Services can be achieved.

The three main principles are:-

- To provide clarity about the outcomes and objectives the Government wants to be achieved;
- To set out what the Government expects Fire and Rescue Authorities and Regional Management Boards to do in order to meet these objectives; and
- To explain what the Government will do to support Fire and Rescue Authorities and Regional Management Boards to meet these objectives.

The document can be downloaded from the DCLG (Department for Communities and Local Government) website and can also be obtained in hard copy. Our plan follows the format of the National Framework document linking our aims and goals to the national and local priorities in 9 sections as follows, which mirror those in the Framework:

- 1. Community Risk Reduction
- 2. Working Together: The Regional Approach
- 3. Effective Response
- 4. Resilience and New Dimension
- 5. Fire and Rescue Staff
- **6. Workforce Development**
- 7. Finance
- 8. Performance Management
- 9. Research

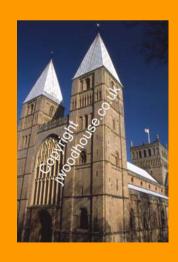


"Nottinghamshire is a unique County, its blend of city and countryside, historical tradition and current achievements, industrial history and new opportunities combine to make it a County that is attractive to live in, work in and visit"

Council House



Southwell Minster



Newark Castle



Major Oak



Green's Windmill



County Hall



Brief Profile of Nottinghamshire

Nottinghamshire Fire and Rescue Service covers a geographical area of just under 850 sq. miles with a population of over one million people.

The County has a broad mix of both rural and urban areas. The main population areas in the County are:-

Greater Nottingham	500,000
Mansfield	80,000
Worksop	40,000
Sutton in Ashfield	40,000
Newark	25,000

Nottinghamshire has a developed transport infrastructure with the M1 motorway in the west and the A1 in the East. The rail network provides high speed rail links with all the major cities, and Nottingham East Midlands Airport is situated just outside the County boundary.

The City of Nottingham has transformed itself into a regional shopping and entertainment centre. This popularity can generate in excess of 90,000 people in the City Centre during the evening.

The population is further supplemented by the 15,000 students who attend the City's universities. The River Trent flows from the Leicestershire border to the south of the County through the Greater Nottingham conurbation, becoming tidal before flowing into Lincolnshire.

The emergency response to incidents is provided by 36 fire appliances, and a comprehensive range of specialist fire appliances for more complex incidents.

To provide a service to the County we employ over 1,000 staff these include:-

- 915 Firefighters and Emergency Control Staff
- 162 Support Staff

Where can you find us?

In order to deliver effective services our response staff are grouped together into districts which reflect the geopolitical boundaries.

Headquarters and Control Centre

Bestwood Lodge Arnold

Service Development Centre

Ollerton

Ashfield District Newark & Sherwood District

Ashfield Newark
Hucknall Southwell
Collingham

Bassetlaw DistrictWorksop
Blidworth
Edwinstowe

Harworth Retford Misterton

Misterton Rushcliffe District
Tuxford West Bridgford

Broxtowe District East Leake

Beeston Stapleford

Eastwood Mansfield District

Mansfield Warsop

City District Stockhill

Dunkirk Gedling District

Central Arnold Carlton



Nottinghamshire and City of Nottingham Fire and Rescue Authority



CHAIR -Councillor Darrell Pulk (Labour)

Nottinghamshire County Council

Electoral Division: Carlton West



VICE CHAIR Councillor Brent
Charlesworth (Labour)

Nottinghamshire City Council

Ward: Clifton South



Councillor
John Cottee
(Conservative Group
Spokesperson)
Nottinghamshire County
Council
Electoral Division:



Councillor
Ken Rigby
(Liberal Democrat
Group Spokesperson)
Nottinghamshire County
Council
Electoral Division:

Kimberley and Trowell



Councillor
John Knight
(Labour)

Nottinghamshire County Council Electoral Division: Kirkby in Ashfield North



Councillor James O'Riordan (Labour)

Keyworth

Nottinghamshire County Council Electoral Division: Carlton East



Councillor Timothy J Spencer (Conservative)

Nottinghamshire City Council Ward: Clifton North



Councillor Sybil Fielding (Labour)

Nottinghamshire County Council Electoral Division: Worksop North



Councillor Penny Griggs (Labour)

Nottinghamshire City Council Ward: Sherwood



Councillor Nellie Smedley (Labour)

Nottinghamshire County Council Electoral Division: Hucknall



Councillor
John Hempsall
(Conservative)

Nottinghamshire County Council Electoral Division: Tuxford



Pat Lally (Labour)

Councillor

Nottinghamshire County Council Electoral Division: Beeston South & Attenborough



Councillor
Tom Pettengell
(Conservative)

Nottinghamshire County Council Electoral Division: Chilwell & Toton



Councillor Tom Stephenson (Liberal Democrat)

Nottinghamshire City Council Ward: Arboretum



Councillor
Phillip Owen
(Conservative)

Nottinghamshire County Council Electoral Division: Nuthall



Councillor Malcolm Wood (Labour)

Nottinghamshire City Council Ward: Bilborough



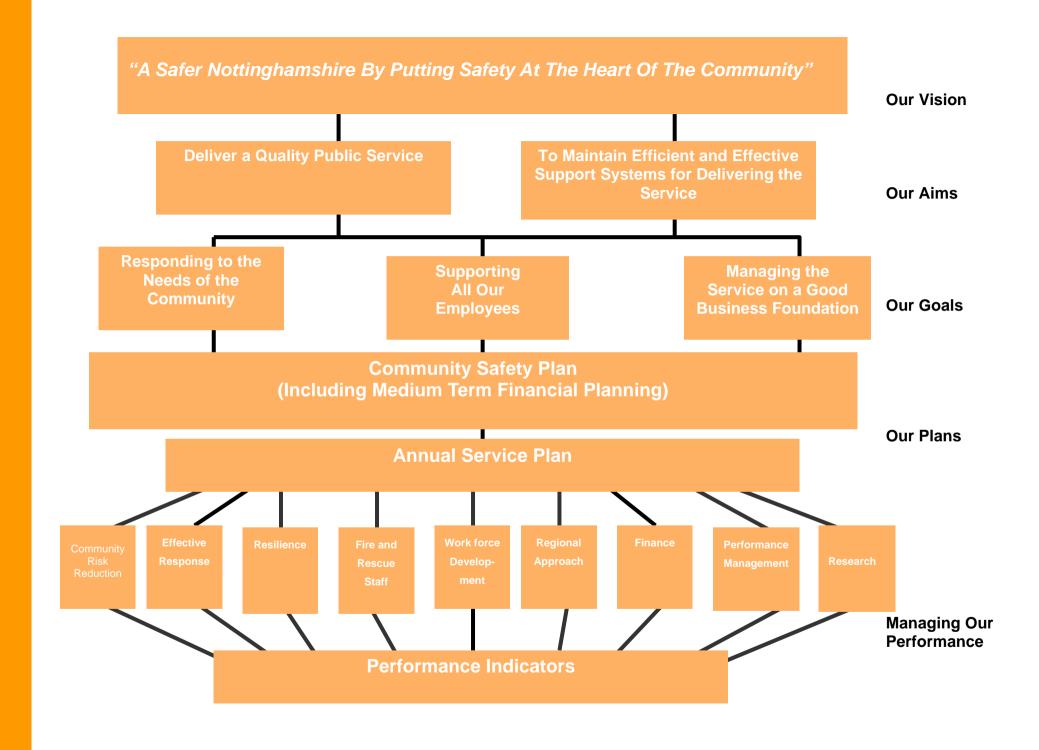
Councillor Brian Grocock (Labour)

Nottinghamshire City Council Ward: Bestwood Park



Councillor Paul Henshaw (Labour)

Nottinghamshire County Council Electoral Division: West Mansfield



"Nottinghamshire Fire and Rescue Service is always proactively looking for new and innovative ways to create safer communities"

Councillor Darrell Pulk, Chair of Fire and Rescue Authority

1. Community Risk Reduction

Community Risk Reduction is about how the Authority assesses the local risk to life and property and consequently how it is going to deploy its resources to tackle these issues and improve all sections of society.

At the forefront of these actions are the approaches to Fire Prevention (Enforcement) and Community Safety (Education).

1.1 Fire Prevention (Enforcement)

Under legislation, Nottinghamshire Fire and Rescue Service has a statutory duty to enforce Fire Prevention and our inspection programmes for part of our overall Community Risk Reduction process.

Following on from our departmental restructure in 2004 /2005, the Fire Safety department will be implementing a risk based approach to managing Fire Prevention work. This will include physical inspections of premises, advice and consultation, training events and maintenance of protection schemes.

The risk based approach will be based upon:

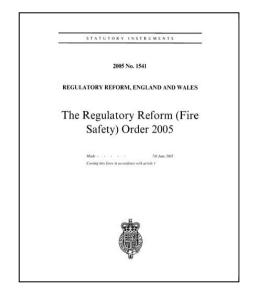
- Government guidance
- Policies and directives issued by the Chief Fire Officers Association
- Prioritisation of risk
- National guidance and expectations
- Local risk reduction priorities and objectives
- Fire and Rescue Authority fire protection objectives and goals
- Allocation of resources against the perceived risks
- Close relationship with stakeholders

The introduction of the Regulatory Reform (Fire Safety) Order in Autumn 2006 has also seen a radical change in the management of Fire Safety.

With responsibility now resting with the person responsible for the premises, the Service will be on hand to give necessary advice on reducing any risks that are found, thus protecting those who have recourse to resort to the property.

This has meant that a number of new systems of work have been implemented to ensure we meet the challenge of managing a wider range of premises and meet our objectives with regard to Fire Safety.

If you require and Fire Safety advice please phone our Community Fire Protection team on 0115 9675834.



1.2 Community Safety (Education)

A cornerstone of our future Community Safety work has been the Service becoming an active partner in both Nottingham City Council and Nottingham County Council Local Area Agreement (LAA).

LAAs are structured around four blocks (or policy fields): children and young people, safer and stronger communities, healthier communities and older people, and economic development and enterprise, and sets out the priorities for a local area agreed between central Government and a local area (the local authority and Local Strategic Partnership) and other key partners at the local level. LAAs simplify some central funding, help join up public services more effectively and allow greater flexibility for local solutions to local circumstances.

The Service has a prominent role to play in delivering a number of key targets within both LAAs, this is especially the case with the Avoidable Injuries target that has been identified as such a high priority in Nottinghamshire that it has been classified as a stretch target in both Nottinghamshire County Council's and Nottingham City Council's LAAs. The Service is also playing a vital role in the Safer Stronger Communities block in reducing crime and anti-social behaviour.

In conjunction with our LAA work we will also:

1.2.1 Complete the implementation of RiskWatch into all schools within Nottinghamshire

The RiskWatch safety programme has been rolled out to numerous city and primary schools over the past year and this will be built on by ensuring that the allocated resources bring further schools countywide into this avoidable injury programme. In conjunction with Nottingham University, the programme will be evaluated for its impact on the school children in reducing accidental injury and provide the supporting statistical information.

1.2.2 Extend the Firesetters programme in all areas of need

The Firesetters programme is accepting over 200 referrals annually from various agencies within the county on children that play with fire from the age of 3 to 17 year olds. For this, there is a dedicated team of Nottinghamshire Fire and Rescue Service volunteers who provide the appropriate education to stem this activity. In addition to this scheme, a new "FireSafe" programme is being developed to provide a greater method of intervention to children between 11-17 years old who have been referred through the Youth Offending Service.

1.2.3 Achieve a target of 25,000 Home Safety Checks by December 2009

The Service, in partnership with numerous voluntary organisations, are continuing to provide free Home Safety Checks to all members of our communities. The Safety Checks involve firefighters and other trained individuals carrying out a comprehensive risk assessment of an individual's home. This identifies potential hazards from not only fire, but from other avoidable injuries such as trips and falls. Where necessary, we will install free smoke alarms into the property complete with a battery which lasts for ten years.

Should you require a Home Safety Check please ring 0115 9670880

1.3 The Targets

Nottinghamshire County Council Local Area Agreement

Healthier Communities and Older People Block

To reduce the incidence and impact of avoidable injuries with particular regard to those suffering disadvantage.

Measure – a) Direct standardised admissions rate following an accident for adults 65 years and over.

- b) Direct standardised admissions rate following an accident for children aged under 15 years.
- Children and Young People Block

Reduce avoidable injuries incurred by children and young people.

Measure – a) Reduce the number of children killed or seriously injured on the road.

Economic Development and Enterprise.

To reduce the number and severity of avoidable injuries occurring whilst at work through progressive improvement in the control of risks in the workplace.

Measure – a) Work days lost from work related injury and ill health.

• Safer Stronger Communities

To reduce crime.

Measure – a) Reduce British Crime Survey Comparator crimes.

Reduce acquisitive crime.

Measure – a) Reduce theft from motor vehicle, theft of motor vehicle and domestic burglary.

To build respect in communities and to reduce anti-social behaviour.

Measure – a) Reduce criminal damage to vehicle, dwelling and buildings other than dwelling.

Reduce the number of avoidable injuries on the road.

Measure – a) The number of people killed and seriously injured on the road.

Nottingham City Council

Healthier Communities and Older People Block

Reduce the prevalence and impact of avoidable injuries in priority groups: children and young people. Measure – a) Rate of children <15 years old admitted to hospital as a consequence of accidental injury or poisoning.

Reduce the prevalence and impact of avoidable injuries to priority groups: older people.

Measure – a) The direct age standardised rate of admissions to hospital for accidental injury for over 64 year olds.

• Safer Stronger Communities Block

To reduce crime, the harm caused by illegal drugs, and to reassure the public, reducing the fear of crime and anti-social behaviour. Measure – a) Reduce the number of overall crimes as measured by British Crime Survey Comparator recorded Crime Group.

To increase domestic fire safety and reduce arson.

Measure – a) The number of deaths and injuries in accidental dwelling fires.

b) The number of deliberate primary vehicle fires.

"We are committed to making efficient and effective use of resources to implement our Community Safety Plan, including using more efficient working practices where appropriate"

Dave Horton, Assistant Chief Fire Officer, Safety Services

2. Effective Response

It is our aim to prevent emergencies. However, we must also maintain our response to emergency incidents if they do occur.

We will ensure that:

- All employees are trained to professional standards and that they are aware of the risks which they may be expected to face
- · Operational intelligence and risk information is available at all times
- Command and control systems are in place to allow effective and safe incident management
- Supervisory staff are trained effectively and have the experience necessary to lead an effective response
- The most effective equipment provided

2.1 Equipment Replacement

There is a need to replace a wide variety of fire fighting equipment during the period 2007-2010. This is due to some equipment coming to the end of its working life and also to ensure that Nottinghamshire Fire and Rescue Service has the equipment to help ensure it maintains an effective response.

The programme for replacing the firefighting pumping and rescue appliances will be:

2007 – 2008	6 Appliances
2008 – 2009	5 Appliances
2009 – 2010	4 Appliances

From 2010 an annual replacement programme of 4 appliances per year will be introduced.



During 2007-2008:

- Two Command and Control Vehicles will be purchased to replace the single vehicle based at Mansfield. One vehicle will be based in the North and one in the South of the County.
- Consideration is being given to providing improved foam making capability, this will include the provision of de-mountable units which will be used in conjunction with the resilience vehicles already in place for decontamination and high volume pumping.
- The Service needs to replace all its 218 Breathing Apparatus sets during 2007-2010. This will require extensive trials and evaluations to ensure that we procure the best and most modern equipment. There is also new legislation due to come in force, which may have an effect on the Respirative Protection Equipment in the workplace.
- The basic firefighting kit, helmets, boots, leggings and tunics worn by all operational personnel is also to be replaced.

2.2 Best Value Reviews

A number of Best Value and other reviews are being undertaken throughout 2007/2010 which will have implications over the life of the plan:-

2.2.1 Demand Led Resourcing

An external consultancy team, ORH Ltd, has carried out a review into the resources Nottinghamshire Fire and Rescue Service use when responding to emergency incidents. The review has identified that we have a variable profile of operational incidents at certain periods of the day. This variable demand shows our resources operating at near capacity during afternoons and early evenings, whilst during night periods and mornings the usage is much reduced. This presents us with the opportunity to vary our operational response levels throughout the 24-hour period freeing up capacity in terms of personnel and resources. The personnel liberated will be re-deployed to new response options and Community Safety initiatives.

2.2.2 Responding to Road Traffic Collisions (RTC) and Special Service Calls (SSC)

In the 2005-2008 Community Safety Plan it was outlined that investigative work would be carried out with regard to the most effective methods in responding to:

- Road Traffic Collisions
- Special Service Calls

The review concluded that the Service would need to upgrade and restructure its rescue equipment to meet the increasing demands placed on the Service. The Authority will upgrade all of its existing 36 pumping appliances to have a 'medium rescue' capability. The existing fleet will be replaced with new rescue pumping appliances, the first eight of which will be delivered in 2006.



We will also provide two new ultra heavy rescue units which will replace our current rescue tenders. These appliances will be placed in the North and South of the County to provide operational cover. These units will be equipped to deal with major heavy rescue and specialist incidents, supplementing existing resources.

A dedicated rescue team will be formed to crew the new ultra heavy rescue, water rescue, rope rescue and collapsed structures response. The new rescue crew will also provide continuation training for all of our existing fire crews in the latest rescue techniques.

2.3 Merger of Dunkirk and Beeston Fire Stations

We are building a new purpose built fire station which will be located near University Boulevard in Lenton. The new station will accommodate appliances currently at Dunkirk and Beeston Fire Stations, with additional capacity for new vehicles. The new station will provide additional facilities which would allow greater community engagement by the Service.

In considering the location of the new station we have the Fire Service Emergency Cover Model (FSEC). This software has been supplied by the Government to assist Fire and Rescue Service's identifying optimum locations for their stations. This investment by the Fire Authority will ensure a state of the art community based fire station which will meet the needs of a modern Fire and Rescue Service and the community it serves.



2.4 Relocation of Central Fire Station

To ensure that our buildings remain fit for purpose, we are constantly investing in them to ensure that they are capable of delivering to pout a strain on our resources.

We believe that there is a need for a City Centre presence, and as such we are looking to relocate to a new site with the City area. The landscape of the City is changing and we will change too.

It is hoped that a new site can be identified and our new state of the art facility opened during 2008/2009.

2.5 Review of all Station locations

During 2007/08 we will continue our review of Fire Stations locations to ensure that they are in the best locations for the communities they serve. Using the Fire Services Emergency Cover modelling software in conjunction with other Management and Geographical Information Systems we will identify the optimum locations in terms of risk and demand. Recommendations will be made to the Fire and Rescue Authority during 2009 following the outcome of this work.

2.6 Community Safety Team

The concept of the team is to provide a community safety resource that maintains operational competence. This presents members of the team with the opportunity to develop their community safety skills whilst still undertaking an operational role within a flexible environment.

The following is an explanation of the Community Safety Team concept:

- 24 staff in the team 2 Watch Managers, 4 Crew Managers and 18 Firefighters
- Crewing a City based appliance every day between the hours of 13:00 and 23:00hrs
- Approximately 40% of time spent at work will be crewing the appliance
- When crewing the appliance the focus will be to maintain equipment and undertake training to ensure competence and operational preparedness
- The remaining 60% of working time will be committed to community safety activities
- When undertaking community safety activities there will not be the continual requirement to report to a City location, as work will be undertaken across the whole County
- Members of the team will be encouraged to work together to satisfy the needs of the organisation and themselves.

This scheme will be extended throughout 2007 – 2010 in those areas where it is deemed effective.

"We are committed to working in partnerships and working with other Fire and Rescue Services in the East Midlands to integrate common and specialist services."

Martyn Emberson, Deputy Chief Fire Officer

TO BE INSERTED INTO ELAME



3. Working Together: The Regional Approach

The new Fire and Rescue Services Act directed Fire Authorities to set up Regional Management Boards (RMBs) to co-ordinate more effectively our work across the region. The Regional Management Board for the East Midlands has now been established and comprises of Nottinghamshire, Derbyshire, Leicestershire, Lincolnshire and Northamptonshire Fire and Rescue Services. The Fire and Rescue Service National Framework document supports this partnership approach.

Issues the Regional Management Board are currently involved in:

- Establishing a regional FiReControl centre in conjunction with the National FiReControl project
- Developing regional training strategies
- Procurement of equipment and services on a regional basis
- Producing an effective regional response to large-scale incidents, both civil and terrorist related
- Having regional based specialists in common areas, e.g. Fire Investigators and Hazardous Materials Advisors
- Introducing regional Human Resources Management, e.g. having regional recruitment drives for firefighters

Regional collaboration will ensure that the Fire and Rescue services are able to continually improve together demonstrating economic, efficient and effective practices. Further information can be accessed from EMRMB website www.emrmb.co.uk











Lincolnshire

Nottinghamshire

Northamptonshire

3.1 FiReControl

The work continues across the region to establish a Regional Control Centre (RCC) by 2008. The Government have set up a 'Convergence' project to ensure systems are compatible across the country prior to the RCCs coming online. The new RCC for the East Midlands will be located in Castle Donnington, Leicestershire.

The Service currently has personnel heavily involved in this work at both national and regional level. As we approach the implementation date of the Regional Control Centres, the workload around the main issues will increase. To assist with this increase we have recently recruited an additional Personnel Officer on behalf of the region to administer the human resources requirements of the project.

This Authority will continue to contribute to the project until its implementation in 2008. We will continue our involvement in the convergence workstreams and with the support of the Regional Management Board we will:-

- 1) Ensure the phased transition from our existing Control Room to the new Control Centre.
- 2) Ensure the project is provided with timely, accurate and comprehensive information of the risks in our area.
- 3) Ensure our Authority's systems and procedures are achieved within the requirements of the Regional Control Centre.
- 4) Ensure support is given to our control staff through the transition to the new Regional Control Centre.

3.2 Firelink

Firelink is a vital investment in radio communications. It will replace individual Fire and Rescue Services' radio systems with, for the first time, a national wide area radio system in England, Scotland and Wales. Currently, radio systems are the responsibility of individual Fire and Rescue Authorities. This has led to differences in the type, and nature, of existing systems.



Following the events of 11 September 2001, it became necessary for the Fire and Rescue Service (FRS) and other emergency services to prepare to respond to catastrophic incidents, including terrorist attacks.

In May 2002, Ministers announced the procurement of a nation wide area radio system for the Fire and Rescue Services in England and Wales, with significant central funding from the Government, to replace the previous regional procurement strategy. Scotland subsequently joined the project in November 2002.

The key features of Firelink will be:

- Transparent national roaming, facilitating cross-border operations
- Enhanced interoperability within Nottinghamshire Fire and Rescue Service and with other emergency services
- Multiple voice and data channels
- Call and data prioritisation
- Improved security and resilience

Phase A of the project started in November 2006 and installation begins in March 2007 with installation in vehicles and Fire Control. Testing and acceptance will be complete by the end of July 2007. Phase A will then be complete. Phase B will commence in September 2007 and the project will be complete and fully operational by May 2008.

FIRELINK

3.3 Fire Investigation



"Fudge" Regional Hydrocarbon Detection Dog

A Memorandum of Understanding has been signed by Nottinghamshire Fire and Rescue Service, together with our regional partners. Training for Watch and Crew Managers in initial Fire Investigation procedures has still to be implemented in a standard format across the Region.

Standard Operating Procedures will be drawn up and implemented across the Region. This will include processes and documentation.

3.4 Regional Human Resource Strategy

The modernisation programme will place additional demands on the Human Resources (HR) function within Nottinghamshire Fire and Rescue Service. The introduction of Regional Management Boards offer Fire and Rescue Authorities the potential to consolidate expertise in this area, and thereby provide a more efficient and effective service. Nottinghamshire Fire and Rescue Service, together with its regional partners was draw up a regional HR strategy, encompassing recruitment, training and development, occupational health, health and safety, medical advice services, sickness/ill-health management, discipline, mobility and a regional equalities strategy; and identify and implement the most efficient and effective means for the region to deliver these services, including through lead authorities or outsourcing where appropriate.



"We will implement all relevant central Government guidance to provide robust and resilient operational response options to cover the full range of natural and man made disasters"

Frank Swann, Assistant Chief Fire Officer Information Services.

4. Resilience & New Dimension

Part 1 of The Civil Contingencies Act 2004, along with the accompanying regulations and guidance, establishes a framework to reinforce co-operation between the emergency services, local authorities and other front line responders at local level. This ensures that they can deal with a full range of incidents through to catastrophic events. Part 1 also creates a statutory requirement on the part of local bodies including the Fire and Rescue Service to work together to develop contingency plans.

The improved resilience of the United Kingdom to deal with a major terrorist attack has had a significant impact on the work of the Fire and Rescue Service. Nottinghamshire plays an integral part in the regional delivery of the regional resilience project.

The work involves having the necessary trained personnel in place with the right equipment to deal with any major terrorist attack or natural catastrophe, both in this region and across the United Kingdom.

We have also formulated plans for maintaining our service should there be events like a flu pandemic or any other event that may interrupt the normal working of Nottinghamshire Fire and Rescue Service, these plans are known as business continuity plans.

The challenge for Nottinghamshire Fire and Rescue Service during the forthcoming period will be to take over the responsibility for vehicles supplied to ensure the resilience of the County and to maintain and crew them effectively.

This will also provide an opportunity for the Service to utilise resources provided for the safety of our community.





"It is widely recognised that Nottinghamshire Fire and Rescue Service's staff are its most important asset.

Therefore, it is important that we encourage diversity by trying to attract people from all backgrounds and with a wide variety of skills to join the Service."

Paul Woods, Chief Fire Officer







5. Fire and Rescue Service Staff

The Service recognises and values the role played by all its employees in achieving the objectives set out in this Plan and in providing an effective and responsive service to the people of Nottinghamshire.

It is widely recognised that employees are Nottinghamshire Fire and Rescue Service's most important asset. It is important that we encourage diversity by trying to attract people from all backgrounds and with a wide variety of skills to join the Service. We are committed to equality of opportunity for all employees and where possible giving the opportunity for flexible working including job sharing arrangements, flexible hours and part-time working.

Through the implementation of our Human Resources Strategy we will continue to ensure that we provide the direction, support and resources required for our employees to undertake their roles effectively and develop their full potential in a safe and supportive environment that respects the right of all employees to be treated fairly and equally and which encourages diversity. This will be achieved through the development of appropriate planning, selection, progression and employee support policies at a local and regional level.

Additionally, we will work toward full implementation of the human resources aspects of the pay and modernisation agreement and Fire Services National Framework.

To achieve this we will:

5.1 Develop an integrated workforce planning process

To ensure the optimum use of human resources to meet our statutory requirements and local priorities, and to maximise opportunities for flexible working arrangements, which will assist in achieving a better work-life balance for employees with family commitments.

5.2 Ensure the application and promotion of Equalities and Fairness

Through the implementation of the Regional Equalities Strategy we will ensure equality of opportunity, access and treatment are afforded to all our employees, job applicants and service users through the elimination of potentially discriminatory practices or policies, and that equality issues form an integral part of the strategic planning process. In particular, to work toward the achievement of Level 3 of the Equality Standard for Local Government by March 2007.

5.3 Ensure full implementation of the Integrated Personal Development System

To ensure that we have a competent workforce, with a structured development path to take on higher or specialist roles.

5.4 Finalise a pay and grading structure for operational personnel

To Implement all aspects of the national pay and modernisation agreement.

5.5 Extend and improve existing Occupational Health provisions

In particular by providing support for prevention and treatment of musculo-skeletal injuries and workplace stress.

5.6 Criminal Record Checks

Ensure that all employees working in roles with unsupervised access to children and vulnerable adults are referred through the Criminal Records Bureau.

5.7 Health and Safety

The Service will move to closer collaborative working with its regional partners and through the National Group, to ensure a joined up approach to Health and Safety management exists. Investment in the Health and Safety database will follow our recent i.t upgrades and synergy with our regional colleagues will be essential in identifying causes and trends.

5.8 Core Values

Developing open, supportive relationships at all levels through the sharing of values which define the culture of the organisation and establish what is important in 4 key areas: our service to the community, how we treat people, how we seek to improve and how we respond to diversity. We will work to ensure that our core values are understood and reflected in our relationships with each other, our service users and our partners.



"Research shows that competent and well-trained staff perform better, work more efficiently and are therefore more likely to achieve organisational goals and increase the quality of our service."

Dick Dawson. Training and Development Manager

6. Workforce Development



6.1 Complete the Implementation of the IPDS Framework

The Integrated Personal Development System (IPDS) provides a structured approach to Personal Development in the Fire and Rescue Service. The system incorporates the necessary development modules for maintaining competence in the work place and development to higher roles. The Service also supports continuing professional development of all employees. During 2007/10 we will have in place the systems, development centres and workplace assessors to ensure that the Integrated Personal Development System is embedded into the culture of the Nottinghamshire Fire and Rescue Service.

6.2 Personal Development Records

The use of Personal Development Records throughout the Service is not yet embedded into the culture. Future training, together with effective audit and evaluation methods, will be continually monitored and improved.

6.3 Appraisals - check language

A draft appraisals policy and procedure has been completed, these documents will now be subject to the Service consultation process. This policy and procedure will include arrangements for Continual Professional Development (CPD) payments, which will replace the Long Service Increment (LSI) payment when this is discontinued.

6.4 National Occupational Standards and National Vocational Qualifications

The National Occupational Standards (NOS) for Fire Service roles are scheduled to be revised within the next three years. This will impact on those taking National Vocational Qualifications as the standards are the same.

There are currently no National Occupational Standards for most of the specialist roles in the Service. It is expected that this will be part of the revisions within the next three years.

The work on development programmes is continuing and the supervisory management level (Watch and Crew Managers) is now in place. The framework for middle management (Station and Group Managers) will be implemented in the near future. This will have a considerable resource implication as the cost for each candidate is around £4.5k. The assessment and development for strategic level managers (Group and Brigade Managers) is to be implemented nationally and the cost of the associated development programmes is unknown. This is currently under development with the Fire Service College.

The Service is working with its East Midlands area partners to deliver Assessment and Development Centres. This is also the case with recruitment and selection for wholetime firefighters.

"Our focus will be on extending financial analysis to a local level and to develop greater understanding of the link between finance, service delivery and on improving the Service's financial management information system."

Neil Timms, Head of Finance and Resources

Flame outline + spreadsheet inside out

7. Finance

Over the next three years, our focus will be on extending financial analysis to a local level and to develop greater understanding of the link between finance and service delivery, and on improving the Service's financial management information system. Providing managers with more accurate and timely information will help them target limited financial resources effectively.

7.1 Gershon Review

A review into public sector efficiency was carried out by Sir Peter Gershon in 2003. The outcomes of this review require Fire and Rescue Services, along with all other Public Services, to improve the quality and range of local services while minimising the need for increases in local taxes.

The following is taken from the report which specifically refers to the Fire Service:

"The Office of the Deputy Prime Minister (ODPM) now the Department for Communities and Local Government (DCLG) will realise total annual efficiency gains of at least £620 million by 2007-08, of which two thirds will be cashable, releasing resources for front-line activities."

Implementation plan:

As part of this programme of efficiencies the ODPM (now the DCLG) plans, by 2007-08, to:

• continue the modernisation of the Fire and Rescue Service to provide efficiencies to fund further enhancements in the effectiveness of the service reaching £105 million.

These expected efficiencies will therefore have an impact on the way Nottinghamshire Fire and Rescue Service delivers its services.

7.2 Nottinghamshire Fire and Rescue Service Revenue Budget 2006/07 and Forecast Budgets 2007/08 & 2008/09

	2006/07 £000's	2007/08 £000's	2008/09 £000's
Base Budget	40,285	39,847	42,657
Pay awards & increments	1,000	1,081	1,023
Pensions	-905	4	351
Inflation	0	111	111
Base budget review savings	-78	0	0
Leasing & capital financing	74	490	336
Reductions to base budget – various	-662	0	0
Additions to base – various	218	25	18
Reduction in Govt. grant / surplus on collection	98	0	0
New Demands:			
Community Fire Safety	115	58	1
Technical Fire Safety	34	-7	0
IRMP 1 and IRMP 2 adjustments	-195	3	0
Community Safety Plan new projects	0	0	300
Information Services	35	-25	0
Human Resources	125	-40	0
Learning & Development	20	0	0
IT Services	85	50	0
Increased trading income	-50	0	0
Members & governance	70	0	0
Finance & Resources	278	0	0
Firelink project	0	250	100
Replace breathing apparatus	0	110	0
Contribution to / from balances	-700	700	0
Total Revenue Budget	39,847	42,657	44,897
Percentage increase / (decrease) on previous year's budget	(1.1%)	7.1%	5.2%

7.3 Nottinghamshire Fire and Rescue Service Capital Programme 2006/07, 2007/08 & 2008/09

The Service has a capital asset base for operational purposes, which is made up of property, vehicle, information technology and communications assets. The capital programme provides for the continual replacement and upgrade of assets to ensure that the Service is able to sustain and improve service quality, within affordable limits.

The financing of assets is carried out in a number of ways including external borrowing and leasing. The impact of the financing of capital assets is included within the revenue budget.

The total capital programme investment over the next 3 years will be £12,545,000. This represents a 51% increase on the previous year's 3 year capital programme forecast. The main reason for this significant increase is the requirement to acquire new properties to meet the needs of the community and the requirement for significant enhancements in information technology assets to support the Service. In addition there was significant slippage from the 2005/06 capital programme into 2006/07, for which there was existing revenue budget provision.

There are three elements to the capital programme and these are shown in more detail below.

Transport

Property

Information Technology and Communications

	2006/07	2007/08	2008/09
7.3 a Transport	£000's	£000's	£000's
Pumping Appliances	952	960	925
Water Carrier	0	160	0
Breathing Apparatus Unit	0	160	0
Environmental Protection Unit	160	0	0
Command Support Unit	160	0	0
Foam Unit	160	0	0
Community Safety Outreach	100	0	0
Small Vehicles	225	130	160
Heavy Rescue Unit	160	0	495
Recovery Vehicle	0	0	150
Fuel Tanks	168	0	0
General Purpose Lorry	0	0	80
Total Transport	2,085	1,410	1,810

The transport element of the capital programme provides for vehicle replacement and development in line with the Service's operational requirements. The total investment in transport over the next 3 years will be £5,305,000.

7.3 b Property	2006/07	2007/08	2008/09
	£000's	£000's	£000's
Retentions	25	25	25
Harworth	150	0	0
Beeston / Dunkirk	1,300	0	0
Acquisitions / Extensions	1,100	0	0
Major Schemes	0	0	700
Minor Schemes	400	400	400
Fuel Tank Renewal	20	300	0
Service Development Centre Garage	80	0	0
Total Property	3,075	725	1,125

The property element of the capital programme provides for the acquisition of new properties and improvements to existing properties, including ensuring that premises meet legislative requirements. The total investment in property over the next 3 years will be £4,925,000.

7.3 c Information Technology & Communications	2006/07 £000's	2007/08 £000's	2008/09 £000's
Infrastructure refreshment	142	67	50
HR System	300	0	0
Mobilising System Upgrade	135	0	0
Wifi networking & WAN Upgrade	40	50	0
IT Security Business Continuity DRP	350	30	30
Replacement Equipment & Business Expansion	200	100	100
Information systems developments	40	40	40
Workflow business process automation	0	150	0
Mobile Computing	250	0	0
Enhanced Information Service for Emergency Calls (Call Line Identity)	16	10	10
Regional Call Centre	0	0	100
Vector Command Simulation	65	0	0
Total Information Technology & Communications	1,538	447	330

The information technology and communications element of the capital programme provides for both the replacement and upgrading of existing systems and also the acquisition of new systems to support operational requirements. The total investment in information and communications over the next 3 years will be £2,315,000.

"The people of Nottinghamshire must have confidence that Public Services are delivered efficiently and effectively"

Carolyn Winter, Service Performance Manager

Flame outline plus the Views Screenshot

8. Performance Management

What is performance management?

Performance management is the activity of tracking performance against targets and identifying opportunities for improvement – but not just looking back at past performance. The focus of performance management is the future – what do you need to be able to do and how can you do things better? Managing performance is about managing for results. Performance-based management at any level in the organisation should demonstrate that:

- you know what you are aiming for
- you know what you have to do to meet your objectives
- you know how to measure progress towards your objectives
- you can detect performance problems and remedy them.

Why is it important?

The modernising Government agenda sets challenging new performance objectives for Fire Services, from the delivery of high quality services that meet the needs of their customers and stakeholders, to do more within the constraints of available resources, through to continuous improvement in how the organisation itself operates. Performance management underpins the operations and processes within the strategic change programme framework. Sound practices and targets, which are both flexible and reactive to change; are needed to achieve performance improvement. The effective performance of Nottinghamshire Fire and Rescue Service depends on the contributions of activities at all levels – from top management policy development through to efficiently run operations. In response to the pressures and opportunities for improving organisational performance, it is vital that we understand how to define and measure performance as part of a concerted strategy for relevant, successful and cost-effective operations.

8.1 Audit Commission Assessments

The Audit Commission carried out a Comprehensive Performance Assessment (CPA) of Nottinghamshire Fire and Rescue in 2005. The results of this assessment were the base for an improvement plan. This plan ensures that we continue to make progress in the areas for improvement, which were detailed in the report.

In late 2006 the Audit Commission will conduct an assessment focused on service delivery. The objective of the service assessment is to take a broad outcome-based view of the Authority's performance in delivering the Fire and Rescue Service. There are two elements to the service assessment: an operational assessment of service delivery and a performance information element.

The operational assessment of service delivery will cover the following areas:

- risk analysis;
- prevention and protection;
- · operational preparedness;
- · call management and incident support;
- · emergency response.

The performance information element will bring together a range of current Best Value Performance Indicators to determine whether intended outcomes have been achieved.

2006/07 also sees the Audit Commission conduct a use of resources assessment. This assessment will focus on a broad range of financial issues including a judgement on the authority's arrangements for securing value for money. The audit will look at the following areas:

- · financial reporting;
- financial management;
- financial standing;
- internal control;
- value for money.

The final assessment that will be conducted by the Audit Commission in 2006/07 will be the direction of travel. This assessment will recognise progress since the 2005 Fire and Rescue CPA and qualify it by stating how well the authority is performing and whether it is considered that it will continue to improve. These assessments will lead the development of an improvement plan to be implemented from 2007.

8.3 Views

At the moment we collect a lot of information about how the Service is performing, but the information is kept in several different places, often not cascaded throughout the organisation. This lack of access and visibility has presented challenges as we try to use the information to manage the Service. It has therefore been recognised that we require a Performance Management System to facilitate the collection, analysis, presentation and distribution of key performance information to appropriate personnel across the Service. The system the Service has chosen to develop is **Views**.

Views needs to be more than just a repository for the systematic collection and reporting of statutory Best Value Performance Indicators. It needs to demonstrate that operational activity is aligned and linked to the organisation's strategy, through the use of local performance indicators. This, in turn, will help managers to plan and allocate their resources accordingly. Devolved responsibility is key, so the ability to provide feedback and planned actions is essential. It is intended that **Views** will be an integral element of a drive to manage strategic and operational performance.

Views has various features to facilitate performance analysis: views; performance maps; briefing books; and reports.

The full version of **Views** has been rolled out to fifty managers within the Service, with a further fifty programmed to receive training in late 2006/07. All employees have access to the system, and we will soon be reporting our performance information to the public in this format.

Views will continue to be developed from 2007 – 2010 to provide more comprehensive information to the Service.

"Research allows us to plan and produce strategies to efficiently and effectively prevent fires, mitigate their effects on people and buildings and deal effectively with incidents when they occur"

Martin Smart, Area Manager

Flame outline plus building fire

9. Research

Nottinghamshire Fire and Rescue strongly believe that the role of research can play a crucial role in:

- developing future policy
- · understanding risks and developing strategies to deal with it
- identifying best practise
- · informing on the development of equipment and techniques for dealing with operational incidents

During 2007/2008 we will engage in significant research into our programme to replace many of our existing vehicles. This research will include:

- analysing our incident statistics
- using FSEC to plot our risk environment
- checking new innovations in vehicle design for suitability

Key projects that will be occurring during 2007 will be:

- Replacement of Sabre Water Tender Ladders that have reached the end of their lease
- Introduction of two heavy rescue vehicles
- Introduction of two Command and Control Vehicles to replace one existing appliance
- · Replacement of all the Breathing Apparatus currently in service
- Replacement of water rescue capability at Newark Fire Station
- Replacement of the firefighting clothing for all operational personnel.

Action Plan

The following pages summarise our planned activity, their resource and financial implications and risks associated with them.

1. Community Risk Reduction

Planned Activity	Main Resource Implications	Financial Plan Reference	Risk
1.1 Fire Prevention (Enforcement)			
1.2 Community Safety (Education)			
1.3 The Targets			

2. Effective Response

Planned Activity	Main Resource Implications	Financial Plan Reference	Risk
2.1 Equipment Replacement	Purchase of equipment and training	MTFP – provision in base IRMP Contingency	
2.2 Best Value Review			
2.3 Merger of Dunkirk and Beeston Fire Station			
2.4 Relocation of Central Fire Station			
2.5 Review of all Station Locations			
2.6 Community Safety Team			

3. Working Together: The Regional Approach

Planned Activity	Main Resource Implications	Financial Plan Reference	Risk
3.1 FiReControl			
3.2 Fire Link			
3.3 Fire Investigation			
3.4 Regional Human Resource Strategy			

4. Resilience and New Dimension

Planned Activity	Main Resource Implications	Financial Plan Reference	Risk

5. Fire and Rescue Service Staff

Planned Activity	Main Resource	Financial Plan	Risk
5.1 Develop an integrated workforce planning process	Implications	Reference	
5.2 Ensure the application and promotion of Equalities and Fairness			
5.3 Ensure full implementation of the Integrated Personal Development System			
5.4 Finalise a pay and grading structure			
5.5 Extend and Improve Existing Occupational Health Provisions			
5.6 Criminal Record Checks			
5.7 Health and Safety			
5.8 Core Values			

6. Workforce Development

Planned Activity	Main Resource Implications	Financial Plan Reference	Risk
6.1 Complete the implementation of the IPDS framework			
6.2 Personal Development Records			
6.3 Appraisals			
6.4 National Occupational Standards and National Vocational Qualifications			

7. Finance

Planned Activity	Main Resource Implications	Financial Plan Reference	Risk
7.1 Gershon Review			
7.2 Nottinghamshire Fire & Rescue Service Revenue Budget 2006/07 and Forecast Budgets 2007/08 & 2008/09			
7.3 Nottinghamshire Fire & Rescue Service Capital Programme 2006/07, 2007/08 & 2008/09			

8. Performance Management

Planned Activity	Main Resource Implications	Financial Plan Reference	Risk
8.1 Audit Commission Assessments			
8.2 Views			

9. Research

Planned Activity	Main Resource Implications	Financial Plan Reference	Risk
9.1 Research			

Reference Documents

There are many documents that support the work of Nottinghamshire Fire and Rescue Service and this plan. Details can be found below.

<u>Title</u>	<u>Information</u>
Best Value Performance Plan	This is where you can find information on our recent performance and future targets. The plan is a live document and is continually updated; please visit our website www.notts-fire.gov.uk to view the most up to date version.
Annual Plan	Our annual delivery plan is available on our website. This contains all of our main projects for the current year.
Fire and Rescue Service National Framework 2005/06	Available online at www.dclg.gov.uk
Fire and Rescue Services Act 2004	Available online at www.dclg.gov.uk
Comprehensive Performance Assessment Final Report	Available online at www.audit-commission.gov.uk
Race Equality Scheme	Available online at www.notts-fire.gov.uk
Data Protection Act Confined Spaces Regulations Freedom of Information Act Working at Height Regulations Regulatory Reform (Fire Safety) Order 2005 Civil Contingencies Act 2004	Available online at www.opsi.gov.uk
Workforce Planning in Local Authorities	Available online at www.lg-employers.gov.uk
The Working Time Regulations	Available online at www.dti.gov.uk

Glossary of Terms

Best Value Requires the Service to secure continuous improvement in the way in which we function

having regard to a combination of economy, efficiency, and effectiveness

Car Clearance Removal of abandoned vehicles from the streets to prevent them from being stolen and set

on fire

CPA Comprehensive Performance Assessment

DCLG Department for Communities and Local Government

e-Government Government initiative to ensure information technology systems supports the transformation

of Government to ensure better, more efficient public services.

FSEC The Fire Service Emergency Cover Model

Fire Service Emergency Cover (FSEC) Toolkit

A computer based programme for analysing risk in the county and balancing the control of

this risk between prevention and intervention

IRMP Integrated Risk Management Plan

Integrated Personal Development System (IPDS)

A development system being phased into the national Fire and Rescue Service to enable a structured development programme to be designed based upon the individual's needs

National Framework Document Regulatory Reform Order (RRO)

The 2004/2005 Fire and Rescue Service National Framework Document, provided by the ODPM New legislation that will replace all current Fire Safety Legislation and will provide the Fire and Rescue Service with new powers in preventing and investigating fires

ODPM Office of the Deputy Prime Minister, now DCLG

Retained Staffing Firefighters who are employed on a part-time contract. They normally provide cover by

attending their fire station from their own home or place of work

RTC Road Traffic Collision

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 such as road traffic collisions, chemical incidents and assisting other services. This type of call accounts for the majority of calls for assistance in the UK.

Creating Safer Communities

"We at Nottinghamshire Fire & Rescue Service see ourselves as an organisation that is something more than a traditional emergency service. We are committed to helping deliver long term benefits to our community through a wider safety agenda. It is our aim to contribute to the improvement of the quality of life within our wider society and to put safety at the forefront of everyone's thinking, both now and in the future."



Paul Woods
Chief Fire Officer

Contact details:
Nottinghamshire Fire & Rescue Service
Information Services
Headquarters
Bestwood Lodge
Arnold
Nottingham
England
NG5 8PD

Telephone: (0115) 967 0880 In case of emergency: 999 Fax: (0115) 926 1081

