NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Annual Performance Plan and Review 2007

INDEX

**Nottinghamshire and City of Nottingham
Fire and Rescue Authority Fire and Rescue
Performance Framework 2006/07**

INTRODUCTION

As a service we are continually evaluating the level of service we provide to residents and visitor to Nottinghamshire. We look at how to prevent fires and accidents happening in the first place and how to make all our communities safer. We then balance this against staff training plans and budget management to ensure we are best placed to deliver the best service in the region.

We use numerous performance indicators and planning tools to achieve an excellent service. This Best Value document looks back over the last year and I pleased to say we have brought about a reduction in all fires and malicious calls. We will continue to review all of our data, balance our plans and realign our service provision to ensure this trend continues.

Frank Swann
Chief Fire Officer

VISION

Our Vision

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

Our Aims

- To deliver a quality public service
- To maintain efficient and effective support systems for delivering the Service

Our Goals

To improve by:

- Responding to the needs of the community
- Supporting all our employees
- Managing the Service on a good 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

SERVICE DELIVERY OVERVIEW

<u>Our approach to delivery of services (Prevention, Protection and Response), managing our Performance, Programme and Project Management</u>

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. Nottinghamshire Fire and Rescue Service is committed to promoting vital safety messages in the community and we have re-organised the structure and delivery of the service to ensure that the differing needs of the local communities within the county are met. We work with our partners to fully engage with the local community, providing effective service now and take into account the needs of future generations. The emphasis of current and future initiatives is on **prevention rather than cure.** Achievement of these initiatives will only be possible through positive actions and support of our people, partners and the community.

The Community Safety Plan 2007-2010 aim is quite simple - safer communities. If you would like a copy please visit the Fire and Rescue's website www.notts-fire.gov.uk

We are achieving this by targeting our resources and time into improved community safety education. We intend to have further dedicated community based staff who will be involved in establishing partnerships within their communities. This approach of using partnerships should allow us to have a more targeted approach in achieving safer communities.

Our aim is to:-

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

To achieve this, we will follow national guidelines by:

- targeting community safety education/protection at the most vulnerable groups, for example, the very young and the elderly, and by delivering community safety education face to face in people's homes;

- improving action taken in fires and other emergencies, for example, by making sure that appropriate resources are in the right place at the right time to provide an effective response; and

- reviewing the building regulations in relation to the level of safety that should be designed into new or altered homes.

The Nottinghamshire Fire and Rescue Service have a national reputation of delivering a high class service. The new challenges we face in delivering our vision will require us to investigate our goals. We will also further develop working in partnership with other agencies to better serve our communities.

The Service will continue to operate in three distinct categories:-

Prevention   **Protection**   **Response**

"Working with appropriate partners, we will develop and implement a programme of Community Safety work which responds to the needs and risks of our communities."

Below are brief explanations of schemes we are currently delivering in providing our commitment to delivering safety messages to all members of the community and working with our partners. These list is not exhaustive with a lot of smaller but just as important accident reduction schemes taking place, for example the fitting of deaf smoke alarms in partnership with the Deaf Society.

- **Home Safety Checks**

Home Safety Checks have been delivered by Nottinghamshire Fire and Rescue Service since 2003 and continue as a tool in reducing the number of fire-related deaths and injuries. A Home Safety Check is carried out in a person's home by operational staff. Members of the community who are most at risk from fire and other avoidable injury are targeted. 10-year smoke alarms are fitted by Nottinghamshire Fire and Rescue staff and fire safety and safety advice is given throughout the visit. This enables residents to have a fully functionally working smoke alarm in their home and to acquire a better understanding of risks, allowing them to make informed choices about controlling the risks to achieve a safer home. In line with partnership working, referrals are made to other safety organisations for further assistance where applicable.

- **RiskWatch**

Encouraging risk awareness at an early age leads to young people becoming more safe consciences adults. By working in partnership with our safety colleagues and with the RiskWatch programme, we can provide young people with the knowledge and skills to lead safer lives.

RiskWatch was launched successfully into Nottingham City Primary schools in September 2003. We work in partnership with the Local Education Authority's, Primary Care Trusts, Police, Road Safety Teams and British Waterways to assist in delivery of the programme. Initially the programme will continue to be targeted through Foundation, Key Stage 1 and 2 (primary and nursery schools) with the intention to move into Key Stage 3 this year (secondary school). The whole programme reinforces the National Framework for Children and Young People in '*being safe'*. It is expected that Risk Watch will lead to a reduction in the amount of injuries and fatalities suffered by children and their families by improving children's safety knowledge and behaviour.

- **Safety Zone**

Safety Zone is a multi-agency activity based scheme for year six pupils. We will continue with our partners enabling experiential learning to take place in a fun and interactive way. We successfully co-ordinated a disabled safety zone and this has become an annual event.

- **Impact Roadshow / Road Traffic Collision (RTC) Awareness**

Impact Roadshow is a vehicle crime awareness workshop with the aim of diverting young people away from vehicle-related crime. It was originally conceived by members of the Avon and Somerset Constabulary Diversion Team as a response to the high levels of involvement in auto related offending and risk-taking amongst young people. Impact Roadshow has been developed for use with young people aged 14-15 years (year 10 school pupils). The programme looks at consequences of car crime, speeding and importance of seat belts. The programme is co-ordinated by Nottinghamshire Fire and Rescue Service and delivered in secondary schools by operational crews with support from the Community Safety Department and partners such as Youth offending Teams and Police School Liaison Officers. RTC awareness days are designed for first time drivers, teaching about the consequences of careless driving. RTC awareness days are delivered at Carlton, Newark and Dunkirk Fire Stations in partnership with BRAKE, Police and EMAS.

- **Arson Task Force**

Nottinghamshire Fire and Rescue Service has been successful in attracting Arson Control Forum funding to set up an Arson Task Force which includes a dedicated team consisting of two Fire Investigation / Arson Officers and a Police Secondee. The Arson Task Force works closely with local communities and the Police Force in identifying and addressing some of the root causes of unwanted fires that blight our society.

In July 2004 there were in excess of 200 non-accidental fires concentrated on three streets of the Bestwood Estate. There were three local authority houses on one of these streets totally burnt out. In fact arson was blighting the estate and was ruining the lives of the local community.

A multi-agency Task Group was quickly established by Nottinghamshire Fire & Rescue Service and involved the Police, local Councillors, Housing Officials, Crime and Disorder Co-ordinators, Neighbourhood Services, Bestwood Youth Project, Crime Concern and the ASBO Team. A Bestwood Estate Arson Reduction Action Plan was quickly agreed.

The success of reducing the arson on the estate by 75% is mainly due to quick intervention measures that were put in place and the development of a longer-term multi-agency strategy.

The Service was able to secure £270,000 of Government funding to establish the Arson Task Force. Taking into account published figures for the cost of fire it can be reasonably assumed that the reduction of fire in Bestwood has saved the Service in excess of £143,792 over a five-month period (August-December 2004) - an example of value for money.

- **Fire Setter Intervention**

The Fire Setter Intervention Programme has been running in Nottinghamshire since 1992 and involves volunteers from the Fire Service visiting young firesetters and their families. Using a number of different resources, the volunteers educate the young person as to the consequences of their firesetting behaviour.

Referrals are received from worried parents, schools, social services and a number of other partner organisations. The aim of the intervention programme is to eliminate firesetting behaviour and prevent its recurrence.

- **Partnership Working – Ethnic Minorities**

Nottinghamshire Fire and Rescue Service employed a BME Community Development Worker to improve access to 'hard to reach' communities and to ensure fire safety advice is given to all our residents. Seeking opportunities to improve access by linking with communities through faith groups and places of worship can be evidenced. We led the East Midlands' Fire Services launch of the Eid Fire Safety Campaign at the Islamic School in Nottingham. The event was attended by other community leaders from other mosques, supported with interest from both the ODPM and community groups. The Fire Safety presentations were specific to the community with advice on safe cooking with karahis and hot oils.

PROTECTION

"We will ensure through Fire Safety legislation that the community is safe in premises that have the potential to pose a risk to life".

In 2004, the Fire Safety department of the Service was restructured. Three groups of inspecting Officers based within the geographical areas (North, City, South) and a County wide Licensing section. These are supported by Officers based at Fire and Rescue Service Headquarters.

In addition to these bases, the Inspecting Officers are undertaking new systems of work which are aimed at adopting a risk based approach to the inspection of premises within the county and are based on the Enforcement Management Model utilised by the Health and Safety Executive. This involves gathering of information and the grading of each premise, resulting in actions to be taken. This will include the forwarding of critical information to Operational Crews and will ensure a more consistent approach to any enforcement issues that may arise. The collation of data from the risk based audit will bring together data which will inform enforcement/compliance, and the data that will be gathered for Fire Service Emergency Cover (FSEC) modelling, which in turn aids the Integrated Risk Management Planning process (IRMP).

We recognise that (inline with national views on data collation) the Fire Safety Officer is a key person in the collection of numerous pieces of data and we are working towards to linking all building information within a central accessible point. This will assist operational response should the fire safety protection control measures in that building prove to be inadequate. The new 'Community Safety' database will be central to achieving this aim.

RESPONSE

"We will continue to provide a professional and effective response to bring to a safe conclusion, incidents that Fire and Rescue Services are required to deal with"

We are increasingly being called to a diverse range of incidents. The Service now has an increased capability to deal with what is termed by the government 'New Dimension' type incidents. These incidents relate to the threat of terrorism in the County.

A dedicated incident response unit is now stationed in the County to deal with mass decontamination of the public should an incident occur.

In addition to the Service's two Aerial Ladder Platforms all fire appliances have been equipped with the latest line rescue equipment. This development has increased the Services capability to safely work at height.

Every fire appliance in the County now has an in-cab computer system. This allows the firefighters to have instant access to a wide range of data which can be printed off while they are at the incident. This includes chemical information, building layouts and details of safety systems on cars. Also an additional function of this in-cab computer system allows the crews to plan their route to an incident using satellite navigation.

BEST VALUE PERFORMANCE INDICATOR RESULTS AND BEST VALUE REVIEWS

Publishing the Results

The Fire Authority has a legal duty to provide information annually in the form of Best Value Indicators on the 30th June each year; we also provide an interim update each three months to a Performance Committee.

Best Value Indicators are measures of our performance set by Central Government. They are known as Best Value Performance Indicators or BVPIs, 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.

This section contains the detailed report on our Best Value Performance Indicator results.

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.

- *Community Safety* (Service specific) - 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.

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 Office of the Deputy Prime Minister, now CLG. 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. We aim to perform at, or in excess of, the upper quartile performance levels in all service delivery areas.

Summary of Key Indicators

Under the Government's Best Value requirements, the Fire and Rescue Service must demonstrate its performance against 35 nationally set Best Value Performance Indicators (BVPIs). The Key Fire Performance Indicators are:

BVPI 142i (All primary fires) 6% decrease from last year as robust community safety initiatives contribute to safer communities.

BVPI 146ii (Malicious calls attended). 8% decrease from last year freeing up more time for Firefighters to attend actual emergencies, or continue providing safety awareness in the community.

BVPI 206i (Deliberate Primary Fires Excluding Vehicles) 6% decrease from last year. The Fire Service is working in partnership with the Police in reducing anti-social behaviour.

BVPI 207 (Fires in non domestic properties). 5% decrease from last year contributing to reducing the impact on lives, property and the environment.

Our Service has continued to set challenging targets for each of our 35 Performance Indicators.

The following graphs give a good indication of our effectiveness at driving down risk.

All Primary Fires
Number
5118
4167
3571
3354
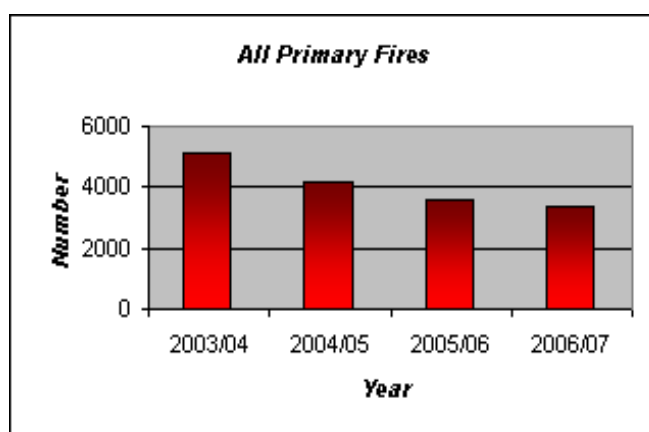
All Primary Fires

Number of Malicious Calls Attended	
Year	Number
2003/04	696
2004/05	715
2005/06	599
2006/07	554

Malicious Calls Attended
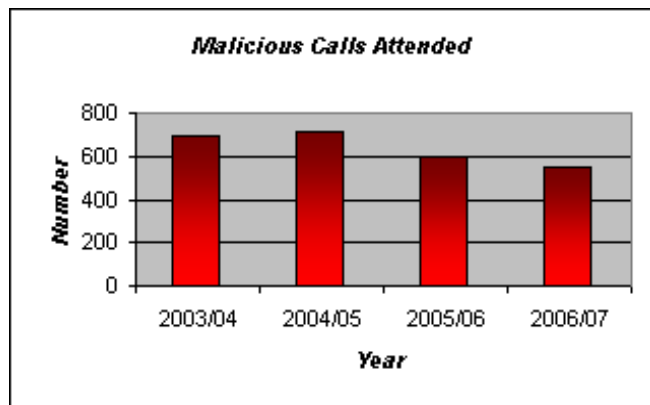
Deliberate Primary Fires Excluding Vehicles
Number
1247
992
875
824

Deliberate Primary Fires Ecluding Vehicles
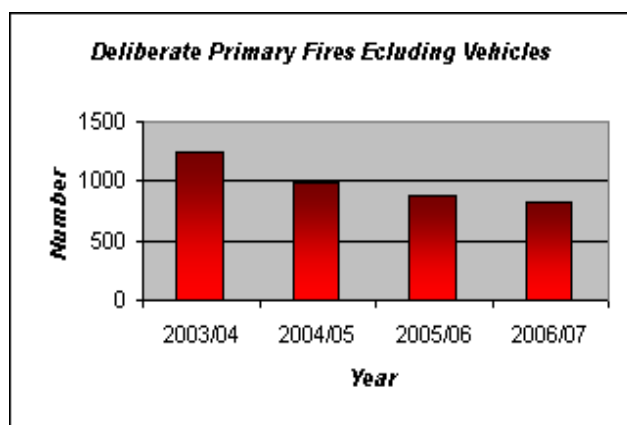
Fires in Non Domestic Properties	
Year	Number
2003/04	493
2004/05	488
2005/06	404
2006/07	385

Fires in Non Domestic Properties
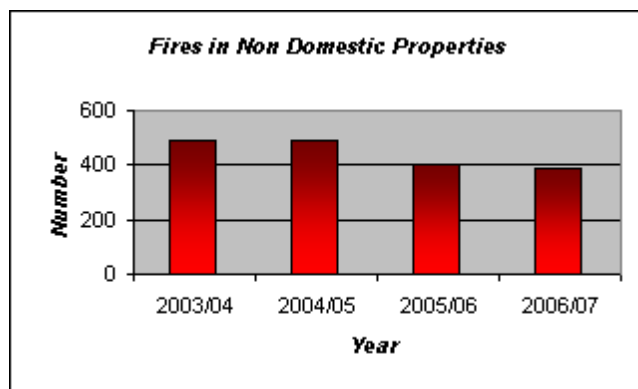
Detailed BVPI Performance Results

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

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

Local Public Service Agreements

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, we have local agreements, results of which are outlined after the BVPIs:

- LPSA 3 – Reduce deliberate fires by 10% by March 2010 based on 2001-02 Baseline of 3972 fires. This agreement corresponds directly to a combination of BVPI 206 series.

List of Best Value Performance Indicators

The Audit Commission has established the following Best Value Performance Indicators (BVPI's) for the provision of Fire Services. Our latest performance information is available below. It contains the year end information for the Best Value Performance Indicators. It also contains the targets set for future performance, previous performance against the targets and the comparison information from our family group.

Corporate Health

BVPI 2a	The level (if any) of the Equality Standard for Local Government to which the authority conforms
BVPI 2b	The quality of an Authority's Race Equality Scheme and the improvements resulting from its application
BVPI 8	The % of undisputed invoices which were paid in 30 days
BVPI 11i	The % of top 5% of earners that are women
BVPI 11ii	The % of top 5% of earners that are from ethnic minority communities
BVPI 11iii	The % of top 5% of earners that are disabled
BVPI 12i	Proportion of working days/shifts lost to sickness absence by whole time uniformed staff
BVPI 12ii	The proportion of working days/shifts lost due to sickness absence by all staff
BVPI 15i	Wholetime fire-fighter ill-health retirements as a % of the total Workforce
BVPI 15ii	Control and non-uniformed ill-health retirements as a % of the total workforce
BVPI 16i	% of employees with a disability - The % of wholetime and retained duty system employees with a disability
BVPI 16ii	% of employees with a disability - The % of control and non-uniformed employees with a disability

BVPI 17	% of ethnic minority uniformed staff of ethnic minority population of working age in brigade area
BVPI 150	Expenditure per head of population on the provision of fire and rescue services
BVPI 157	The number of types of interactions that are enabled for electronic delivery as a % of the types of interactions that are legally permissible for electronic delivery
BVPI 210	% of women fire-fighters

Community Safety

BVPI 142ii	Number of calls to fire attended - primary fires per 10,000 population
BVPI 142iii	Number of calls to fire attended - accidental fires in dwellings per 10,000 dwellings
BVPI 143i	The number of deaths arising from accidental fires in dwellings per 100,000 population
BVPI 143ii	Number of injuries arising from accidental fires in dwellings per 100,000 population
BVPI 144	The % of accidental fires in dwellings confined to room of origin
BVPI 146i	Number of calls to malicious false alarms not attended per 1,000 population
BVPI 146ii	Number of calls to malicious false alarms attended per 1,000 population
BVPI 149i	False alarms caused by automatic fire detection per 1,000 non-domestic properties
BVPI 149ii	False alarms caused by automatic fire detection - Number of those properties with more than 1 attendance
BVPI 149iii	False alarms caused by automatic fire detection - The % of calls which are to a property with more than 1 attendance
BVPI 206i	Number of deliberate primary fires (excluding deliberate primary fires in vehicles) per 10,000 population
BVPI 206ii	Number of deliberate primary fires in vehicles per 10,000 population
BVPI 206iii	Number of deliberate secondary fires (excluding deliberate secondary fires in vehicles) per 10,000 population
BVPI 206iv	Number of deliberate secondary fires in vehicles per 10,000 population
BVPI 207	The number of fires in non-domestic premises per 1,000 non-domestic premises
BVPI 208	The % of people in accidental dwelling fires who escape unharmed without Fire Rescue Authority assistance at the fire

BVPI 209i	The % of fires attended in dwellings where a smoke alarm had activated
BVPI 209ii	The % of fires attended in dwellings where a smoke alarm was fitted but did not activate
BVPI 209iii	The % of fires attended in dwellings where no smoke alarm was fitted

BVPI 2a the level of the Equality Standard for Local Government to which the Authority conforms, in respect of gender, race and disability

BV 2a Level of Equality Standard (NFRS)
This Year to Date (Last Value)

Review 2006/07

Period	Year	Actual	Target	Target Variance	Target % Variance	Target Index	Previous Year	Previous Year Variance	Previous Year % Variance	Previous Year Index
Q1	2006	1	3	(2)	(66.7%)	33.3%	1	0	0.0%	100.0%
Q2	2006	2	3	(1)	(33.3%)	66.7%	1	1	100.0%	200.0%
Q3	2006	2	3	(1)	(33.3%)	66.7%	1	1	100.0%	200.0%
Q4	2006	2	3	(1)	(33.3%)	66.7%	1	1	100.0%	200.0%

This graph shows how we compare to other Fire Services in our family group (similar sized brigades):
*Data published for by CLG for **2005-2006***

Target 2007/08

Performance 2004-05	Performance 2005-06	Performance 2006-07	Target 2007-08	Target 2008-09	Target 2009-10
1	1	2	3	4	5

BVPI 2b the quality of an authority's Race Equality Scheme (RES) and the improvements resulting from its application

BV 2b Quality of Race Equality Scheme (NFRS)
This Year to Date (Last Value)

Review 2006/07

Period	Year	Actual	Target	Target Variance	Target % Variance	Target Index	Previous Year	Previous Year Variance	Previous Year % Variance	Previous Year Index
Q1	2006	94.7%	100.0%	(5.3%)	(5.3%)	94.7%	94.7%	0.0%	0.0%	100.0%
Q2	2006	79.0%	100.0%	(21.0%)	(21.0%)	79.0%	94.7%	(15.7%)	(16.6%)	83.4%
Q3	2006	79.0%	100.0%	(21.0%)	(21.0%)	79.0%	94.7%	(15.7%)	(16.6%)	83.4%
Q4	2006	79.0%	100.0%	(21.0%)	(21.0%)	79.0%	94.7%	(15.7%)	(16.6%)	83.4%

This graph shows how we compare to other Fire Services in our family group (similar sized brigades):
*Data published for by CLG for **2005-2006***

Target 2007/08

Performance 2004-05	Performance 2005-06	Performance 2006-07	Target 2008-09	Target 2009-10	Target 2007-08
89.5%	94.7%	79.0%	100%	100%	100%

BVP8 Percentage of undisputed invoices which were paid in 30 days

BV 8 % Undis Invs Paid within 30 Days (NFRS)
This Year to Date (Last Value)
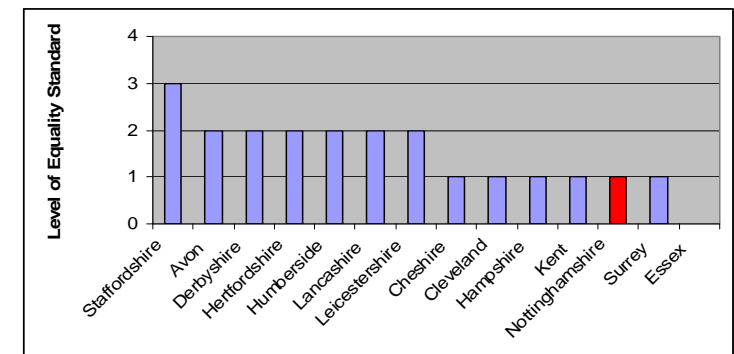
Review 2006/07

Period	Year	Actual	Target	Target Variance	Target % Variance	Target Index	Previous Year	Previous Year Variance	Previous Year % Variance	Previous Year Index
Q1	2006	92.0%	93.0%	(1.0%)	(1.1%)	98.9%	85.3%	6.7%	7.8%	107.8%
Q2	2006	91.0%	93.0%	(2.0%)	(2.2%)	97.8%	90.0%	1.0%	1.1%	101.1%
Q3	2006	91.0%	93.0%	(1.9%)	(2.0%)	98.0%	82.9%	8.2%	9.9%	109.9%
Q4	2006	83.9%	93.0%	(9.2%)	(9.9%)	90.1%	88.6%	(4.8%)	(5.4%)	94.6%

This graph shows how we compare to other Fire Services in our family group (similar sized brigades):
*Data published for by CLG for **2005-2006***

Target 2007/08

Performance 2004-05	Performance 2005-06	Performance 2006-07	Target 2007-08	Target 2008/09	Target 2009/2010
87.6%	88.6%	83.8%	93.0%	94.0%	95.0%

BVPI 11i The Percentage of top 5% of earners that are women

BV 11i % Top 5% of Earners that are Women (NFRS)
This Year to Date (Last Value)
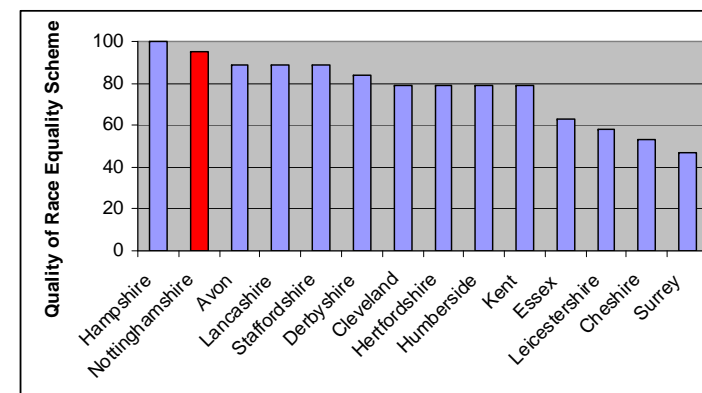
Review 2006/07

Period	Year	Actual	Target	Target Variance	Target % Variance	Target Index	Previous Year	Previous Year Variance	Previous Year % Variance	Previous Year Index
Q1	2006	10.4%	6.3%	4.1%	65.3%	165.3%	4.2%	6.2%	150.0%	200.0%
Q2	2006	7.7%	6.3%	1.4%	22.1%	122.1%	4.2%	3.5%	84.6%	184.6%
Q3	2006	7.1%	6.3%	0.8%	13.4%	113.4%	4.2%	3.0%	71.4%	171.4%
Q4	2006	6.5%	6.3%	0.2%	3.5%	103.5%	4.2%	2.4%	56.5%	156.5%

This graph shows how we compare to other Fire Services in our family group (similar sized brigades):
*Data published for by CLG for **2005-2006***

Target 2007/08

Performance 2004-05	Performance 2005-06	Performance 2006-07	Target 2007-08	Target 2008/09	Target 2009/2010
2.3%	4.2%	6.5%	8.0%	8.0%	8.0%

BVPI 11ii The Percentage of top 5% of earners from black and minority ethnic communities

BV 11ii % Top 5% of Earners from Ethnic Minority Communities (NFRS)
This Year to Date (Last Value)

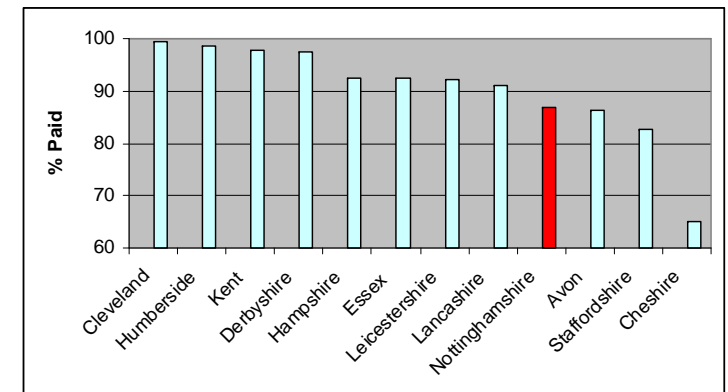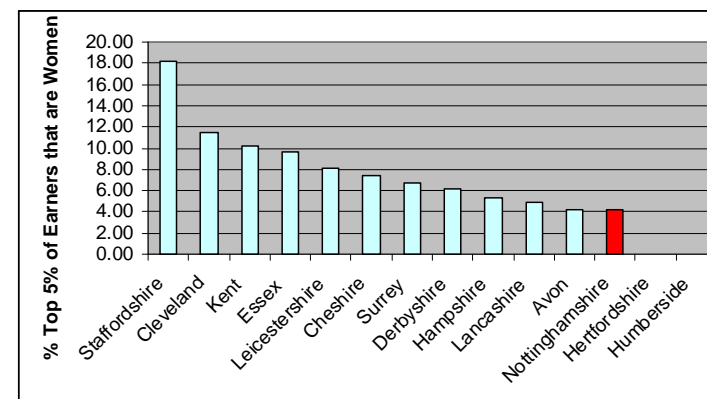**Review 2006/07**

Period	Year	Actual	Target	Target Variance	Target % Variance	Target Index	Previous Year	Previous Year Variance	Previous Year % Variance	Previous Year Index
Q1	2006	0.0%	2.1%	(2.1%)	(100.0%)	0.0%	0.0%	0.0%		100.0%
Q2	2006	0.0%	2.1%	(2.1%)	(100.0%)	0.0%	0.0%	0.0%		100.0%
Q3	2006	0.0%	2.1%	(2.1%)	(100.0%)	0.0%	0.0%	0.0%		100.0%
Q4	2006	0.0%	2.1%	(2.1%)	(100.0%)	0.0%	0.0%	0.0%		100.0%

This graph shows how we compare to other Fire Services in our family group (similar sized brigades):
*Data published for by CLG for **2005-2006***

Target 2007/08

Performance 2004-05	Performance 2005-06	Performance 2006-07	Target 2007-08	Target 2008/09	Target 2009/10
0.0%	0.0%	0.0%	2.1%	2.1%	2.1%

BVPI 11iii The Percentage of top 5% of earners that are disabled

BV 11iii % Top 5% of Earners with a Disability (NFRS)
This Year to Date (Last Value)
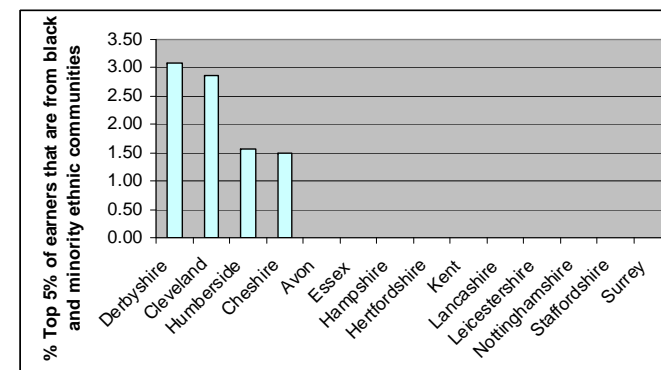
Review 2006/07

Period	Year	Actual	Target	Target Variance	Target % Variance	Target Index	Previous Year	Previous Year Variance	Previous Year % Variance	Previous Year Index
Q1	2006	0.0%	2.1%	(2.1%)	(100.0%)	0.0%	0.0%	0.0%		100.0%
Q2	2006	0.0%	2.1%	(2.1%)	(100.0%)	0.0%	0.0%	0.0%		100.0%
Q3	2006	0.0%	2.1%	(2.1%)	(100.0%)	0.0%	0.0%	0.0%		100.0%
Q4	2006	0.0%	2.1%	(2.1%)	(100.0%)	0.0%	0.0%	0.0%		100.0%

This graph shows how we compare to other Fire Services in our family group (similar sized brigades):
*Data published for by CLG for **2005-2006***

Target 2007/08

Performance 2004-05	Performance 2005-06	Performance 2006-07	Target 2007-08	Target 2008/09	Target 2009/10
0.0%	0.0%	0.0%	2.1%	2.1%	2.1%

BVPI 12i Proportion of working days/shifts lost to sickness absence by whole time uniformed staff

BV 12i Sickness WT Staff (Safety Services)
This Year to Date (Sum)
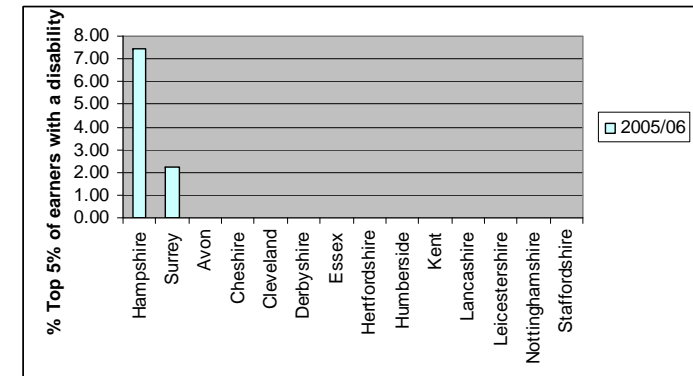
Review 2006/07

Period	Year	Actual	Target	Target Variance	Target % Variance	Target Index	Previous Year	Previous Year Variance	Previous Year % Variance	Previous Year Index
Q1	2006	2.30	2.03	(0.27)	(13.3%)	86.7%	2.74	0.34	16.1%	116.1%
Q2	2006	4.85	4.05	(0.80)	(19.7%)	80.3%	5.76	0.91	15.8%	115.8%
Q3	2006	7.46	6.08	(1.38)	(22.7%)	77.3%	8.72	1.26	14.4%	114.4%
Q4	2006	10.15	8.11	(2.04)	(25.1%)	74.9%	11.64	1.49	12.8%	112.8%

This graph shows how we compare to other Fire Services in our family group (similar sized brigades):
*Data published for by CLG for **2005-2006***

Target 2007/08

Performance 2004-05	Performance 2005-06	Performance 2006-07	Target 2007-08	Target 200-/09	Target 2009-10
12.70	11.64	10.15	9.00	8.00	7.00

BVPI 12ii Proportion of working days/shifts lost to sickness absence by all staff

BV 12ii Sickness of All Staff (NFRS)
This Year to Date (Sum)
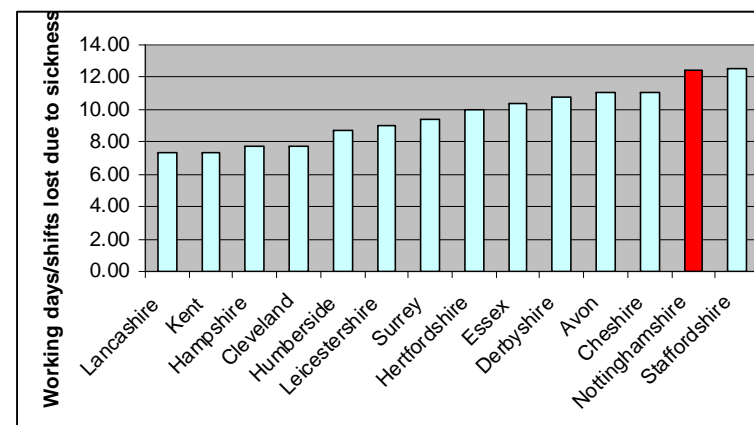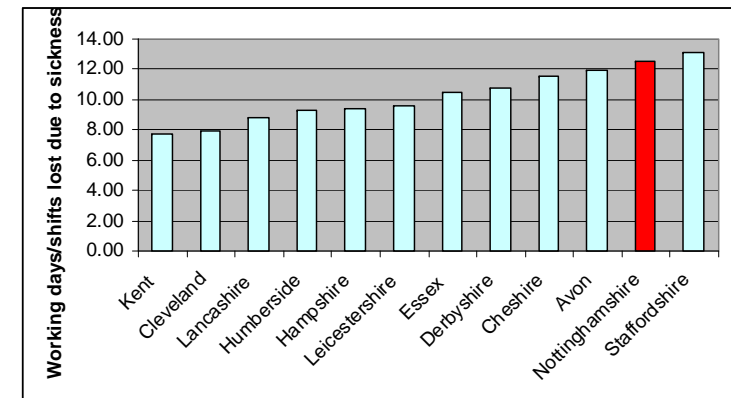
Review 2006/07

Period	Year	Actual	Target	Target Variance	Target % Variance	Target Index	Previous Year	Previous Year Variance	Previous Year % Variance	Previous Year Index
Q1	2006	2.53	2.01	(0.52)	(25.9%)	74.1%	2.81	0.28	10.0%	110.0%
Q2	2006	5.05	4.02	(1.03)	(25.6%)	74.4%	5.66	0.61	10.8%	110.8%
Q3	2006	7.62	6.03	(1.59)	(26.3%)	73.7%	8.81	1.19	13.5%	113.5%
Q4	2006	10.54	8.04	(2.50)	(31.1%)	68.9%	11.77	1.23	10.5%	110.5%

This graph shows how we compare to other Fire Services in our family group (similar sized brigades):
*Data published for by CLG for **2005-2006***

Target 2007/08

Performance 2004-05	Performance 2005-06	Performance 2006-07	Target 2007-08	Target 2008-09	Target 2009-10
12.90	11.77	10.54	9.00	8.00	7.00

BVPI 15i Wholetime Firefighter Ill-Health Retirements as a % of Total Wholetime Workforce

BV 15i Wholetime Firefighter Ill-Health Retirements (NFRS)
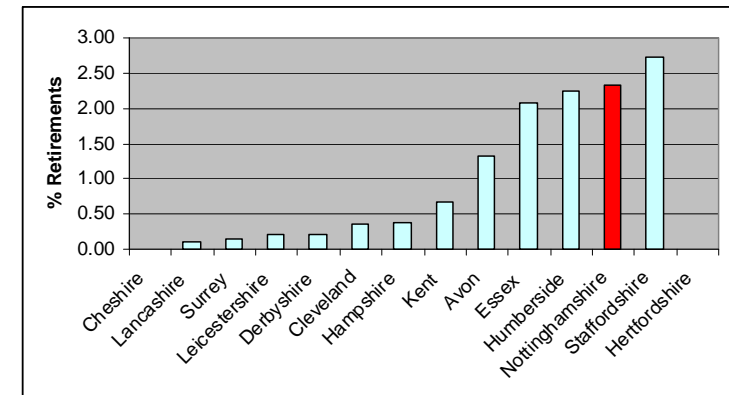This Year to Date (Sum)

Review 2006/07

Period	Year	Actual	Target	Target Variance	Target % Variance	Target Index	Previous Year	Previous Year Variance	Previous Year % Variance	Previous Year Index
Q1	2006	0.4%	0.2%	(0.2%)	(116.1%)	0.0%	1.3%	0.9%	72.2%	172.2%
Q2	2006	1.1%	0.4%	(0.7%)	(189.5%)	0.0%	1.6%	0.6%	35.2%	135.2%
Q3	2006	1.1%	0.6%	(0.5%)	(85.8%)	14.2%	1.8%	0.7%	40.2%	140.2%
Q4	2006	1.2%	0.8%	(0.5%)	(59.7%)	12.5%	2.2%	0.9%	43.6%	143.6%

This graph shows how we compare to other Fire Services in our family group (similar sized brigades):
*Data published for by CLG for **2005-2006***

Target 2007/08

Performance 2004-05	Performance 2005-06	Performance 2006-07	Target 2007-08	Target 2008-09	Target 2009-2010
0.50%	2.20 %	1.20%	0.65%	0.60%	0.55%

BVPI 15ii Control and Non-Uniformed Ill-Health Retirements as a % of Total Control and Non-Uniformed Workforce

BV 15ii Control & Non-uniformed Ill-Heath Retirements (NFRS)
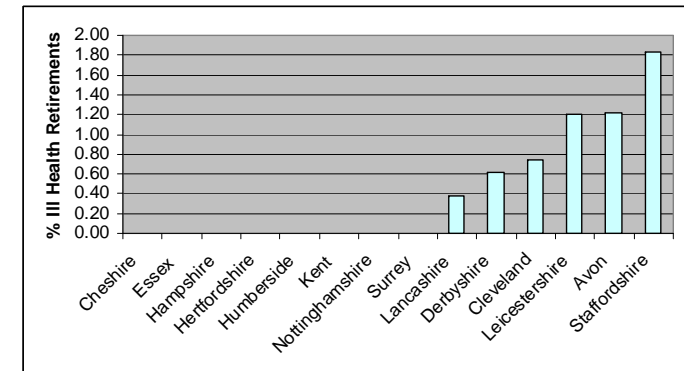This Year to Date (Sum)

Review 2006/07

Period	Year	Actual	Target	Target Variance	Target % Variance	Target Index	Previous Year	Previous Year Variance	Previous Year % Variance	Previous Year Index
Q1	2006	0.0%	0.0%	0.0%		100.0%	0.0%	0.0%		100.0%
Q2	2006	0.0%	0.0%	0.0%		100.0%	0.0%	0.0%		100.0%
Q3	2006	0.0%	0.0%	0.0%		100.0%	0.0%	0.0%		100.0%
Q4	2006	0.0%	0.0%	0.0%		100.0%	0.0%	0.0%		100.0%

This graph shows how we compare to other Fire Services in our family group (similar sized brigades):
Data published for by CLG for **2005-2006**

Target 2007/08

Performance 2004-05	Performance 2005-06	Performance 2006-07	Target 2007-08	Target 2008-09	Target 2009-10
1.2%	0.0%	0.0%	0.0%	0.0%	0.0%

BVPI 16ai Percentage of wholetime and retained employees with a disability

BV 16ai % W/T & Retained Employees with Disability (NFRS)
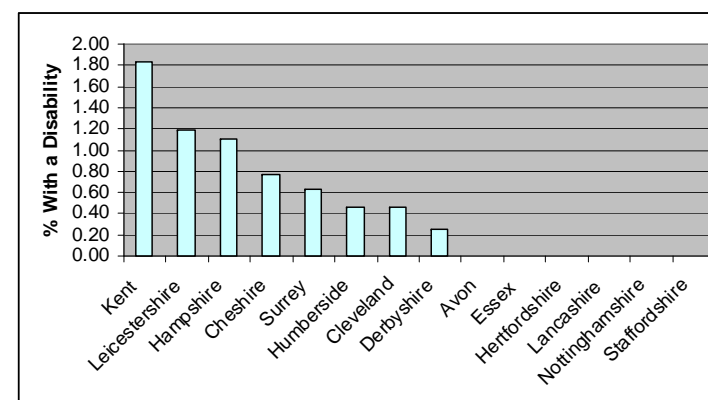Moving Quarter (Last Value)

Period	Year	Actual	Target	Target Variance	Target % Variance	Target Index	Previous Year	Previous Year Variance	Previous Year % Variance	Previous Year Index
Q1	2006	1.0%	1.0%	0.0%	(0.2%)	99.8%	0.1%	0.9%	809.5%	200.0%
Q2	2006	0.9%	1.0%	(0.1%)	(12.8%)	87.2%	0.1%	0.8%	717.0%	200.0%
Q3	2006	0.8%	1.0%	(0.2%)	(15.3%)	84.7%	0.1%	0.7%	696.6%	200.0%
Q4	2006	0.7%	1.0%	(0.3%)	(26.2%)	73.8%	0.1%	0.6%	594.1%	200.0%

This graph shows how we compare to other Fire Services in our family group (similar sized brigades):
*Data published for by CLG for **2005-2006***

Target 2007/08

Performance 2004-05	Performance 2005-06	Performance 2006-07	Target 2007-08	Target 2008-09	Target 2009-10
0.1%	0.1%	0.7%	1.3%	1.6%	2.0%

BVPI 16aii Percentage of control and non-uniformed employees with a disability
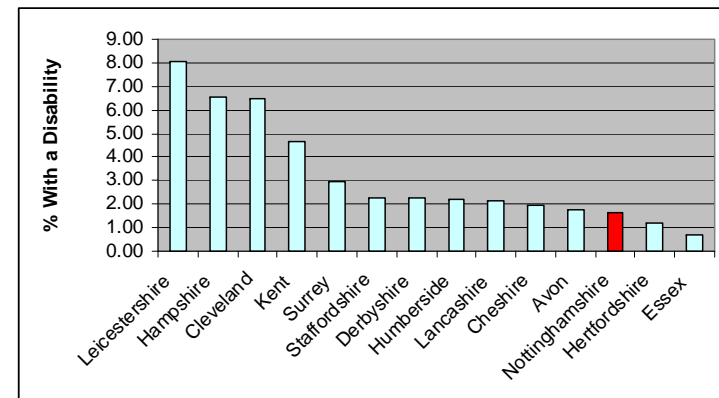
BV 16aii % Control & Non-uniformed Employees with Disability (NFRS)
Moving Quarter (Last Value)

Period	Year	Actual	Target	Target Variance	Target % Variance	Target Index	Previous Year	Previous Year Variance	Previous Year % Variance	Previous Year Index
Q1	2006	2.1%	2.0%	0.1%	4.2%	104.2%	1.2%	0.9%	74.0%	174.0%
Q2	2006	2.6%	2.0%	0.6%	30.2%	130.2%	1.1%	1.5%	129.2%	200.0%
Q3	2006	2.5%	2.0%	0.5%	23.8%	123.8%	1.1%	1.4%	126.5%	200.0%
Q4	2006	2.5%	2.0%	0.5%	23.8%	123.8%	1.1%	1.4%	135.1%	200.0%

This graph shows how we compare to other Fire Services in our family group (similar sized brigades):
*Data published for by CLG for **2005-2006***

Target 2007/08

Performance 2004-05	Performance 2005-06	Performance 2006-07	Target 2007-08	Target 2008-09	Target 2009-10
1.2%	1.1%	2.5%	3.5%	4.0%	4.5%

BVPI 17 Percentage of uniformed staff from ethnic minority communities

BV 17a % Uniformed Staff from Ethnic Minority Communities (NFRS)
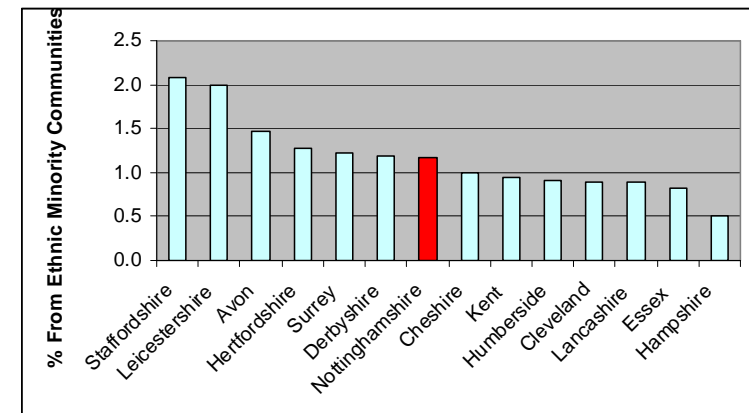### Moving Quarter (Last Value)

Period	Year	Actual	Target	Target Variance	Target % Variance	Target Index	Previous Year	Previous Year Variance	Previous Year % Variance	Previous Year Index
Q1	2006	1.2%	3.8%	(2.6%)	(68.1%)	31.9%	1.1%	0.1%	11.2%	111.2%
Q2	2006	1.3%	3.8%	(2.5%)	(65.6%)	34.4%	1.2%	0.1%	11.4%	111.4%
Q3	2006	1.3%	3.8%	(2.5%)	(66.6%)	33.4%	1.2%	0.1%	8.6%	108.6%
Q4	2006	1.6%	3.8%	(2.2%)	(58.4%)	41.6%	1.2%	0.4%	35.2%	135.2%

This graph shows how we compare to other Fire Services in our family group (similar sized brigades):

*Data published for by CLG for **2005-2006***

Target 2007/08

Performance 2004-05	Performance 2005-06	Performance 2006-07	Target 2007-08	Target 2008-09	Target 2009-10
1.10%	1.20%	1.60%	1.5%	1.75%	2.00%

BVPI 150 Expenditure per head of population on the provision of Fire and Rescue Services

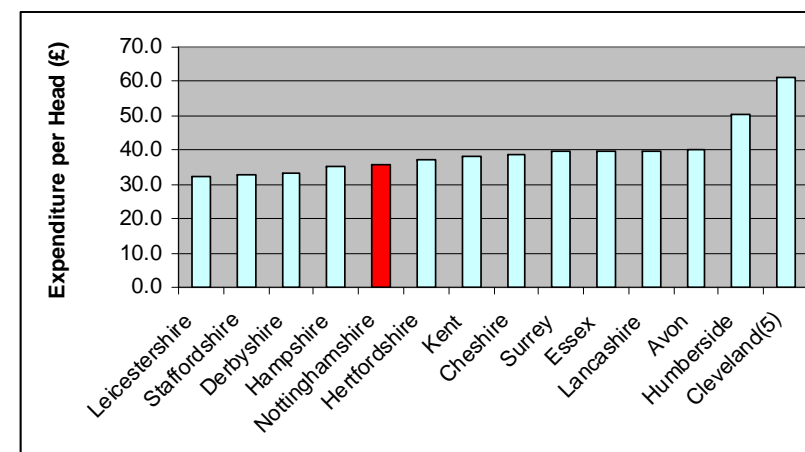## BV 150 Expenditure per Head (NFRS)
Moving Year (Last Value)

Year	Actual	Target	Target Variance	Target % Variance	Target Index	Previous Year	Previous Year Variance	Previous Year % Variance	Previous Year Index
2004	£35.25	£28.80	(£6.45)	(22.4%)	77.6%	£32.49	(£2.76)	(8.5%)	91.5%
2005	£38.79	£39.37	£0.58	1.5%	101.5%	£35.25	(£3.54)	(10.0%)	90.0%
2006	£37.93	£38.45	(£0.52)	(1.4%)	101.4%	£38.79	£0.86	2.2%	102.2%

This graph shows how we compare to other Fire Services in our family group (similar sized brigades):

*Data published for by CLG for **2005-2006***

Target 2007/08

Performance 2005-06	Performance 2006-07	Target 2007-08	Target 2008-09	Target 2009-10
£38.79	£37.93	£40.27	£41.72	£43.29

BVPI 210 Percentage of women firefighters

BV 210 % of Women Firefighters (NFRS)
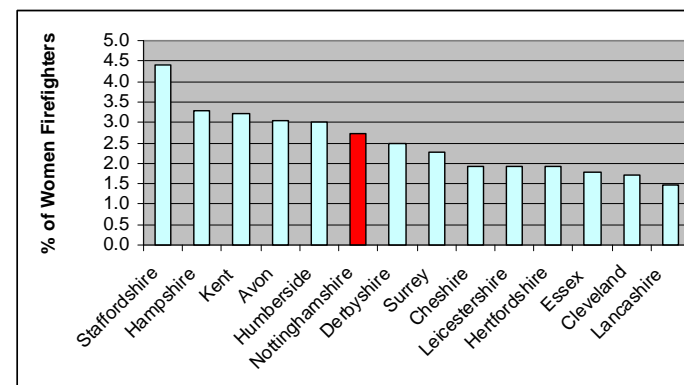### Moving Quarter (Last Value)

Period	Year	Actual	Target	Target Variance	Target % Variance	Target Index	Previous Year	Previous Year Variance	Previous Year % Variance	Previous Year Index
Q1	2006	2.7%	4.5%	(1.8%)	(40.8%)	59.2%	2.9%	(0.2%)	(6.7%)	93.3%
Q2	2006	2.5%	4.5%	(2.0%)	(44.3%)	55.7%	2.8%	(0.3%)	(9.7%)	90.3%
Q3	2006	2.5%	4.5%	(2.0%)	43.6%	56.4%	2.7%	(0.1%)	(4.4%)	95.6%
Q4	2006	2.5%	4.5%	(2.0%)	43.8%	56.2%	2.7%	(0.1%)	(4.8%)	95.2%

This graph shows how we compare to other Fire Services in our family group (similar sized brigades):
*Data published for by CLG for **2005-2006***

Target 2007/08

Performance 2004-05	Performance 2005-06	Performance 2006-07	Target 2007-08	Target 2008-09	Target 2009-10
2.9%	2.7%	2.5%	3.5%	4.5%	5.5%

BVPI 142ii Number of calls to primary fires per 10,000 population

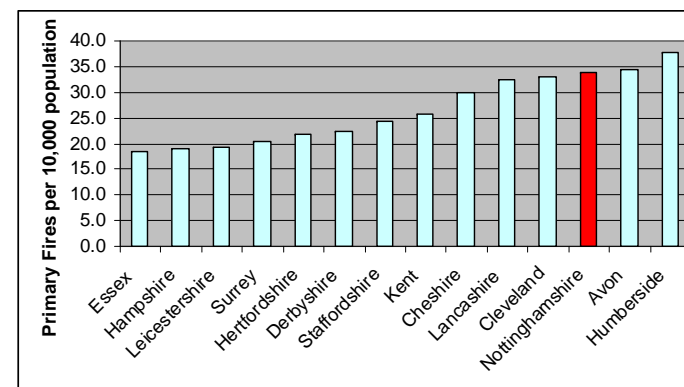## BV 142ii All Primary Fires (Safety Services)
This Year to Date (Sum)

Period	Year	Actual	Target	Target Variance	Target % Variance	Target Index	Previous Year	Previous Year Variance	Previous Year % Variance	Previous Year Index
Q1	2006	8.91	9.92	1.01	10.2%	110.2%	9.24	0.34	3.7%	103.7%
Q2	2006	17.07	19.89	2.82	14.2%	114.2%	18.37	1.31	7.1%	107.1%
Q3	2006	24.91	28.99	4.08	14.1%	114.1%	27.20	2.28	8.4%	108.4%
Q4	2006	32.58	37.76	5.18	13.7%	113.7%	34.79	2.21	6.4%	106.4%

This graph shows how we compare to other Fire Services in our family group (similar sized brigades):
*Data published for by CLG for **2005-2006***

Target 2007/08

Performance 2004-05	Performance 2005-06	Performance 2006-07	Target 2007-08	Target 2008-09	Target 2009-10
40.59	34.79	32.58	31.34	29.75	28.50

BVPI 142iii Number of accidental fires in dwellings per 10,000 dwellings

BV 142iii Acc Dwelling Fires (Safety Services)
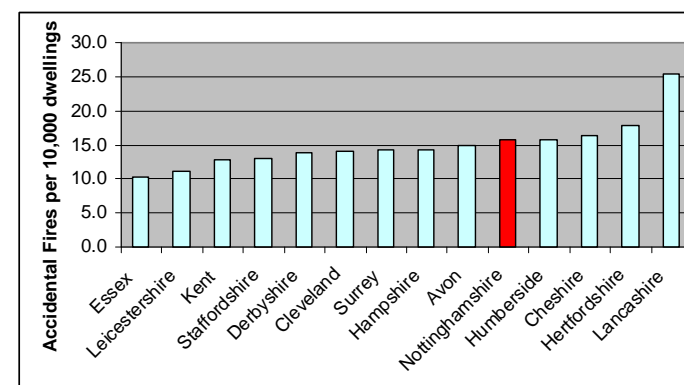### This Year to Date (Sum)

Period	Year	Actual	Target	Target Variance	Target % Variance	Target Index	Previous Year	Previous Year Variance	Previous Year % Variance	Previous Year Index
Q1	2006	4.34	3.55	(0.79)	(22.2%)	77.8%	3.62	(0.72)	(19.9%)	80.1%
Q2	2006	7.82	7.08	(0.74)	(10.4%)	89.6%	7.46	(0.36)	(4.8%)	95.2%
Q3	2006	11.33	10.96	(0.37)	(3.3%)	96.7%	11.89	0.56	4.7%	104.7%
Q4	2006	14.94	14.50	(0.44)	(3.1%)	96.9%	15.80	0.85	5.4%	105.4%

This graph shows how we compare to other Fire Services in our family group (similar sized brigades):

*Data published for by CLG for **2005-2006***

Target 2007/08

Performance 2004-05	Performance 2005-06	Performance 2006-07	Target 2007-08	Target 2008-09	Target 2009-10
16.09	15.80	14.94	13.99	13.50	13.00

BVPI 143i Number of Deaths Arising from Accidental Fires in Dwellings per 100,000 Population

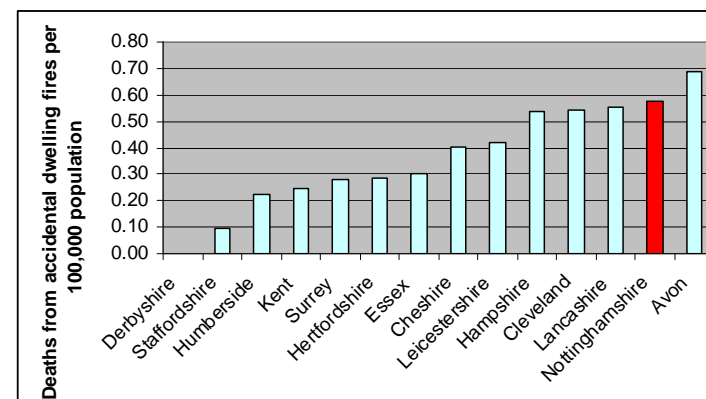## BV 143i Deaths (Safety Services)
This Year to Date (Sum)

Period	Year	Actual	Target	Target Variance	Target % Variance	Target Index	Previous Year	Previous Year Variance	Previous Year % Variance	Previous Year Index
Q1	2006	0.194	0.042	(0.152)	(362.5%)	0.0%	0.195	0.000	0.3%	100.3%
Q2	2006	0.389	0.084	(0.305)	(362.5%)	0.0%	0.195	(0.194)	(99.4%)	0.6%
Q3	2006	0.486	0.126	(0.360)	(285.4%)	0.0%	0.390	(0.096)	(24.6%)	75.4%
Q4	2006	0.583	0.168	(0.415)	(246.9%)	0.0%	0.584	0.002	0.3%	100.3%

This graph shows how we compare to other Fire Services in our family group (similar sized brigades):

*Data published for by CLG for **2005-2006***

Target 2007/08

Performance 2004-05	Performance 2005-06	Performance 2006-07	Target 2007-08	Target 2008-09	Target 2009-10
0.390	0.584	0.583	0.384	0.192	0.000

BVPI 143ii Number of Injuries Arising from Accidental Fires in Dwellings per 100,000 Population

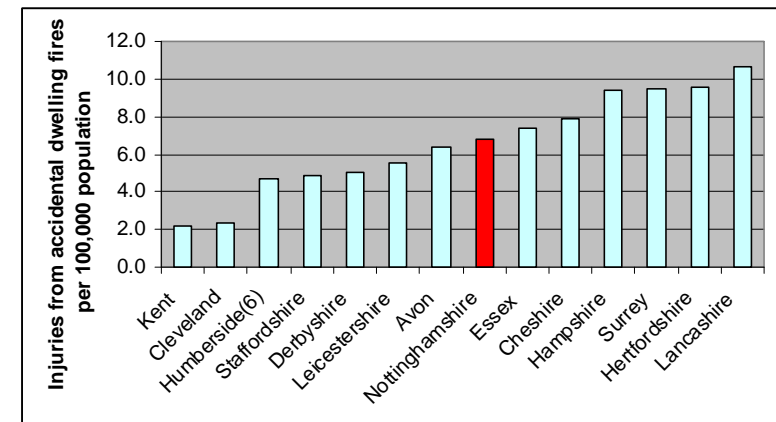## BV 143ii Injuries (Safety Services)
This Year to Date (Sum)

Period	Year	Actual	Target	Target Variance	Target % Variance	Target Index	Previous Year	Previous Year Variance	Previous Year % Variance	Previous Year Index
Q1	2006	2.33	1.73	(0.60)	34.7%	65.3%	2.24	(0.09)	(4.0%)	96.0%
Q2	2006	4.66	3.31	(1.35)	40.8%	59.2%	4.19	(0.47)	(11.3%)	88.7%
Q3	2006	6.80	5.09	(1.71)	33.6%	66.4%	5.45	(1.34)	(24.6%)	75.4%
Q4	2006	8.06	6.92	(1.14)	16.5%	83.5%	7.01	(1.05)	(14.9%)	85.1%

This graph shows how we compare to other Fire Services in our family group (similar sized brigades):
*Data published for by CLG for **2005-2006***

Target 2007/08

Performance 2004-05	Performance 2005-06	Performance 2006-07	Target 2007-08	Target 2008-09	Target 2009-10
10.42	7.01	8.06	7.58	7.54	6.47

BVPI 144 Percentage of accidental fires in dwellings confined to room of origin

BV 144 % Fires Confined to Room (Safety Services)
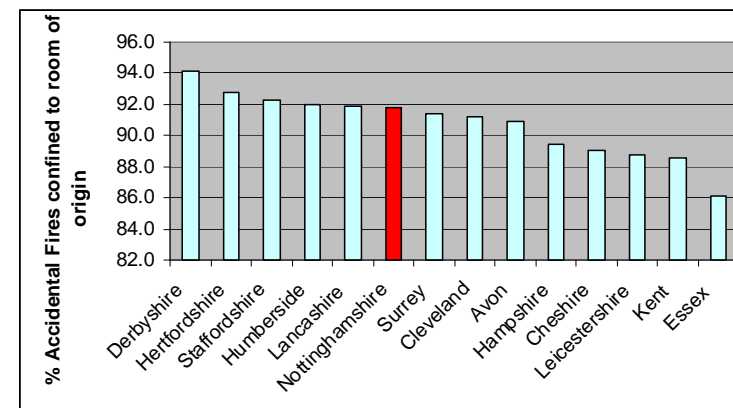This Year to Date (Last Value)

Period	Year	Actual	Target	Target Variance	Target % Variance	Target Index	Previous Year	Previous Year Variance	Previous Year % Variance	Previous Year Index
Q1	2006	92.2%	93.2%	(1.0%)	(1.0%)	99.0%	94.4%	(2.2%)	(2.3%)	97.7%
Q2	2006	91.4%	93.2%	(1.8%)	(2.0%)	98.0%	92.2%	(0.8%)	(0.9%)	99.1%
Q3	2006	91.3%	93.2%	(1.9%)	(2.1%)	97.9%	92.8%	(1.5%)	(1.7%)	98.3%
Q4	2006	91.6%	93.2%	(1.6%)	(1.7%)	98.3%	92.5%	(0.9%)	(1.0%)	99.0%

This graph shows how we compare to other Fire Services in our family group (similar sized brigades):
*Data published for by CLG for **2005-2006***

Target 2007/08

Performance 2004-05	Performance 2005-06	Performance 2006-07	Target 2007-08	Target 2008-09	Target 2009-10
91.6%	92.5%	91.6%	94.0%	94.5%	95.0%

BVPI 146i Number of calls to malicious false alarms not attended per 1,000 population

BV 146i Malicious Calls Not Attended (Safety Services)
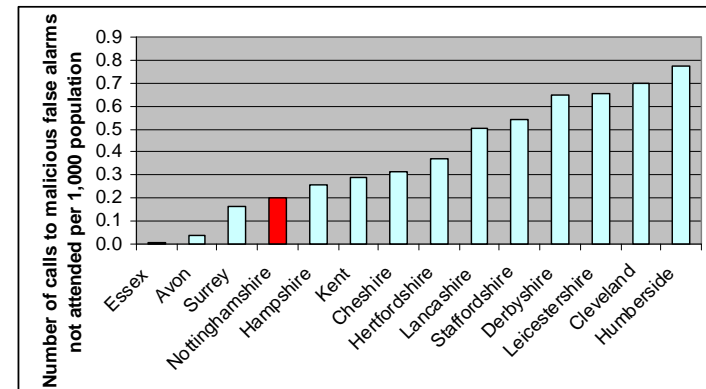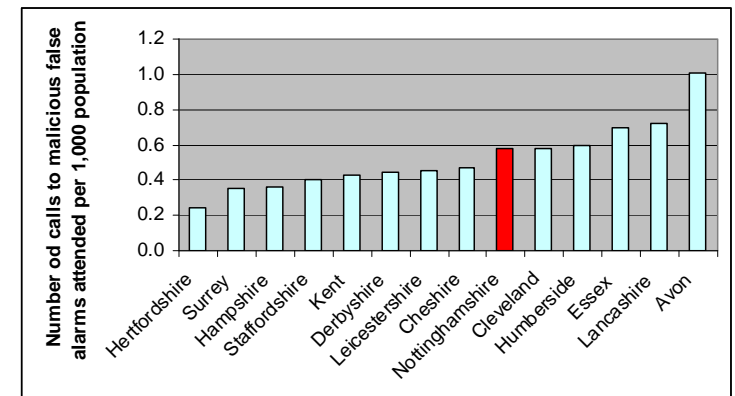This Year to Date (Sum)

Period	Year	Actual	Target	Target Variance	Target % Variance	Target Index	Previous Year	Previous Year Variance	Previous Year % Variance	Previous Year Index
Q1	2006	0.036	0.063	(0.026)	(41.4%)	58.6%	0.045	(0.008)	(17.6%)	82.4%
Q2	2006	0.077	0.126	(0.049)	(39.1%)	60.9%	0.120	(0.043)	(36.0%)	64.0%
Q3	2006	0.127	0.189	(0.062)	(32.7%)	67.3%	0.174	(0.047)	(27.0%)	73.0%
Q4	2006	0.167	0.252	(0.085)	(33.7%)	66.3%	0.210	(0.043)	(20.6%)	79.4%

This graph shows how we compare to other Fire Services in our family group (similar sized brigades):
*Data published for by CLG for **2005-2006***

Target 2007/08

Performance 2004-05	Performance 2005-06	Performance 2006-07	Target 2007-08	Target 2008-09	Target 2009-10
0.196	0.210	0.167	0.200	0.225	0.250

BVPI 146ii Number of calls to malicious false alarm Attended per 1,000 population

BV 146ii Malicious Calls Attended (Safety Services)
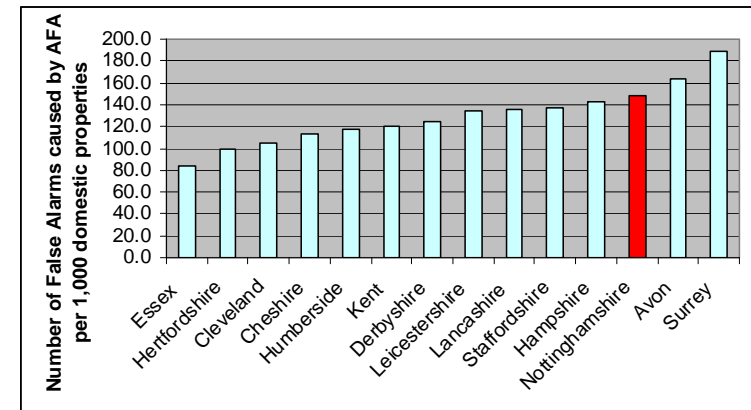### This Year to Date (Sum)

Period	Year	Actual	Target	Target Variance	Target % Variance	Target Index	Previous Year	Previous Year Variance	Previous Year % Variance	Previous Year Index
Q1	2006	0.134	0.140	0.006	4.3%	104.3%	0.143	0.009	6.4%	106.4%
Q2	2006	0.247	0.280	0.033	11.9%	111.9%	0.283	0.037	13.0%	113.0%
Q3	2006	0.393	0.420	0.027	6.3%	106.3%	0.446	0.053	11.8%	111.8%
Q4	2006	0.539	0.550	0.011	2.0%	102.0%	0.583	0.044	7.6%	107.6%

This graph shows how we compare to other Fire Services in our family group (similar sized brigades):
Data published for by CLG for 2005-2006

Target 2007/08

Performance 2004-05	Performance 2005-06	Performance 2006-07	Target 2007-08	Target 2008-09	Target 2009-10
0.697	0.583	0.539	0.500	0.480	0.460

BVPI 149i False alarms caused by AFA (automatic fire detection) per 1,000 non-domestic properties

BV 149i False Alarms by AFA Non-domestic (Safety Services)
This Year to Date (Sum)

Period	Year	Actual	Target	Target Variance	Target % Variance	Target Index	Previous Year	Previous Year Variance	Previous Year % Variance	Previous Year Index
Q1	2006	25.146	28.000	2.854	10.2%	110.2%	27.493	2.347	8.5%	108.5%
Q2	2006	60.752	63.290	2.538	4.0%	104.0%	61.222	0.469	0.8%	100.8%
Q3	2006	88.044	93.340	5.296	5.7%	105.7%	89.519	1.475	1.6%	101.6%
Q4	2006	112.15	119.960	7.810	6.5%	106.5%	115.134	2.984	2.6%	102.6%

This graph shows how we compare to other Fire Services in our family group (similar sized brigades):
*Data published for by CLG for **2005-2006***

Target 2007/08

Performance 2004-05	Performance 2005-06	Performance 2006-07	Target 2007-08	Target 2008-09	Target 2009-10
116	115	112	110	100	90

BVPI 149ii Number of non-domestic properties with more than one false alarm attendance caused by automatic fire detection

BV 149ii No. Properties > 1 Call (Safety Services)
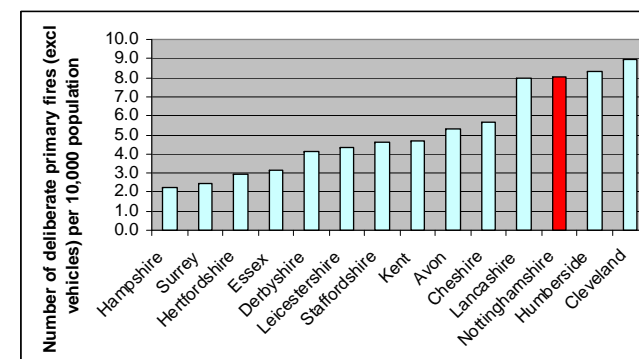This Year to Date (Sum)

Period	Year	Actual	Target	Target Variance	Target % Variance	Target Index	Previous Year	Previous Year Variance	Previous Year % Variance	Previous Year Index
Q1	2006	128.00	137.87	9.87	7.2%	107.2%	143.00	15.00	10.5%	110.5%
Q2	2006	328.00	298.41	(29.59)	(9.9%)	90.1%	311.00	(17.00)	(5.5%)	94.5%
Q3	2006	451.00	423.01	(27.99)	(6.6%)	93.4%	456.00	5.00	1.1%	101.1%
Q4	2006	536.00	530.16	(5.84)	(1.1%)	98.9%	556.00	20.00	3.6%	103.6%

Target 2007/08

Performance 2004-05	Performance 2005-06	Performance 2006-07	Target 2007-08	Target 2008-09	Target 2009-10
561	556	536	500	470	450

BVPI 149iii Percentage of calls to non-domestic properties with more than one attendance due to automatic fire detection

BV 149iii % AFA Properties > 1 Attendance (Safety Services)
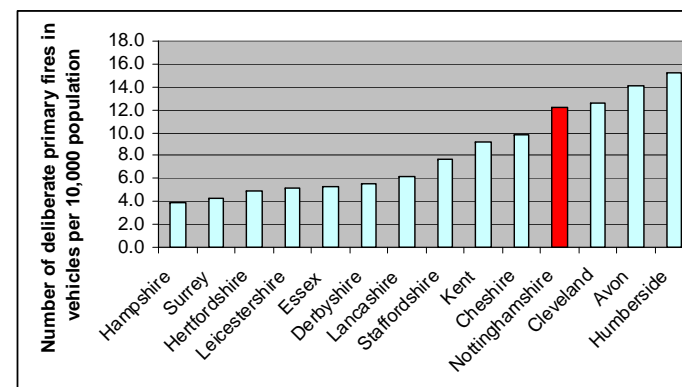This Year to Date (Last Value)

Period	Year	Actual	Target	Target Variance	Target % Variance	Target Index	Previous Year	Previous Year Variance	Previous Year % Variance	Previous Year Index
Q1	2006	62.9%	80.7%	17.8%	22.1%	122.1%	62.1%	(0.9%)	(1.4%)	98.6%
Q2	2006	77.1%	80.7%	3.7%	4.5%	104.5%	74.8%	(2.3%)	(3.1%)	96.9%
Q3	2006	80.0%	80.7%	0.8%	1.0%	101.0%	79.7%	(0.3%)	(0.3%)	99.7%
Q4	2006	81.6%	80.8%	(0.9%)	(1.1%)	98.9%	81.7%	0.1%	0.1%	100.1%

Target 2007/08

Performance 2004-05	Performance 2005-06	Performance 2006-07	Target 2007-08	Target 2008-09	Target 2009-10
83.3%	81.7%	81.6%	75.0%	70.0%	65.0%

BVPI 206i Number of deliberate primary fires (excluding deliberate primary fires in vehicles) per 10,000 population

BV 206i Number of Deliberate Primary Fires (Safety Services)
This Year to Date (Sum)

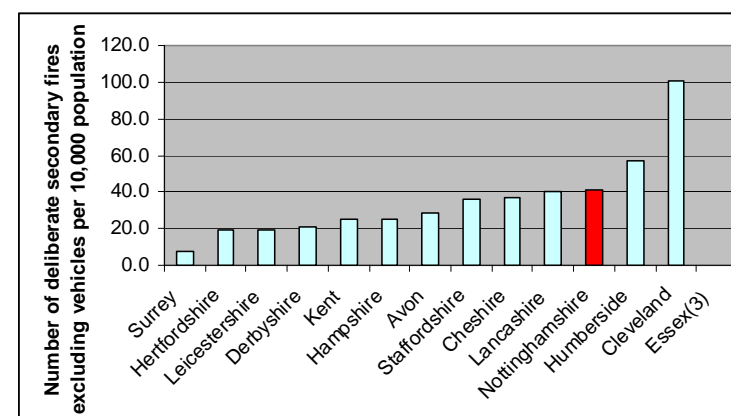| Period	Year	Actual	Target	Target Variance	Target % Variance	Target Index	Previous Year	Previous Year Variance	Previous Year % Variance	Previous Year Index
Q1	2006	2.253	2.490	2.370	9.5%	109.5%	2.445	0.192	7.8%	107.8%
Q2	2006	4.400	5.030	0.630	12.5%	112.5%	4.802	0.402	8.4%	108.4%
Q3	2006	6.371	7.550	1.179	15.6%	115.6%	7.072	0.700	9.9%	109.9%
Q4	2006	8.032	9.570	1.538	16.1%	116.1%	8.523	0.491	5.8%	105.8%

This graph shows how we compare to other Fire Services in our family group (similar sized brigades):
*Data published for by CLG for **2005-2006***

Target 2007/08

Performance 2004-05	Performance 2005-06	Performance 2006-07	Target 2007-08	Target 2008-09	Target 2009-10
9.663	8.523	8.032	8.090	7.500	7.000

BVPI 206ii Number of deliberate primary fires in vehicles per 10,000 population

BV 206ii Number of Deliberate Primary Fires in Vehicles (Safety Services)
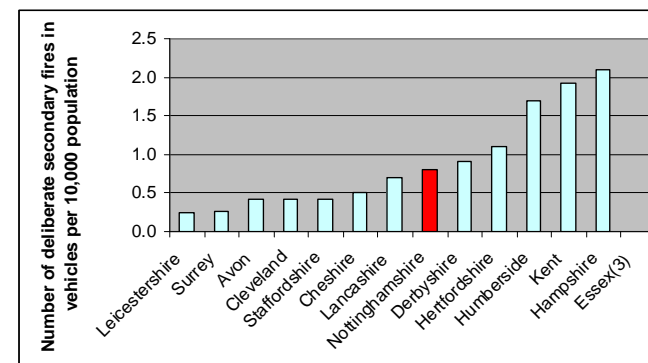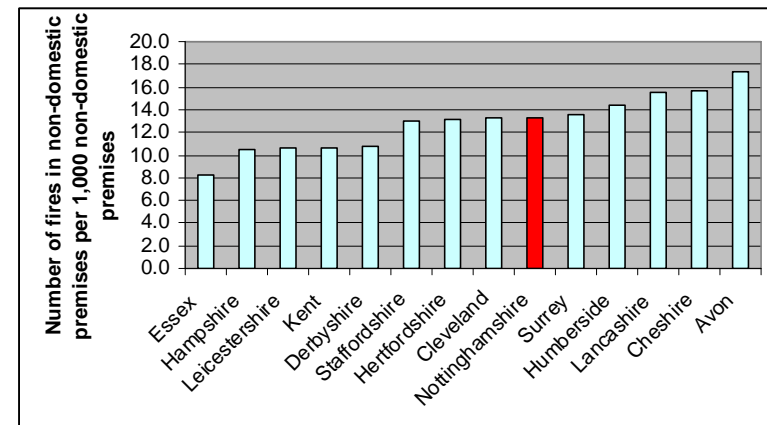This Year to Date (Sum)

Period	Year	Actual	Target	Target Variance	Target % Variance	Target Index	Previous Year	Previous Year Variance	Previous Year % Variance	Previous Year Index
Q1	2006	2.894	3.230	0.336	10.4%	110.4%	3.400	0.505	14.9%	114.9%
Q2	2006	5.391	6.410	1.019	15.9%	115.9%	6.536	1.146	17.5%	117.5%
Q3	2006	8.052	9.100	1.048	11.5%	111.5%	9.644	1.592	16.5%	116.5%
Q4	2006	10.499	11.900	1.401	11.8%	111.8%	12.507	2.008	16.1%	116.1%

This graph shows how we compare to other Fire Services in our family group (similar sized brigades):
*Data published for by CLG for **2005-2006***

Target 2007/08

Performance 2004-05	Performance 2005-06	Performance 2006-07	Target 2007-08	Target 2008-09	Target 2009-10
17	13	10	10	9	8

BVPI 206iii Number of secondary fires (excluding deliberate secondary fires in vehicles) per 10,000 population

BV 206iii Number of Deliberate Secondary Fires (Safety Services)
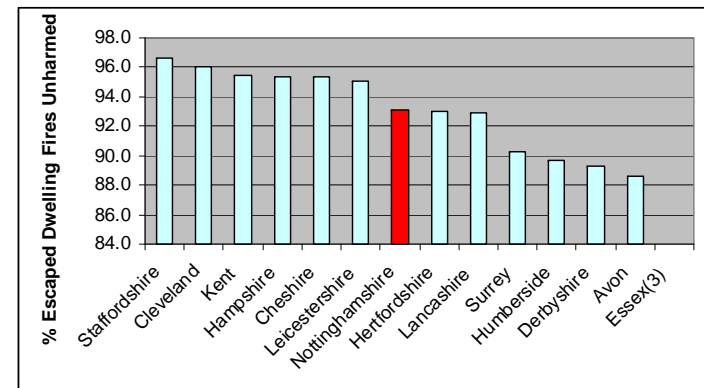This Year to Date (Sum)

Period	Year	Actual	Target	Target Variance	Target % Variance	Target Index	Previous Year	Previous Year Variance	Previous Year % Variance	Previous Year Index
Q1	2006	12.005	12.460	0.455	3.7%	103.7%	12.848	0.844	6.6%	106.6%
Q2	2006	30.158	25.100	(5.058)	(20.2%)	79.8%	26.583	(3.574)	(13.4%)	86.6%
Q3	2006	37.374	33.360	(4.014)	(12.0%)	88.0%	34.551	(2.823)	(8.2%)	91.8%
Q4	2006	43.775	41.740	(2.035)	(4.9%)	95.1%	43.007	(0.768)	(1.8%)	98.2%

This graph shows how we compare to other Fire Services in our family group (similar sized brigades):
*Data published for by CLG for **2005-2006***

Target 2007/08

Performance 2004-05	Performance 2005-06	Performance 2006-07	Target 2007-08	Target 2008-09	Target 2009-10
41.088	43.007	43.775	41.450	39.900	39.000

BVPI 206iv Number of secondary fires in vehicles per 10,000 population

BV 206iv Number of Deliberate Secondary Fires in Vehicles (Safety Services)
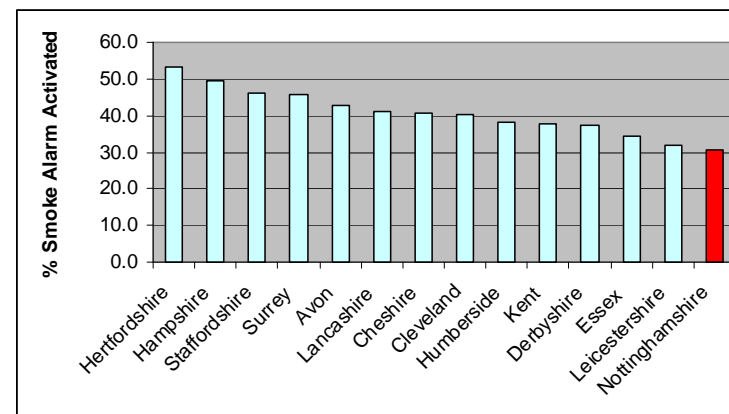This Year to Date (Sum)

Period	Year	Actual	Target	Target Variance	Target % Variance	Target Index	Previous Year	Previous Year Variance	Previous Year % Variance	Previous Year Index
Q1	2006	0.223	0.230	0.007	2.9%	102.9%	0.302	0.079	26.0%	126.0%
Q2	2006	0.456	0.460	0.004	0.8%	100.8%	0.497	0.040	8.1%	108.1%
Q3	2006	0.563	0.630	0.067	10.6%	110.6%	0.682	0.119	17.4%	117.4%
Q4	2006	0.728	0.800	0.072	8.9%	108.9%	0.828	0.100	12.0%	112.0%

This graph shows how we compare to other Fire Services in our family group (similar sized brigades):
*Data published for by CLG for **2005-2006***

Target 2007/08

Performance 2004-05	Performance 2005-06	Performance 2006-07	Target 2007-08	Target 2008-09	Target 2009-10
1.218	0.828	0.728	0.730	0.680	0.650

BVPI 207 Number of fires in non-domestic premises per 1,000 non-domestic premises

BV 207 – Fires in Non Domestic Premises (Safety Services)
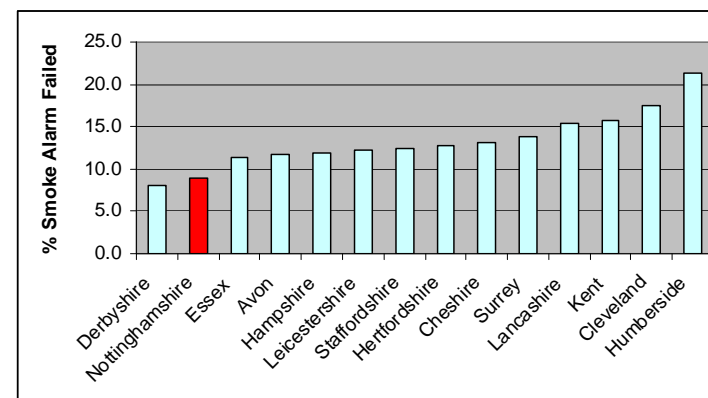### This Year to Date (Sum)

Period	Year	Actual	Target	Target Variance	Target % Variance	Target Index	Previous Year	Previous Year Variance	Previous Year % Variance	Previous Year Index
Q1	2006	3.722	3.370	(0.352)	(10.4%)	89.6%	4.359	0.637	14.6%	114.6%
Q2	2006	6.806	6.430	(0.376)	(5.8%)	94.2%	7.577	0.771	10.2%	110.2%
Q3	2006	9.757	9.510	(0.247)	(2.6%)	97.4%	10.930	1.173	10.7%	110.7%
Q4	2006	12.808	12.480	(0.328)	(2.6%)	97.4%	13.478	0.671	5.0%	105.0%

This graph shows how we compare to other Fire Services in our family group (similar sized brigades):

*Data published for by CLG for **2005-2006***

Target 2007/08

Performance 2004-05	Performance 2005-06	Performance 2006-07	Target 2007-08	Target 2008-09	Target 2009-10
16.362	13.478	12.808	12.000	11.500	11.000

BVPI 208 Percentage of people in accidental dwelling fires who escape unharmed without FRA assistance at the fire

BV 208 % Escaped Dwelling Fires Unharmed (Safety Services)
This Year to Date (Last Value)

Period	Year	Actual	Target	Target Variance	Target % Variance	Target Index	Previous Year	Previous Year Variance	Previous Year % Variance	Previous Year Index
Q1	2006	92.2%	93.0%	(0.8%)	(0.8%)	99.2%	83.7%	8.6%	10.2%	110.2%
Q2	2006	89.1%	93.0%	(3.9%)	(4.1%)	95.9%	89.2%	0.0%	0.0%	100.0%
Q3	2006	89.4%	93.0%	(3.6%)	(3.9%)	96.1%	90.8%	(1.4%)	(1.6%)	98.4%
Q4	2006	90.8%	93.0%	(2.2%)	(2.4%)	97.6%	92.5%	(1.7%)	(1.9%)	98.1%

This graph shows how we compare to other Fire Services in our family group (similar sized brigades):
*Data published for by CLG for **2005-2006***

Target 2007/08

Performance 2004-05	Performance 2005-06	Performance 2006-07	Target 2007-08	Target 2008-09	Target 2009-10
84.1%	92.5%	90.8%	94.0%	95.0%	96.0%

BVPI 209i The percentage of fires attended in dwellings where a smoke alarm had activated

BV 209i % Smoke Alarm Activated (Safety Services)
This Year to Date (Last Value)

Period	Year	Actual	Target	Target Variance	Target % Variance	Target Index	Previous Year	Previous Year Variance	Previous Year % Variance	Previous Year Index
Q1	2006	33.3%	33.0%	0.3%	1.0%	101.0%	23.9%	9.4%	39.5%	139.5%
Q2	2006	31.3%	33.0%	(1.7%)	(5.2%)	94.8%	30.5%	0.8%	2.6%	102.6%
Q3	2006	31.9%	33.0%	(1.1%)	(3.4%)	96.6%	30.8%	1.0%	3.4%	103.4%
Q4	2006	31.7%	33.0%	(1.3%)	(4.0%)	96.0%	30.9%	0.7%	2.4%	102.4%

This graph shows how we compare to other Fire Services in our family group (similar sized brigades):
Data published for by CLG for 2005-2006

Target 2007/08

Performance 2004-05	Performance 2005-06	Performance 2006-07	Target 2007-08	Target 2008-09	Target 2009-10
23.8%	30.9%	31.7%	35.0%	37.0%	40.0%

BVPI 209ii the percentage of fires attended in dwellings where a smoke alarm was fitted but did not activate

BV 209ii % Smoke Alarm Failed (Safety Services)
This Year to Date (Last Value)

Period	Year	Actual	Target	Target Variance	Target % Variance	Target Index	Previous Year	Previous Year Variance	Previous Year % Variance	Previous Year Index
Q1	2006	7.1%	8.2%	1.1%	13.9%	113.9%	8.8%	1.8%	20.2%	120.2%
Q2	2006	8.1%	8.2%	0.1%	0.6%	100.6%	7.5%	(0.7%)	(9.3%)	90.7%
Q3	2006	7.7%	8.2%	0.5%	6.5%	106.5%	7.4%	(0.3%)	(4.2%)	95.8%
Q4	2006	8.9%	8.2%	(0.7%)	(9.0%)	91.0%	8.4%	(0.5%)	(5.8%)	94.2%

This graph shows how we compare to other Fire Services in our family group (similar sized brigades):
*Data published for by CLG for **2005-2006***

Target 2007/08

Performance 2004-05	Performance 2005-06	Performance 2006-07	Target 2007-08	Target 2008-09	Target 2009-10
6.5%	8.4%	8.9%	7.4%	7.0%	6.5%

BVPI 209iii the percentage of fires attended in dwellings where no smoke alarm was fitted

BV 209iii % Smoke Alarm Not Fitted (Safety Services)
This Year to Date (Last Value)

Period	Year	Actual	Target	Target Variance	Target % Variance	Target Index	Previous Year	Previous Year Variance	Previous Year % Variance	Previous Year Index
Q1	2006	59.6%	58.8%	(0.8%)	(1.4%)	98.6%	67.3%	7.6%	11.4%	111.4%
Q2	2006	60.4%	58.8%	(1.6%)	(2.6%)	97.4%	61.8%	1.5%	2.4%	102.4%
Q3	2006	60.5%	58.8%	(1.7%)	(2.8%)	97.2%	61.7%	1.2%	2.0%	102.0%
Q4	2006	59.4%	58.8%	(1.0%)	(1.0%)	99.0%	60.5%	1.1%	1.8%	101.8%

This graph shows how we compare to other Fire Services in our family group (similar sized brigades):
*Data published for by CLG for **2005-2006***

Target 2007/08

Performance 2004-05	Performance 2005-06	Performance 2006-07	Target 2007-08	Target 2008-09	Target 2009-10
69.6%	60.5%	59.4%	57.5%	56.0%	53.50%
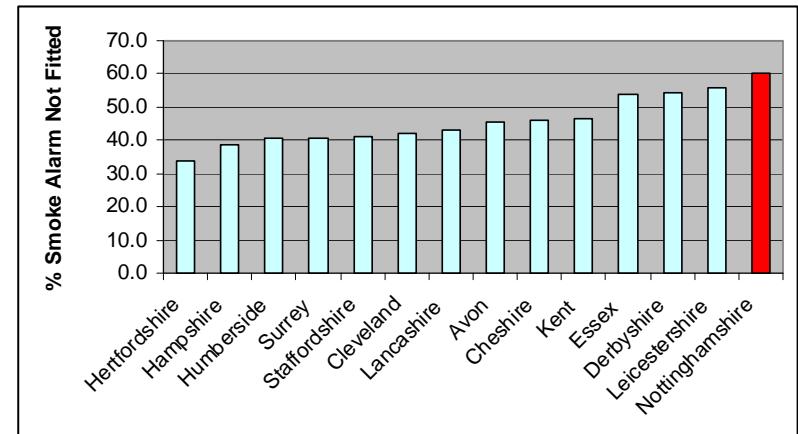
LPSA 3 Deliberate Primary Fires

LPSA 3 Deliberate Primary Fires (Safety Services)
This Year to Date (Sum)

Description

Number of Deliberate Fires per 10,000 population.
To achieve a 10% reduction in deliberate fires by March 2010 from the 2001/02 Baseline.

Period Table

Year	Actual
2001/02	38.64
2002/03	40.37
2003/04	35.05
2004/05	26.33
2005/06	21.03
2006/07	18.53

The target to achieve a 10% reduction by March 2010 from the 2001/02 baseline has already been achieved with over a 50% reduction by 2006/07.

BEST VALUE REVIEWS

What are Best Value Reviews?

Section 5, Part 1 of the 1999 Local Government Act requires Fire and Rescue services to conduct Best Value Reviews of their functions. Best Value Reviews can help identify areas for improvements and address weaknesses. 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.

The Best Value Review Board monitors the progress and standards of each review (formally being the Improvement and Development Board). Each Best Value Team 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.

Each Best Value Review follows the same process:

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 4C'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.
   Assess 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.

REVIEWS 2007/08

Data Quality

We will conduct a Best Value Review into the quality of the Services data. The review will determine whether there are robust corporate arrangements in place to secure the quality of performance information, as well as a review of operational data. Public services need reliable, accurate and timely information with which to manage services, inform users and account for performance.

Good quality data is the essential ingredient for reliable performance and financial information to support decision making. Much time and money is spent on the activities and systems involved in collecting and analysing the data which underlies performance information, and it's important this data is fit for purpose. The review will provide the opportunity to secure the quality of key data used in the planning and performance framework. The expected impact of the work is that it will drive improvement in the quality of performance information, leading to greater confidence in the supporting data and more accurate information for decision making purposes.

Catering

A Best Value Review of catering will be carried out to consider the current level of catering facilities across the organisation and the options available to the Authority for the future provision of these facilities. The review will cover emergency catering, station catering, HQ catering and SDC catering provision.

PREVIOUS BEST VALUE REVIEWS

Below are Best Value Reviews undertaken by Nottinghamshire Fire and Rescue Service:

- Partnership Working Best Value Review 2005
- Road Traffic Collision (RTC) Provision Best Value Review 2005
- Special Services Provision Best Value Review 2005
- Retained Best Value Review Service 2002
- Communications Best Value Review 2001
- Control Best Value Review 2001
- Fire Safety Enforcements Best Value Review 2001
- Premises Best Value Review 2001
- Procurement Best Value Review 2001
- Transport Best Value Review 2001

 Partnership Working Best Value Review 2005

The aim of the Best Value Review on Partnership Working is to ensure that partnerships Nottinghamshire Fire and Rescue Service is involved in, provide a service that is responsive to the needs of citizens, being efficient, economic, equitable and effective.

The scope of the Review covered partnerships that were statutory, governance, identified through Corporate Planning, safet7 partnerships (SME) and community partnerships.

The expected outcome of the Review is to give us the knowledge to be:

- in a better position to align resources against effective partnerships.
- able to develop exit strategies for non-effective partnerships.
- able to identify missed opportunities.

Recommendations;

The recommendations below took into consideration recommendations from the CPA Improvement Plan:

- To develop a partnership strategy document
- To develop an evaluation toolkit
- To develop a business case template to assess the legitimacy of any new partnerships
- To design, implement and maintain an effective partnership register
- To development a guidance on exit strategies
- To develop a partnership training package

Road Traffic Collision (RTC) Provision Best Value Review 2005

The reasoning behind this Review comes from two main areas. Firstly, a statutory duty has now been placed on all Fire and Rescue Services, within the Fire Services Act 2004, to make provision for rescuing people from road traffic collisions and to protect them from serious harm in this event. Secondly IRMP1 Section 3.2 highlighted that we would investigate our current response to road traffic collisions.

The scope of the Best Value Review on RTC Provision was to review:

- Equipment carried on all appliances for initial, immediate and heavy responses.
- Standard Pre Determined Attendances (PDAs)
- Training requirements
- Road Safety Education (involvement in partnerships)

Recommendations

The Best Value Review Team on RTC Provision recommends the following;

1. The preferred option is to create three Ultra Heavy Rescue vehicles and upgrade all appliances with medium rescue equipment.

2. The option to create two Ultra Heavy Rescue vehicles and upgrade all appliances with medium rescue equipment is to be considered the minimum provision.

3. That consideration be given to re-deploying any resources released into community safety work targeted on reducing Road Traffic Accident related injuries and deaths.

4. That a working party be created to consider;

a. The exact nature of the equipment to be carried on Rescue Pumps and Ultra Heavy Rescue vehicles

b. The creation of a suite of Local Performance Indicators and specific RTC data recording that suitably reflects the use and performance of appliances and equipment at Road Traffic Collisions

c. The qualification to ride Rescue Tenders/ Ultra Heavy Rescue Vehicles

d. Why we have a disparity of mobilisation of the "sister" pumps alongside the Rescue Tenders currently in use and any need for such in the future.

Special Services Provision Best Value Review 2005

The aim of Best value Review on Special Service Calls Provision, as identified in IRMP 1 section 3.3 , is to asses the type, nature and times around demands for non-road traffic collisions special services and evaluate options for differing response protocols.

The scope of the Best Value Review of Special Service Calls was to consider:

- The nature of special services provided
- The resources used to provide those services
- Those services that may attract a charge and whether such charge should be applied.

Recommendations

The Best Value Review Team of Special Services Provision recommends the following;

- That amendments are made to the existing pre-determined attendance at Special Service incidents in line with those detailed in the ODPM Fire Control Project Convergence Document 13: Prioritisation of Incident Types

- That the data collection and recording process for Special Service calls is revised in line with the Statutory Instrument 2004

- Non-mobile equipment should be stored in a single, central, location.

- That a review of the kit carried on Pumping Appliances and Rescue Tenders is undertaken in order to reduce duplication and create space.

- That a study be made of the type and nature of "good intent/services not required" calls received with a view to reducing such calls through initiatives such as further call interrogation.

- That consideration be given to the provision of a resource specifically for responding to minor spillage's and leaks, thus negating the need for an appliance to attend.

- That a working party be commissioned to consider;

  - The amount of any charges to be levied for the provision of special services where appropriate

  - Any reduction or removal of such charges and the associated categories designed to take account of whether the recipient is elderly, in receipt of benefits etc

  - The administrative processes associated with chargeable special services and the adoption of the system proposed under Convergence Product 6: Special Service Charge Incident Administration as soon as is practicable.

FINANCE

Financial Summary 2006/07

The figures shown below have been extracted from our financial statements and summarised to make them more accessible to readers. They are currently subject to audit. If you would like to know more about our finances, our full Statement of Accounts for 2006/07 will be published on our website www.notts-fire.gov.uk as soon as the audit is complete and no later than 30 September 2007.

What We Spent The Money On	
Expenditure on core services and management of the Authority	
	£000s
Community Fire Safety	
Fire Fighting and Rescue Operations	
Emergency Planning and Civil Defence	
Management and Governance	
Total Net Cost of Services	

The table shows what we spent on our core services. In addition to this we have to fund the cost of other items such as interest and capital financing costs. Other accounting adjustments are not shown above but are required by law to ensure that council taxes are raised on a consistent basis across Authorities.

Where The Money Came From	
The main sources of finance	
	£000s
Revenue Support Grant	
Precept Income	
Share of Non Domestic Rates	
Total Income	

- Revenue Support Grant is a government grant funded from national taxation.
- Precept refers to part of the council taxes collected by the District Councils and the City of Nottingham and paid over to us.
- Non Domestic Rates are business rates collected by Government and redistributed to authorities.

Our Spending on Assets	
Expenditure to buy or upgrade major assets	
	£000s
Property	
Transport	
Information Technology Systems	
Specialist Equipment	
Total Expenditure	

Our Cash Flow	
Flows of cash in and out of the Authority	
	£000s
Cash owned as at 1/4/06	
Cash received in the year	
Cash paid out in the year	
Cash owned as at 31/3/07	

What We Own and What We Owe	
Assets held and used by the Authority as well as amounts owed, plus a summary of balances and reserves held as at 31/3/07	
	£000s
Land & Buildings	
Vehicles & Plant	
Equipment & Furniture	
Stock	
Money owed to the Authority (due within 1 year)	
Money owed by the Authority (due within 1 year)	
Money owed by the Authority (due after 1 year)	
Reserves not available for distribution	
Pension reserve deficit	
Usable reserves	

Money Set Aside	
for specific purposes or as a general reserve for unexpected events	
	£000s
General reserve as at 1/4/06	
Addition to general reserve in the year	
General reserve as at 31/3/07	
	£000s
Specific reserves as at 1/4/06	
Addition to specific reserves in the year	
Specific reserves as at 31/3/07	

FINANCIAL SUMMARY 2007/08

The Authority has a Medium Term Financial Strategy, which covers a three year period and sets out the financial environment in which the Community Safety Plan developments can be both achieved and sustained and in which levels of Council Tax and Reserves can be managed. The information shown below summarises our financial plans for 2007/08.

Where The Money Is Coming From	
The main sources of finance	
	£000s
Revenue Support Grant	**3,000**
Precept Income	**20,600**
Share of Non Domestic Rates	**18,100**
Total Income	**41,700**

- Revenue Support Grant is a government grant funded from national taxation.
- Precept refers to part of the council taxes collected by the District Councils and the City of Nottingham and paid over to us.
- Non Domestic Rates are business rates collected by Government and redistributed to authorities.

What We Will Be Spending The Money On	
Planned expenditure on core services and management of the Authority	
	£000s
Employees	**32,288**
Running Costs	**6,563**
Financing of Capital Expenditure	**2,849**
Total Revenue Costs	**41,700**

Our Spending on Assets	
Planned expenditure to buy or upgrade major assets	
	£000s
Property	**5,566**
Transport	**1,541**
Information Technology Systems	**1,230**
Specialist Equipment	**80**
Total Expenditure	**8,417**

Our Planned Efficiency Savings	
As reported in our Forward Looking Annual Efficiency Statement (cashable savings only)	
	£000s
Revised Shift Systems	**1,332**
Other Community Safety Plan Initiatives	**42**
Human Resources	**113**
Better Procurement	**42**
Other	**3**
Total Efficiency Savings	**1,532**

BUSINESS PLANNING

MANAGING OUR PERFORMANCE

i.   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 is the future – what do you need to be able to do things 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

The Government's modernisation 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 organization 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 the top management policy development through to efficiently run operations. In response to the pressures and opportunities for improving organizational 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.

ii.   Programme and Project Management

A programme and project management process has been developed within the Service. This has helped us understand how we are progressing against key plans and thereby ensure we are delivering the intended outcomes for the community we serve, as well as ensuring we are providing value for money in the services we deliver.

Within the 06/07 business plans submitted by departments there are 118 projects, to deliver new business processes or equipment into the Service, or to meet National requirements for new dimensions and resilience. All of these projects are planned to be undertaken alongside the core work necessary for each department to continue to deliver greater community safety - managed on a sound business foundation.

Eleven projects are identified as being of *significant* importance to the Service and are therefore the progress of these is to be reported more frequently to the Strategic Management Team through the use of highlight reports on a monthly basis; the remainder are reported on a quarterly basis by adding commentary into the electronic performance management tool "Views".

Of the 118 projects commenced in the financial year 2006/7, forty are reported as being complete. Sixty-two projects were started in 06/07 but not completed. These projects have been combined into the new years' business plans. Ten of this number were originally scheduled for completion in 2007/8; namely Hassocks Lane, New Community Safety Offices, RCC, FireLink, RTC implementation. There are a number of additional projects which were not in the 06/07 business plans, introduced during the year, which due to their importance has displaced some other project activity. Some of these additional projects included the replacement command vehicle, the enhanced command vehicle and the replacement EPU.

The Fire & Rescue Service recognises that from time to time it is necessary to develop a project to meet an emerging need and that as a consequence some work of a lower priority may become delayed. Nevertheless, the strengthened project management capability of the service together with a new electronic performance management tool seeks to minimise the incidence of these unforeseen projects.

Effective project completion will be assisted by the early identification of a project Executive/Sponsor, identification of Senior users and Senior suppliers and nominated project managers working to a system which is monitored and has an audit trail at all stages through the introduction of the electronic "Track" system which provides web browser based facility for all projects to be visible so that progress and status can be viewed by all relevant persons.

So, in summary:

Projects proposed in 2006/07 Business Plans	118
Projects completed	40 (34%)
Projects started but nit completed within BP year	62 (53%) of which 10 were not scheduled for completion in the same year
Projects started but rolled forward into 2007/08	14 (12%)
Projects started or rolled forward into 2007/08	2 (1%)

iii.   Performance Management Software Tools

Track and Views are integral elements of a drive to manage strategic and operational performance. They have various features to facilitate performance analysis for example, performance maps, briefings and reports. A programme is in place to train all Managers in the use of these tools by 2008. All employees have access to the system and reporting of our performance information is also supplied to the public in this format. These information systems will continue to be developed throughout the life of the Community Safety Plan.

BUSINESS PLANS HEADLINES

Protection

In order to ensure that our statutory requirements are met and to reduce the risk to life and property, the Fire Authority undertakes fire safety enforcement activities. With the removal of fire certification requirements introduced by the Regulatory Reform (Fire Safety) Order 2005 we have needed to review the way we plan, manage, and target our fire safety activity.

The enforcement of fire safety fits within the framework of risk management planning. The Authority's strategy for the enforcement of fire safety forms a key part of its overall strategy for the protection of our communities. It is for the Authority to ascertain the risks in its area analyse them and assign its resources in the most effective way to reduce or eliminate those risks.

Regulatory Reform (Fire Safety) Order 2005.   To ensure the implications of the FSO continue to be understood, together with assessing the implications of those new issues.

National Framework Document 2006-8.   To implement FS issues discussed in the framework document.

Fire Safety Structure.   To review the departmental structure in light of the Fire Safety Order and Local Agreements.

Performance Management and Review (PMR).   To review and refine Fire Safety PMR processes taking into account newly formed Local Performance Indicators.

Training and Development.   To ensure robust systems of work that meet current and future needs.

Performance Indicators. To implement and refine a new suite of Performance Indicators relating particularly to inspection activity and targeting of premises.

Risk Based Approach and Inspection protocols.   To refine the approach taking full account of available data, statistics and national guidance.

Prohibition and Enforcement processes.   To review activities to ensure robust systems of work are in place.

Operational Crews and Fire Safety.   To review systems of work including numbers, themes and processes for implementation in 2008/09.

Partnership working.   To review all partnership working arrangements, including contractual commitments.

Regional Fire Safety CFOA Partnership.   Further Establish means of working together in creation of guidance, documents etc and sharing of best practice.

Sprinkler Policy.   Introduce policy in line with national protocols.

Community Fire Risk Management Information System (CFRMIS). To finalise the introduction of the CFRMIS project including day to day management and resilience issues.

Mobile Working Provision. To implement this provision for Prevention, Protection and Response.

E fire To research, review and implement outcomes regarding the electronic submission of plans.

Response

Response will continue to nurture a culture which considers demand led reactive intervention along with intelligent preventative approaches to have the greatest effect in creating safer and stronger communities.

Front-line resources will continue to focus on providing an effective response to all operational incidents (ensuring that operational preparedness is maintained at all times), whilst ensuring that a preventative approach targets those members of the community who are at the greatest risk.

Managers will focus on managing the risks within the community and will become key partners within Local Strategic Partnerships.

Each District/Station and Watch/Section will produce an annual plan/charter detailing how it intends to reduce the level of risk to its community and the partnerships it will create to deliver this enhanced safety annual risk profile and risk reduction action.

Performance will be measured against achievement, with those Districts which deliver the greatest increases to the safety of the community being regarded as the most prestigious.

Response 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 is provided for employees to deliver Service priorities
- an effective regional response to large-scale incidents, both civil and terrorist related is maintained
- Regional based specialists in common areas, for example, Fire Investigators and Hazardous Materials Advisors are available.

To deliver a quality public service. Implement and embed the recommendation of the Road Traffic Collision Revue (to incorporate the implementation of Specialist Rescue Teams).

Improve the business continuity processes.

- Implement and embed the recommendation of the Road Traffic Collision Revue.
- Improve our approaches and procedures to business continuity management, working with partners.

To support all our employees.
- To develop and deliver an efficient electronic Retained Duty System availability tool.

- Recruit five people to the post of Retained Support Officer for a trail period of one year.

Resilience and New Risks

Linking to the higher drivers of the Civil Contingencies Act 2004, the Fire and Rescue Services Act 2004 and the Fire and Rescue Services National Framework Document, the Fire and Rescue Service has both fully developed and ongoing plans to prepare for disruptions to everyday life.

In outline, initiatives include:
- The production of tactical plans
- Further development, review and testing of Service Business Continuity Plans.
- Maintenance of competencies in the operation and deployment of New Dimension Equipment.

Workforce Development & Fire and Rescue Staff
- Human Resources

The Human Resources Department is made up of the Personnel, Occupational Health, Equalities, Industrial Relations and Learning and Development teams which provide professional and administrative support to all departments of the Service across the functional area.

The department is responsible for advising, delivering and facilitating organisational response to human resources issues which include:

- Organisational development and workforce planning
- Recruitment
- Contractual and pay issues
- Application and interpretation of employment legislation and national conditions
- Ill health and retirement
- Pension schemes
- Termination of employment
- Industrial relations

- Discipline and grievance
- Equalities
- Occupational Health issues
- Regional support

Organisational development and workforce/service planning
Contribution to corporate management
Policies and procedures
Establishment control
Workforce profiling
Ensure equality and fairness

Recruitment and progression
Co-ordination of recruitment process for all posts
Co-ordination of promotion processes for all posts
Ensure equality and fairness of treatment

Contractual and pay issues
Issue of contract to new starters
Variations of contractual terms
Respond to contractual queries
Pay and grading policies
Job evaluation
Determination of individual pay rates
Westfield (occupational health) scheme
Ensure equality and fairness of treatment

Application and interpretation of employment legislation and National Conditions
Interpretation and application of employment legislation and national conditions of service
Development of best practice HR policies and practices
Dissemination of changes to employment law
Consultation and negotiation
Ensure equality and fairness of treatment

Ill health/absence
Absence management
Attendance management
Rehabilitation
Welfare
Redeployment
Management of disability
Il-health retirements
Ensure equality and fairness of treatment

Pension schemes
Application of pension scheme regulations (FPS, LGPS)
Advice on pension issues
Implementation of pension scheme changes
Management of pension appeals (IDRP, Medical Appeal Board)
Liaison with Finance Dept (funding projections)

Termination of employment
Management of resignations
Management of retirements
Management of dismissals
Management of death in service

Industrial relations
Formal consultation and negotiation via JNCPs
Informal consultation with representative bodies
Formal and informal communications with employees and other stakeholders
Participation in Regional Joint Partnership Forum

Discipline, grievance and harassment
Implementation of effective disciplinary, grievance and harassment processes
Co-ordination/participation in disciplinary investigations and hearings
Co-ordination/participation in grievance hearings
Advice to line managers

Equalities
Develop equalities strategies for employment and service delivery
Ensure compliance with equality duties and other statutory provisions
Advise to managers and employees on equality issues
Promote positive action initiatives in recruitment, progression, development

Occupational Health issues
Pre-employment medicals
Statutory medicals
Operational fitness standards
Risk assessments
Absence management
Rehabilitation
Stress/trauma management
Health promotion
H1 decisions (ill health retirements)
Participation in Health and Safety Committee

Regional support
Participation in Regional Workforce Development Group
Participation in Assessment and Development Centres
Participation in Regular Firefighter recruitment
Participation in HR Manager Control Group
Participation in Joint Consultation Forum
Participation in HR Project Group
Participation in Equalities Group
Participation in CFOA Equalities group
Participation in Health, Safety and Welfare Group

<u>Workforce Development - Learning and Development</u>

The Learning and Development Section is within the **Human Resources** Department and reports to the Head of Human Resources. The team provides a range of operational and managerial training for the organisation and facilitates support for competence assessments and workforce development.

Aims:

- Continue to deliver existing suite of ILM and HR competency programmes. Develop and introduce additional 'Managing Stress' course.
- Develop and introduce additional course in 'Managing the Appraisal Process'.
- Design and produce a Personal Development folder for middle managers in development.
- Finalise the regional framework for middle manager development.
- Develop, agree and finalise the regional framework for strategic manager development.
- Develop a blended learning approach to supervisory management development to facilitate increased access by RDS managers.
- Develop a blended learning approach to facilitate PQA based self-development. Develop policy for organisational support to individuals who make development choices that are outside of any service defined frameworks/programmes for their role. The monitoring of candidate progression through database and manual systems. Assessment of candidates against the current range of standards.
- Internal verification of candidate portfolios, including the monitoring and update of the process.
- Quality assurance of the process, including observation of assessors and candidate interviews.
- Devising, updating and implementing new documentation and guidelines relating to assessment and internal verification
- Standardisation of assessors and internal verifiers.
- Allocation of candidates to assessors and internal verifiers.
- Allocation of appropriate resources and facilities for all L&D activities.
- Maintenance and development of existing facilities to enhance the L&D provision.
- Development, maintenance and testing of business continuity plan.
- Develop and implement quality assurance processes for all aspects of training delivery.
- Ensure the delivery of all planned training activities and the ability to react to changing circumstances.
- Continue the roll out of RTC equipment training.
- Ensure the roll out of new appliance driver training.
- Continued co-ordination of IToP, ADC and development programmes.

Personal and Performance Review Process. To develop the PDR process to form an appraisal system and a methodology to ascertain CPD.

Development of life skills. To develop processes to support those seeking redeployment or to equip them for life outside the service.

Vector Command and Control training simulation. To continue the development of Vector to assist the development of operational incident commanders.

Review of Training and PDR recording methodology. To review the current methodology for recording and ascertain if improvements can be made utilising existing systems or purchasing additional systems.

Blended learning. To develop a blended learning approach to supervisory management and PQA based development. This is to enable increased access to this development, particularly for RDS personnel.

Review of IT training requirements and provision. Review of IT training requirements and provision.

Succession planning and workforce development. To develop succession planning and workforce development in line with regional guidelines and scheduled processes.

Training Resilience. To develop a suite of training materials and resources and identify alternative training venues.

FireLink/RCC. To develop and deliver the training requirements for the FireLink/RCC project.

Safe working at height. To deliver safe working at height training to all operational personnel.

Specialist Rescue Training Provision. To deliver the advanced training required by the specialist rescue team.

ICS training/ New Command Vehicle. To develop the requisite training in preparation for delivery of the new Command Vehicle.

Middle and strategic management development. To finalise the regional agreement for the middle manager development programme and develop and agree the strategic manager programme.

Research NVQ funding opportunities. To research the opportunities to draw upon central government funding to support the provision of the NFRS NVQ centre.

Elected Member development and support. To develop and facilitate development opportunities to support Elected Members in carrying out their duties.

Finance

Within the Corporate Strategy, the corporate objectives drive many of the core areas of work and developmental objectives of the Finance Business Plan. These are:

Effective Support Systems. The Authority's corporate vision is to achieve a safer Nottinghamshire by putting safety at the heart of the community. The Finance Team indirectly contributes to this vision by providing support systems to ensure that services are provided efficiently and effectively.

Sound Business Foundation. Managing the service on a sound business foundation – i.e. ensuring the effective allocation of financial resources to short, medium term and longer term priorities

Supporting Employees. Supporting all our employees – by continuously developing the skills and knowledge of all employees we will ensure the delivery of an efficient, effective and safe service.

In addition to the organisation's corporate aims and objectives, there are other factors which drive our Business Plan objectives. These are:

1. Legislation and accounting practice. We are required to follow legal and recommended accounting practice and to adhere to statutory deadlines.

2. Available resources. We are constrained in what we can do by the resources available to achieve our objectives. For the Finance Team this generally means staffing resources. We therefore prioritise our plans with reference to the organisation's Risk Profile.

Systems, Business, Employees, Legal
- Payment of creditors
- Invoicing of debtors and debt collection
- Maintain the financial information system
- Provision of payroll advice and support to staff
- Treasury management
- Calculation and payment of salaries and pensions
- Budget Monitoring – Revenue & Capital
- Review and Forecast of Pensions and Ill Health Retirements
- Financial Reconciliations
- Maintain Fixed Asset Register
- Maintain Grants and External Funding Accounts
- Investment Strategy
- Review and Update Financial Regulations
- Payment of Staff Expenses Claims
- Provision of Financial Advice and Guidance and Responding to Queries
- Staff Development
- Provision of payroll advice and support to staff
- Banking of Income
- Prudential Code Reporting
- Complete Statutory Returns
- Complete VAT return
- Annual Efficiency Statement – 2006/07 Forward & 2005/06 Backward
- Closedown of Accounts
- Audit of Accounts
- Preparation of Annual Budget and Medium Term Financial Strategy
- Statutory Budget Consultation
- Prepare Treasury Management Strategy
- Revenue Outturn Form Statutory Return
- Option Appraisals and Costings for Projects
- Education and Financial Training of Fire Authority Staff
- Advise on Financial Implications or Proposals, including Support to Committees

Final Accounts Closedown.   To close the Authority's accounts for 2005/06 in accordance with statutory and recommended accounting practice. To prepare the accounts for audit and publish the audited accounts within the statutory timescales.

Budget 2007/08 and Forecasts for 2008/09 & 2009/10.   To prepare a detailed budget for 2007/08 for the Authority ensuring that business priorities are funded and an appropriate Council Tax is set.

Delivery of Kypera Financial System. To roll out the upgraded financial system to enable devolved, electronic budget monitoring and order requisitioning.

Improving Financial Performance. To review the Audit Commission Key Lines of Enquiry for Use of Resources and advise on / implement changes; to implement recommendations from Internal Audit reports; to contribute to Value for Money reviews and identification of efficiency savings.

Base Budget Review. To review base budgets in certain key areas (e.g. Stations) and ensure that budgets and spending requirements are aligned and that budget responsibility lies with the appropriate staff.

Implement Firefighters' Pension Scheme Changes. To implement the necessary changes to the payroll and finance systems arising from the latest pensions legislation.

Implement Financial Implications of Shift Change. Aim: To consider any financial implications arising from the Shift Change proposals and ensure that these changes are reflected in budgets and the financial system.

Business Continuity Plan. To write a business continuity plan for the Finance Department and to test the plan.

Review of Banking Arrangements. Review the Authority's banking arrangements to ensure that best value is being achieved.

Improve Performance against BVPI 8. To increase the percentage of creditors paid within 30 days to 93%.

Special Service Charges Income. To consider opportunities for increasing income to the Authority following the 2005/06 Best Value Review, and implementing the necessary processes.

Develop Intranet Financial Guidance. To write procedure notes covering the main financial processes and to publish user-friendly versions of these on the Intranet.

Capture Efficiency Gains. To assist is the identification and recording of efficiency gains across the Service in accordance with the principles of Best Value and the findings of the Gershon Review into public service reform.

Research

Research is an essential function of our Service, to help us reduce and control corporate risk. The team has recently completed a total review of all operational equipment and has identified that some of these essential tools will require replacement due to obsolescence whilst other items will not meet our future needs.

The equipment team is responsible for ensuring that all operational equipment is tested and maintained to the required standard according to legislation and the manufacturers' recommendations.

The Research function brings together expertise from the engineering disciplines of the Service.

Improved Communication. To develop and introduce an enhanced communications vehicle to assist effective incident response.

Improved operational capability.
- To deliver medium-rescue capability on all new first line fire appliances together with converting the existing fleet.
- To develop and introduce specialist rescue vehicles based on existing rescue tenders.
- To introduce a support vehicle for specialist rescue.
- To develop water rescue capability to support specialist rescues.

- To replace existing breathing apparatus including ancillary equipment.
- To contribute to the development of the National respiratory protective equipment project.
- To take the Regional lead for the development of an environmentally less damaging fire fighting foam.
- To develop a replacement for the existing foam vehicle together with a supporting strategy.
- To develop the operational water carrying facility.
- To deliver a replacement to personal protective clothing for Firefighters.
- To introduce new fire appliances.
- To develop the next generation of fire appliances.
- To introduce new radiation awareness equipment.
- To replace lifejackets across the Service.
- To deliver a replacement to the Incident Command Vehicle.

OTHER AUDITS AND REVIEWS

i.   Comprehensive Performance Assessment

The *Service Assessment,* conducted in November 2006*,* looked at how the Fire & Rescue Authority (FRA) assess risks to our communities together with how operational plans are developed, and ultimately managed, to deliver emergency response to incidents. The assessment also considers the way in which our FRA delivers its service against a set of performance indicators on a range of issues including types of fires, fatalities, injuries, false alarms and arson attacks. The service assessment score for this Authority is 4, which means we are performing strongly.

A second part of the assessment examines the financial accounting and reporting arrangements within our Service to determine the value for money we provide. We scored a 2 on this assessment, which means we are performing adequately. A third assessment, the direction of travel, measured the progress made by FRAs since the initial 2005 Fire Comprehensive Performance Assessment. Here, we were judged as improving adequately.

The recommendations for improvement from these assessments have been included in our future plans. We are clearly driven to do even more, from within our strictly controlled resources, to give the communities we serve the highest level of service provision. (See Appendix A)

Here are some examples of how we are driving forward - building on the findings of the comprehensive performance assessments:

- Integrated Personal Development System

  We have progressed a personal and performance review which includes a personal development review policy, procedures and reporting forms which have been presented to all employees for formal consultation.

- Community Safety offices

  Following a survey we have identified that an initial outlay of £66, 000 will be required to develop improved and more accessible community safety officers for fire safety practitioners and safety partners.

- A New Fire Station at Hassocks Lane

  The Project Timetable has been revised to take account of the statutory periods required to comply with the EU tendering process. Construction is now targeted to commence in mid September 2007 and end 12 months later. A Notice was electronically posted to OJEU through the Blue Light portal on 23/03/07.

  Requests for Pre-Qualification questionnaires have been coming in from potential contractors. The Design Team and Internal Project Team have been continuing to develop the final design details and specifications. The project's design and legal advisors believe that the revised programme timetable is

fairly tight but realistic and achievable. Delays in this project may have implications for other projects which are associated with the move to Hassocks Lane e.g. Specialist Rescue Provision.

Discussions have taken place with project manager for Specialist Rescue project to make contingency for potential delays. The capital financing needs have been identified and are being managed. The Project Team has initiated monitoring systems to maintain close control over costs.

- Road Traffic Collision and Special Service Calls Review Implementation

A newly appointed Watch Manager for the specialist rescue team now strengthens the existing team to develop this important initiative. Ashfield's Rescue Tender is now removed and pre-determined attendances for this area are implemented. Power tool evaluations for Urban Search and Rescue equipment have now been completed. Twenty-two Firefighters have been selected for the new rescue posts and we have eight Crew Manager applications for the seven vacancies to manage these teams.

- Business Continuity Planning

The Service has successfully completed a comprehensive business continuity exercise. Action plans are created and we are working well to address the issues identified. Business continuity plans are also developed for Safety Response and Prevention departments. Action cards are produced as aide memoirs for staff in the event of a severe disruption.

The work already completed in this area ensures that we have complied with the Civil Contingencies Act 2004 providing an assurance that we could continue to provide essential services to the community during a major disruption.

- FiReControl Project

Contract signature has taken place and new transition plans are released. All Control staff have been informed of the proposed cutover dates and continue to receive presentations on changing work systems, continuation of benefits, data collection and project progress. A reference library/filing system has been created to maximise the information available on mobilization issues. Visits have taken place to the Regional Control Centre for control room staff. One-to-one discussions between HR and control room staff to identify their expectations are ongoing.

- FireLink Project

This is a national programme to ensure resilient communications within and between emergency services into the future. To ensure that Nottinghamshire Fire and Rescue Service meets its obligations in full, we are working with our regional partners to share best practice and divide the burden of implementation through investigating risk and issues together.

BVPI Public Opinion Survey

Fire Authorities were required to undertake a BVPI public satisfaction survey in Autumn 2006. The public opinion survey was conducted by an independent company on behalf of NFRS. The Government requires all fire and rescue services to carry out a survey every three years, so that public opinion can be compared with Best Value Performance Indicators - standards set by the Government.

The survey found that 64% of people who have been in contact with Nottinghamshire Fire and Rescue Service (NFRS) were 'very satisfied' with the response, a survey has revealed.

Overall, 40% said they were 'very satisfied' with the service provided by NFRS, with a further 26% 'fairly satisfied'. 76% believed that NFRS is working to make areas safer, with 60% of respondents recalling having seen or heard a fire safety message in the last year. Of those, 91% said the message had influenced them to improve or change fire safety measures in their home, or that they already had measures in place.

Just 13 of the 1,233 respondents had had a fire in their homes in the last year, but 63% agreed or strongly agreed that NFRS provides value for money. 74% felt that NFRS is approachable, and 75% felt that the Service treats everyone fairly.

Priority Themes for Improvement

The Fire Authority has developed its priority actions for driving improvement across the organisation. These are based on the weaknesses identified in the CPA report as well as our detailed assessment of the long-term strategic direction as set out within our key planning documents.

Under CPA there were four areas for improvement, these are,

Theme 1   Performance Management - development of robust arrangements to ensure that the Fire Authority is well managed.

- Improve business risk management arrangements below strategic level.
- Ensure that the assessment of senior management team performance is carried out against robust performance criteria.
- Put in place the key components of a performance management framework.
- Strengthen programme management arrangements.
- Ensure that target setting is SMART.
- Ensure that individual performance is monitored against the goals of the organisation.

Theme 2   People Management - establishing mechanisms and processes to ensure that the Fire Authority can manage its business risks and performance

- Ensure the HR strategy links to our core strategies.
- Commence a programme of workplace assessments.
- Develop an integrated approach to learning and development.
- Improve sickness absence management.
- Ensure that our workforce is representative of the community.

Theme 3   Governance and Management - to ensure that the Fire Authority's people are used effectively and that it has the capacity to improve.

- Ensure that committee structures reflect and support change.
- Ensure that there is sufficient training and development for members.
- Ensure that members champion priorities.
- Ensure that succession planning is effective.

Theme 4   Partnerships - the establishment of a system to manage and evaluate partnership working

- Ensure that partnerships are managed effectively and are evaluated

Progress to date

Since the CPA was carried out we have not stood still. We have been working hard on some key areas to make the necessary changes to drive improvement.

Our achievements include:

- The development and implementation of revised governance arrangements, which will be strengthened further through the actions within this plan.

- The development of our performance management framework, which will be embedded through robust performance management.

- Improved succession planning for Members and senior officers.

- Agreement of our Personal Development Review system, which will be strengthen further through this plan.

- We have carried out Best Value Reviews to drive improvement, such as our Best Value Review of Partnerships, which will be further progressed in line with this improvement plan.

ii.   Local Area Agreements

Local Area Agreements (LAA's) represent a new relationship between local and central government and key partners. They are a three year agreement giving more freedom and flexibility to achieve local solutions that meet local needs – with the incentive of gaining extra funding if successful.

The Service is an active partner in both Nottingham City Council's and Nottinghamshire County Council's LAA's. We will need to show how all the partners will deliver a better quality of life for people through improving performance on both local and national priorities. Partners have been asked to agree what needs to be done in four areas of community life:

- **healthier communities and older people**
- **economic development and enterprise**
- **safer and stronger communities**
- **children and young people**

The Service has been working with partners to develop targets to:

- Reduce the prevalence and impact of avoidable injuries with particular regard to those suffering disadvantage by reducing avoidable injuries.
- Reduce deliberate fires and the impact of Anti-Social Behaviour related arson on our communities.

The need to reduce avoidable injuries has been recognised as so important that it has been identified as a key area of focus within both the City's and County's LAA's.

iii. Local Performance Indicators

We are aiming at measuring and managing corporate and departmental performance through Local Performance Indicators. At corporate level, Local Performance Indicators are being set up linked to our corporate objectives in addition to the Best Value Performance Indicators:

- Number of Home Safety Checks completed
- Number of Special Service Calls
- Percentage of incidents attended within 10 minutes
- FDR1 (fire reports) completed within 7 days of incident
- Number of schools receiving community safety intervention

Departmental Local Performance Indicators are being set to manage specific department objectives. Local Performance indicators will be used by the following departments:

- Finance
- Fire safety
- Information services
- Safety services
- Human Resources
- Community safety

LOOK FORWARD

The vision of Nottinghamshire and City of Nottingham Fire & Rescue Authority is "A Safer Nottinghamshire by putting Safety at the Heart of the Community". This vision was adopted to reflect the wider remit that the Service had already began to embrace, and the responsibilities given under the new Fire and Rescue Services Act 2004. Our future plans are focused on the delivery of initiatives that will help us meet our vision for the public of the City and County of Nottingham.

From 2007 we are publishing our proposals in a business like manner in our "Nottinghamshire Community Safety Plan" 2007-2010 available at www.notts-fire.gov.uk. This is a three year plan which is to be updated annually following a period of consultation with employees, public and stakeholders alike. This plan will identify opportunities for improved efficiency, new initiatives, as well as reporting on our progress to-date. This process will finally see the embedding of the Local (Integrated) Risk Management Planning process in the organisations framework for delivery.

We are continuing to develop a Project and Programme Management Process. Throughout the organisation there are numerous local, regional and national programmes or projects which are being worked on by departments and individuals. There is subsequently a requirement to be able to demonstrate what is being carried out in these areas, why it is being worked on and how we can show success. A process is being put into place whereby all these elements of work can be identified and tracked through from their inception stage to their completion and closure. This process will ultimately show how each of the projects are identified via the "golden thread" to the organisational goals and with the use of available software we can link the documentation produced for each of the projects and identify the departments, teams or individuals directly responsible. By using specialist project management software we intend to be able to reflect the position of the projects on a colour coding basis which will provide a visual interpretation of the percentage of work completed and on target. In effect the implementation of this Project and Programme Management Process will aim to provide the organisation with deliverables produced into a timely, cost effective and acceptable standard.

We are continuing to ensure that the necessary frameworks are in place to meet the requirements of Integrated Personal Development Systems (IPDS) so that our employees are fully equipped to meet the future needs.

We are working on the outcomes of Best Value Reviews of Road Traffic Collision Provision, Special Services Provision and Partnerships Working to implement and embed throughout the organisation.

The move from a local to a Regional Control Centre will provide a raft of opportunities in terms of staff development, technology and resilience. This will build upon our existing collaboration through the East Midlands Regional Management Board with our partners from Derbyshire, Leicestershire, Lincolnshire and Northamptonshire.

Our future plans will continue to meet the Fire Authority's vision whilst maintaining a Service that the public can rely on and be proud of.

Nottinghamshire Fire and Rescue Service is recognised as a progressive, forward looking organisation continuing to drive improved safety for the communities of Nottinghamshire and the City of Nottingham.

We have delivered innovative and challenging new initiatives over the past year but recognise that we must continue to do more to enable us to keep safety at the heart of the community, whilst ever mindful of the impact on public finances,.

T-U-P-E

In accordance with the requirements of the Code of Practice on Workforce Matters in Local Authority Service Contracts. Nottinghamshire Fire and Rescue Authority state and certify that no individual contracts were issued during the past year which involved a transfer of staff. There were no circumstances which could be interpreted as coming under the Transfer of Undertakings (Protection of Employment) Regulations (TUPE). Nor were there any circumstances where we would have been expected to transfer staff as if TUPE applied, as defined in the Cabinet Office Guidance on "Staff Transfers in the Public Sectors".

GLOSSARY

Explanation of the terms used

A	
Audit Commission	The Audit Commission is an independent body responsible for ensuring that public money is spent economically, efficiently and effectively, to achieve high-quality local and national services for the public. Their work covers government, health and criminal justice services.
B	
Best Value Authorities	As designated under the Local Government Act 1999: Local Authorities (Metropolitan Authorities, County Councils, Unitary Authorities, London Boroughs, District Councils), National Park Authorities, National Broads Authorities, Fire Authorities, Waste Disposal Authorities, Greater London Authority, Transport for London, Passenger Transport Authorities, London Development Agency.
BV	Best Value. The duty of continuous improvement for local authorities as set by the Local Government Act 1999.
BVPI	Best Value Performance Indicator (a national measure of performance, set by central government).
BVPP	Best Value Performance Plan. An annual report produced by local authorities detailing current performance levels, actions taken, and future performance standards expected.
Best Value Review	The method by which the Authority scrutinises its service areas to achieve continuous improvement. The provisions of the Local Government Act (1999) and subsequent amendment legislation govern the reviews.
C	
CIPFA	Chartered Institute of Public Finance Accountants.
Community Safety District	Within the Nottinghamshire and the City of Nottinghamshire Fire Authority the Service has divided its resources into Districts. Each Community Safety District has a number of stations in it with an overarching objective of making their areas a safer place to live.
Corporate Health	A performance measure, which applies to the overall health and management of the local authority beyond the scope of exercising a particular service function.
CPA	Comprehensive Performance Assessment - a framework to measure the overall performance of a local authority council, using best value performance indicators, best value inspection reports, and audit reports.
CRE	Commission for Racial Equality.

E	
E-Government - Electronic Service Delivery	Delivering local government service through electronic means. Electronic means include telephone fax and increasingly the internet (whether accessing through a PC, digital TV, phone or other device). Electronic access may be direct, or mediated through call centres or front offices in which the operator has access to information electronically and can seek information or complete transactions on behalf of members of the public who prefer to conduct business face to face or by telephone.
F	
Fair Access	Ease and equality of access to services.
False Alarms	A call made to the Service from a premises fitted with a fire detection system that subsequently proves to be for a technical matter rather than fire.
Family Group	Within England and Wales there are for groups of Fire Services known as Family Groups. Each group contains a number of brigades that are similar for the purposes of conducting realistic comparisons.
Fire Safety Certificates	Certain premises are required to hold a Fire Certificate. These certificates are issued by the Service following a programme of inspection, compliance with legislation and advice.
I	
IPDS	A role-based rather than rank-based system to provide individuals with a structured career path and Fire Brigades with a national, consistent, measurable benchmark for training.
L	
Local PI	Performance measures set by individual local authorities, not prescribed by central government.
Local Target	A target set for improvements by Nottinghamshire and City of Nottinghamshire Fire Authority.
P	
PMF	Performance Management Framework. – Method of performance management for Nottinghamshire and City of Nottinghamshire Fire Authority.
Performance Standard	The minimum acceptable level of service provision, which must be met by a best value authority in the exercise of a function, and measured by reference to the performance indicator in relation to that function.
Performance Targets	The level of performance in the exercise of a function that a best value authority expects to meet in future years, as measured by reference to the performance indicator in relation to that function.
Primary Fires	A primary fire is a fire that involves damage to persons or property.

Q	
Quality	The quality of the services delivered, explicitly reflecting users experience of services.
R	
RCCO	Revenue Contribution to Capital Outlay.
S	
Service Delivery Outcomes	How well the service is being operated in order to achieve the strategic objectives.
Strategic Objectives	Why the service exists and what it seeks to achieve.
U	
User Satisfaction Surveys	Surveys conducted by local authorities, as prescribed by government to measure the levels of satisfaction the general public have for key local services.

CONTACTS

Please feel free to comment by contacting us. Please address your enquiries 'Best Value Performance Plan'.

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

This document is available in English

এই লেখাটি (ডকুমেন্ট) বাংলা ভাষাও পাওয়া যাচ্ছে

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

هذه الوثيقة متوفرة أيضا باللغة العربية.

यह जानकारी आपकी भाषा में उपलब्ध है।

這個信息有中文版。

આ ડોક્યુમેન્ટ ગુજરાતીમાં ઉપલબ્ધ છે.

ਇਹ ਦਸਤਾਵੇਜ਼ ਪੰਜਾਬੀ ਦੇ ਵਿੱਚ ਵੀ ਹਾਸਿਲ ਹੈ।

Ky dokument eshte i perkthyer ne gjuhen shqipe.

یہ دستاویز اُردو زبان میں بھی دستیاب ہے۔

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 enquiries 'Best Value Performance Plan - Format Request'.

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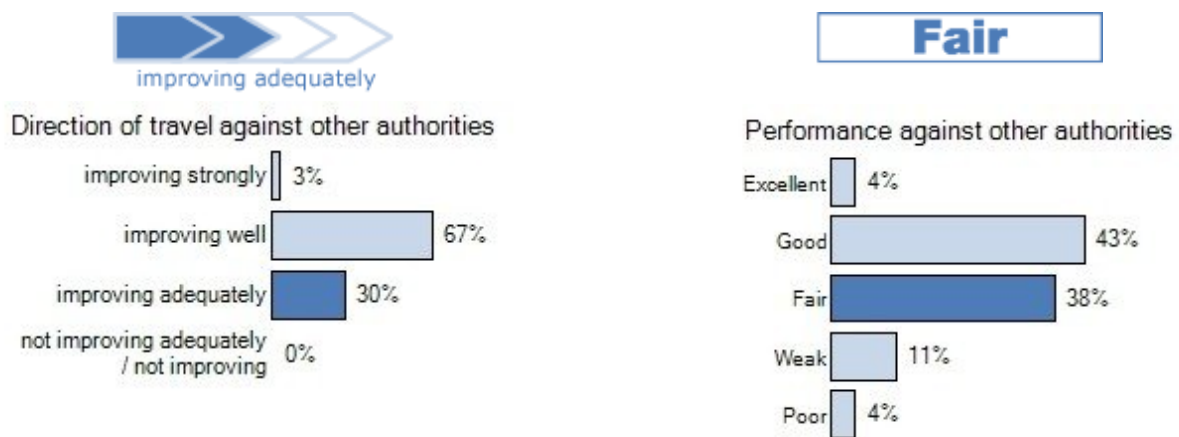# Nottinghamshire and City of Nottingham Fire and Rescue Authority

Fire and rescue performance framework 2006/07

Comprehensive Performance Assessment (CPA) for Fire and Rescue Authorities was introduced in 2005 when each authority was given a corporate assessment rating of either excellent, good, fair, weak or poor. Inspectors looked at issues like staff training, budget management and the way the service works within the community to make it safer and prevent fires from happening in the first place.

Additional elements published in February and April now give an overall assessment of services including how the authority performs operationally:

Overall performance for this fire and rescue authority

This is an Authority that is improving adequately having demonstrated Fair overall performance in 2005.

improving adequately

Direction of travel against other authorities

improving strongly 3%
improving well 67%
improving adequately 30%
not improving adequately / not improving 0%

Fair

Performance against other authorities

Excellent 4%
Good 43%
Fair 38%
Weak 11%
Poor 4%

In addition to Fire CPA 2005, fire and rescue authorities were assessed under the 2006 performance framework on three elements:

- What progress Nottinghamshire and City of Nottingham Fire and Rescue Authority has made in the last year – direction of travel
- How Nottinghamshire and City of Nottingham Fire and Rescue Authority manages its finances and provides value for money – use of resources
- How Nottinghamshire and City of Nottingham Fire and Rescue Authority's delivers its fire and rescue service – service assessment

The use of resources and service assessments are scored on the following scale:

1 = Inadequate performance – below minimum requirements
2 = Adequate performance – only at minimum requirements
3 = Performing well – consistently above minimum requirements
4 = Performing strongly – well above minimum requirements

Direction of travel

What progress has Nottinghamshire and City of Nottingham Fire and Rescue Authority made in the last year

Direction of travel	2006
This assessment indicates the progress being made, or otherwise, to achieve improvement.	improving adequately

The following summary has been provided to support this direction of travel assessment:

The Authority has made progress in delivering many of its priorities. The performance indicators used in our service assessment have all improved over the last two years. The Integrated Risk Management Plan (IRMP) has delivered effective improvements and clear benefits and efficiencies. There is now a stronger focus on community safety and resources have been effectively shifted to prevention. The Fire Authority is making an increasingly effective contribution to wider community outcomes. It is improving access to services and its approach to equality and diversity. It is developing a much greater understanding of the communities it serves through extensive partnership working and through risk profiling of communities as part of the IRMP. While performance in relation to value for money is good and improving, comprehensive and systematic benchmarking of both costs and service performance is not yet in place. There are also issues to resolve in the leadership of the service and significant weaknesses in its human resources management. Many improvements are new but strengthened performance management, planning and financial arrangements should help it to make further improvements in the future.

Use of resources

How Nottinghamshire and City of Nottingham Fire and Rescue Authority manages its finances and provides value for money

Use of resources	2006
This assessment looks at financial accounting and reporting arrangements, how well the Authority plans and manages its finances and whether the Authority achieves value for money.	2

This use of resources judgement is drawn from five individual judgements provided by the Authority's appointed auditor:

Auditor judgements	2006
Financial reporting	2
Financial management	2
Financial standing	3
Internal control	2
Value for money	3

Service assessment

How Nottinghamshire and City of Nottingham Fire and Rescue Authority delivers its fire and rescue service

Service assessment	2006
The overall service assessment is the Authority's performance in delivering the fire and rescue service and is constructed from two elements: performance indicators (PIs) and the OASD.	4

CPA 2005

How Nottinghamshire and City of Nottingham Fire and Rescue Authority performed in 2005
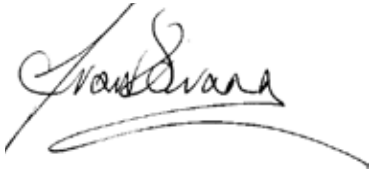
CPA 2005	2005
We assessed the Authority on the way it was run and the delivery of its services. Our corporate assessment did not give an opinion on how well the fire and rescue service responded to emergency incidents. The assessment provided a baseline measurement that helps fire and rescue authorities focus on improvement. Fire and Rescue CPA 2005 was scored on the scale Poor/Weak/Fair/Good/Excellent.	fair

Please visit the Audit Commission website (www.audit-commission.gov.uk) for the full version of this scorecard.

Creating Safer Communities

"As a service we are continually evaluating the level of service we provide to residents and visitor to Nottinghamshire. We look at how to prevent fires and accidents happening in the first place and how to make all our communities safer. We then balance this against staff training plans and budget management to ensure we are best placed to deliver the best service in the region.

We use numerous performance indicators and planning tools to achieve an excellent service. This Best Value document looks back over the last year and I pleased to say we have brought about a reduction in all fires and malicious calls. We will continue to review all of our data, balance our plans and realign our service provision to ensure this trend continues."

Frank Swann
Chief Fire Officer

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Website: www.notts-fire.gov.uk

NOTTINGHAMSHIRE
Fire & Rescue Service

Nottinghamshire Fire & Rescue Service recognises 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 in the following languages on request.

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