

NFRS PLAN

**DURING THE PERIOD 2006 – 2009 VEHICLE FIRES
IN NOTTINGHAMSHIRE REDUCED BY 23%**

INSERT PICTURE

Our aim

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

Nottinghamshire Fire and Rescue Service has one very clear and simple aim – to make Nottinghamshire a safer place to live and work. This may sound straight-forward, but achieving this aim relies on a great many people and organisations working together with the same goal in mind.

Fortunately, our colleagues in the councils, Police, health, education and other local services are also striving to achieve similar improvements, and we are working in close partnership with them to pool our efforts and, between us, make a greater difference than we could possibly achieve by working alone.

This overall aim is supported by six objectives, which highlight the work we need to do in order to achieve our aim.

Our objectives

The following six objectives will underpin all our activities during the life of this Plan, over the next three years. We have identified the areas of work we believe will help us to achieve our aim and make a positive difference to people's lives, which gives us a very clear focus on our priorities for the future.

Everything we do over the next three years must link into one or more of these objectives, so that our efforts are strengthened and we maximise our opportunities to make improvements.

Objective 1: Prevention

We will:

- work with young people to reduce arson, accidental fires and road traffic collisions (RTCs).
- focus on those most at risk from fires and other avoidable injuries.
- work with partners to make our communities safer.
- use and share data to identify those most at risk.

Objective 2: Protection

We will:

- maintain a risk-based approach to enforce our statutory responsibilities.
- assist and support those responsible for fire safety within business.
- work to reduce the economic cost of fire.

Objective 3: Response

We will:

- Use our resources to meet the risks within our community.
- Gather and use risk-based information to inform our response, provide the highest standards of training, PPE, appliances and equipment that we can, to keep our employees safe.

Objective 4: Resilience

We will:

- Respond to growing risks from the environment.

- Work with our partners to ensure an effective response and recovery to major events.

Objective 5: Diversity and Workforce

We will:

- recruit a workforce that reflects our community.
- recruit and develop our employees to the highest standards to maintain and promote high standards of health, safety and wellbeing for all our employees.

Objective 6: Governance and Improvement

We will:

- strive to become an excellent Authority.
- use our resources efficiently and effectively to provide value-for-money.

You will see on page XX of this plan how our future activities have been synchronised with each of these objectives.

**NOTTINGHAMSHIRE FIRE AND RESCUE
SERVICE PLAN
2010 - 2013**

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1. WELCOME TO THE NOTTINGHAMSHIRE FIRE AND RESCUE SERVICE PLAN

The start of a new decade signals a fresh look ahead for Nottinghamshire Fire and Rescue Service – and this is the plan that will deliver a dynamic service to keep our communities safe into the future.

Nottinghamshire Fire and Rescue Service (NFRS) has achieved significant and tangible developments over the last three years, with some major investments in equipment, staffing and vehicles being the most notable.

The Service has established a real sense of momentum and confirmed its commitment to making progress, giving us an excellent platform to take our new three-year plan forward.

Our intention is to build on this momentum and to further develop some of our existing successful projects, and to introduce new projects and initiatives which will help take us further in our desire to be the best at everything we do.

Our proposals were first published in spring 2009 when we asked staff, the public and representatives of partner agencies for their views. We were pleased to receive widespread support for the direction we wished to take the Service and listen to some alternative suggestions. This also gave us the opportunity to amend our plans to ensure that our proposals reflect the view of the community we serve.

The comments received have helped to shape this final document, and all our proposals for the next three years will be linked to our revised objectives, so that everyone who works for the Service will be striving to achieve the same goals. That level of focus will make us stronger and more confident in our ability to achieve all that we set out to do.

Our ambition is that we must make a positive difference to people's lives, whether it is helping to prevent accidents happening, or being there to deal with incidents when things do go wrong. This is reflected in our vision of a safer Nottinghamshire by putting safety at the heart of the community.

We are grateful for the tremendous support that we receive from the public, and we want to keep on proving that we deserve it. It is our intention that the Plan – and the actions you will see resulting from it – will inspire confidence in our commitment of creating safer communities.

Cllr Darrell Pulk
Chair
Nottinghamshire and City of Nottingham Fire Authority

Frank Swann
Chief Fire Officer

NOTTINGHAMSHIRE FIRE AND RESCUE SERVICE

INSERT PICTURE

OVER THE LAST THREE YEARS FIRES IN
DWELLINGS HAVE DECREASED BY 12%

2. OUR SERVICE

Nottinghamshire and City of Nottingham Fire Authority

Nottinghamshire and City of Nottingham Fire Authority is an independent body comprising 18 elected councillors from the City and County councils.

These councillors ensure that the Fire and Rescue Service meets both its statutory obligations and provides a value for money service to the public. This is achieved by a robust committee structure providing scrutiny in areas such as finance, human resources, community safety and Service performance.

The Fire Authority also sets and approves the annual budget for the Fire and Rescue Service.

Nottinghamshire Fire and Rescue Service

Nottinghamshire Fire and Rescue Service serves approximately one million people who live and work throughout the city and county, promoting safety, responding to emergency incidents and enforcing fire safety legislation.

We employ 1,150 people working to provide these services to the public, comprising firefighters, fire control operators, IT professionals, estates managers, accountants, HR professionals and safety advisors.

Our 24 fire stations are positioned strategically across the county, staffed by full-time and part-time firefighters. We also have a Specialist Rescue Team based at three locations, providing expert support at incidents such as rescues from height, water, multiple road traffic accidents or building collapse.



MAP SHOWING STATION LOCATIONS

3. SETTING THE SCENE

3.1 Our county

Nottinghamshire lies in the heart of England and covers an area of 805 sq miles, with a population of just over one million people and a workforce of 360,000. The largest concentration of people is found in the Greater Nottingham conurbation, the suburbs of which lie mostly in the county. In total, including Nottingham city, (292,400) Greater Nottingham has a population in excess of 656,900.

Nottingham itself is a city of contrasts. It has the highest rate of employment growth of any major UK city and an attractive and successful city centre. It is a leading city in the East Midlands region, its shopping facilities are ranked as amongst the best in England outside London and it has a vibrant and growing leisure and cultural scene. However, it also has some of the worst areas of deprivation and under-achievement in the country. Greater Nottingham is a big conurbation – one of the 10 largest in the country – but only half the population live within the city boundaries.

Nottinghamshire has a two-tier system of local government. This means that people who live outside the city of Nottingham will find that their services are shared between two or three councils.

Nottinghamshire County Council is a first-tier local authority. The second tier comprises seven district councils.

Nottingham City Council is a unitary authority and is responsible for all local government services. It is the 11th largest authority in the country. In addition to their own well-defined council areas, the councils of Ashfield, Broxtowe, Erewash, Gedling, Nottingham City, and Rushcliffe work together under the title 'Greater Nottingham Partnership' and have produced a planning strategy which is forward-thinking, consistent and aids service delivery.

The other main county towns are Mansfield (87,500), Kirkby-in-Ashfield (27,000) Sutton-in-Ashfield (45,400), Newark (26,700), Worksop (43,500) and Retford (21,700).

Approximately one-fifth of the population lives outside these built-up areas, mostly in small towns and villages with less than 10,000 residents. The density of population is about 3.6 persons per hectare, ranging from over 35 in the urban areas to below 3 p/ha in rural parishes.

Access to services by all is crucial. Large areas of the county are rural or semi-rural, and the growing numbers of people choosing to live in these areas can sometimes compromise the tranquil lifestyles that they sought from their relocation.

A diverse local economy features many world-renowned companies in the fields of healthcare, pharmaceuticals, precision engineering, textiles, clothing and professional services. Boots, Raleigh, Imperial Tobacco, Experian and Capital One have homes here, as do Government bodies including the Inland Revenue and the Driving Standards Agency.

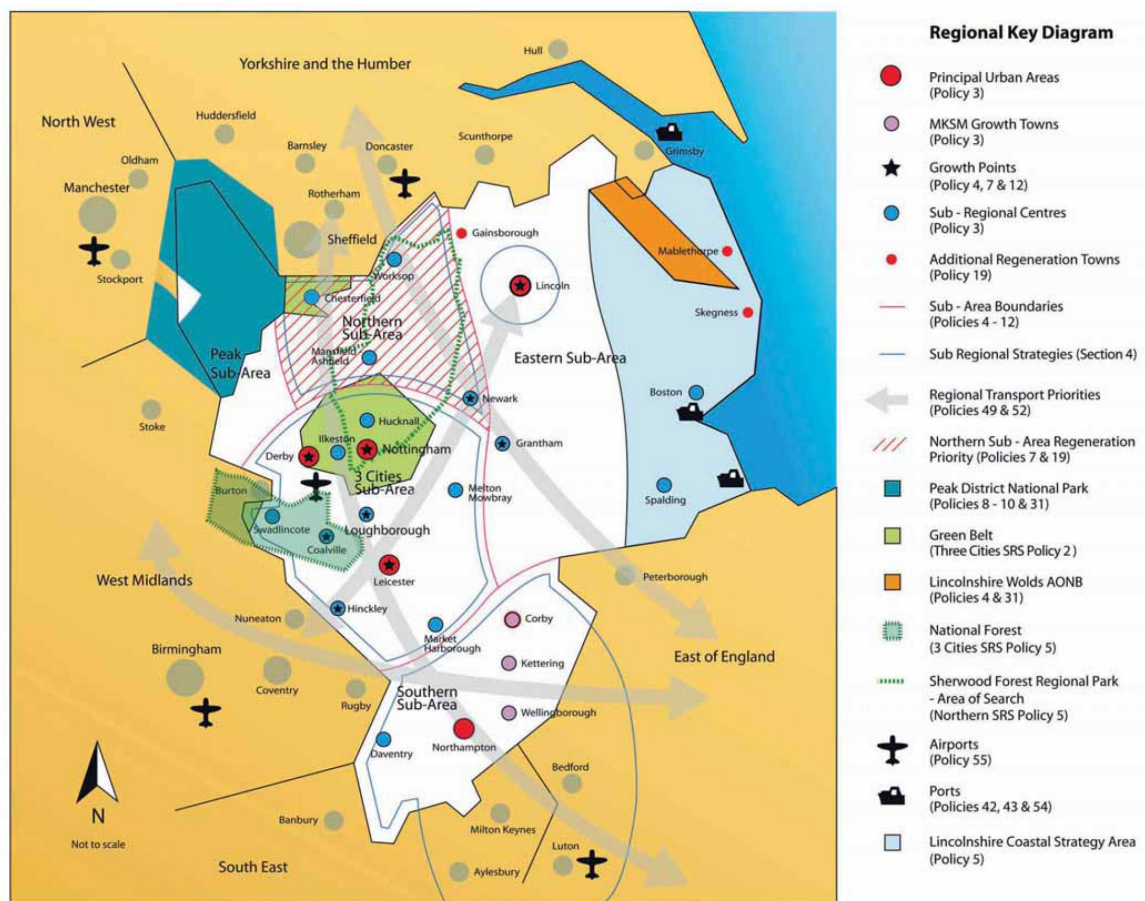
The county and city boast two universities – the University of Nottingham and Nottingham Trent University – offering courses to over 45,000 full and part-time students.

3.2 Our region

As well as our county and city areas, we need also to take account of the East Midlands region as a whole: how it functions, the relationship between the cities in terms of travel and employment, and future aspirations for the region's development. We need to understand the wider picture of the region's growth in respect of housing, industry, population, transport infrastructure and commerce. Taking these aspects together is vital to a fire and rescue service's long-term planning strategy.

The East Midlands region covers the counties of Nottinghamshire, Derbyshire, Leicestershire, Lincolnshire, and Northamptonshire. It includes the unitary authorities of Derby, Leicester, Nottingham and Rutland. The relationship between Nottingham, Derby and Leicester is complex and interdependent. These are three of the 15 largest cities in England, they are just 30 miles apart, and a great many people travel between them for work, shopping, education, health care and leisure. Together, they represent half the economy of the entire region and are home to just under half of the region's 4.3 million population.

The diagram below illustrates planning considerations from a regional perspective.



Nottingham, Derby and Leicester also contain the main concentrations of public administration, business, education, health services and cultural activities. The three cities have good links with the rest of the region and with adjoining regions and beyond. They are home to many of the region's key companies, its largest shopping destinations, the main centres of higher education and healthcare, and other public services. All three cities all have relatively high concentrations of economic, social and physical deprivation within their inner areas and in some outer housing estates.

Addressing this deprivation and urban regeneration is a key priority for the region. The cities are increasingly working together as the 'Three Cities Partnership' in planning for growth and regeneration, and in their joint 'New Growth Point' arrangements. We are actively engaged with the associated consultation and planning arrangements.

A policy of 'urban concentration' has been adopted in order to maximise the development of key elements of the economy and to build on the existing infrastructure. A major proportion of the new growth required in the region should be concentrated in, and adjoining, these three conurbations. Within these built-up areas there are also significant areas of deprivation, including many areas of 'brownfield land' that needs to be recycled and revitalised as part of any local strategies aimed at addressing social, economic and physical regeneration.

However, 88% of the land area is rural and around 30% of the population live in towns and villages of less than 10,000 people, making the East Midlands one of the more rural regions in England. Agriculture and forestry are the dominant land uses within the East Midlands, but directly employ less than 3% of the total workforce. In addition, rural areas make a significant contribution to the regional economy in sectors such as manufacturing, retail, construction, transport and distribution, business services, tourism and leisure.

Rural areas offer distinctive landscapes and a living and working economy. They also give provide recreational opportunities for people who live in urban areas. The Nottingham-Derby Green Belt, extends to over 60,000 hectares, and is the main area of Green Belt lying entirely within the region.

This Green Belt is drawn tightly around the urban area of Nottingham and has a vital role in preventing the coalescence of the Nottingham and Derby conurbations and the towns in the Erewash Valley.

At regional level, the population is growing quicker than the national average, mainly due to relatively high levels of in-migration. These factors have contributed to a growing housing affordability problem in the East Midlands, particularly in rural areas, as the gap between average house prices and average wages has widened.

Pressure is growing on the transport infrastructure as travel demand increases. The East Midlands has experienced the highest rate of growth of any region in England over the recent years. The main north-south road routes are increasingly congested, whilst additional investment is required in rail and other forms of public transport. The widening of the M1 through part of the region represents a significant investment in developing the transport infrastructure.

The East Midlands Regional Assembly (EMRA) has developed a 'Spatial Strategy' which provides analysis and guidance on planning issues. It can be accessed via the EMRA website: www.emra.gov.uk.

It states that development and economic activity should be distributed on the following basis:

- a) new development will be concentrated primarily in and adjoining the region's five 'principal urban areas' – the built-up areas centred on Derby, Leicester, Lincoln, Northampton and Nottingham.

- b) appropriate development of a lesser scale should be located in the 'sub-regional centres', ie Mansfield, Ashfield, Newark and Worksop.

Forecasts suggest an extra 452,300 houses will be built in the East Midlands between 2006 and 2026. Nottinghamshire and Nottingham city's portion of that total is 93,400.

4. OUR CHALLENGES

4.1 Economy

Nottinghamshire has successfully managed the changes forced upon it during the last 20 years. These changes have had a major influence upon mining and some manufacturing industries, and the communities they supported. Overall, unemployment has been relatively low. However, labour market disparities remain, with qualification and skills levels causing concern. In 2008 the recession began to impact upon the local economy and employment, and substantial numbers of job losses were reported.

Nottinghamshire has become economically diverse and innovative however, some areas of the county share problems which are faced by the wider East Midlands region – that of a low skills/low innovation/low wage economy.

Whilst the length and depth of the recession remains uncertain, in the medium-term it will clearly have a significant impact upon the county's economy and wider future.

During 2008, the decade-long period of sustained economic growth came to an abrupt end with a near-collapse in financial markets and the resulting onset of an extensive global recession. Output has dropped significantly and unemployment has risen sharply. In Nottinghamshire, those sectors hit the hardest included finance, retailing, construction and manufacturing.

The public sector is a significant source of jobs in the county and, given the present economic situation, it is possible that we will see less future investment in public services than in the past few years. For the Fire and Rescue Service, this means that our planning for the future must be as flexible as possible.

4.2 Age

In Nottinghamshire, we are seeing fewer young people and an increasing number of older people. This poses challenges when planning future services across all agencies. It is estimated, for example, that the number of care home places, or their equivalent, will need to double by 2025.

Recent studies, and our incident statistics, indicate that elderly people are more likely to call on our services than others. Other factors also play a significant part, eg pensioner poverty, being single (widowed) and suffering from an age-related mental or physical disability, such as senility and impaired mobility, are particularly significant.

The National UK Fire Statistics, previously published by Communities and Local Government, states:

- Persons aged over 80 are almost three times more likely to die in a dwelling fire than people of 'all ages', and four times more likely than persons aged 17 to 24.

4.3 Deprivation and Inequality

The standard measure of deprivation and inequality in England is the 'Index of Multiple Deprivation' (IMD). Numerous factors are considered, including disadvantages in education, income, employment, health and housing. Historically, there is a clear link between these indicators and the number of fires and other incidents that occur.

The table below illustrates the respective IMD scores across our areas of operation.
 (Re-do the table and simplify)

Table 14 Deprivation and inequality indicators

LAD	Index of Multiple Deprivation, Average SOA Score, 2007	Inequality (range of IMD ranks), 2007	Indices of Deprivation, Income Domain Average SOA Score, 2007	Indices of Deprivation, Employment Domain Average SOA Score, 2007	Indices of Deprivation, Health and Disability Domain Average SOA Score, 2007	Indices of Deprivation, Education, Skills and Training Domain Average SOA Score, 2007	Indices of Deprivation, Barriers to Housing and Services Domain Average SOA Score, 2007	Indices of Deprivation, Crime Domain Average SOA Score, 2007	Indices of Deprivation, The Living Environment Domain Average SOA Score, 2007	Inequality score	Deprivation score	Deprivation score rank (out of 364)
Nottingham	37.46	25,225	0.24	0.14	1.00	41.68	19.92	1.39	25.63	94.80	173.63	13
Mansfield	31.80	28,687	0.18	0.15	0.80	41.84	22.80	0.82	17.82	100.21	147.38	34
Ashfield	25.26	28,068	0.16	0.13	0.58	38.92	11.80	0.33	13.29	105.47	117.08	81
Bassetlaw	24.11	26,734	0.14	0.12	0.47	32.89	19.11	0.20	11.97	100.47	111.77	94
Newark and Sherwood	18.03	29,557	0.13	0.10	0.01	27.04	16.01	-0.30	11.71	111.07	83.55	183
Gedling	15.54	27,350	0.11	0.09	-0.19	19.04	9.35	0.40	13.74	102.78	72.03	208
Broxtowe	14.41	25,852	0.10	0.08	-0.25	16.55	11.04	0.35	14.66	97.15	86.79	228
Rushcliffe	8.13	21,023	0.07	0.05	-0.87	6.57	15.80	-0.24	8.66	79.00	37.68	331
Nottinghamshire	24.38	25,151	0.16	0.11	0.33	30.27	16.33	0.52	16.48	98.27	113.01	15 of 47
East Midlands	19.81	26,583	0.14	0.10	-0.02	24.79	18.22	0.01	15.76	99.90	91.83	6 of 9
England	21.58	26,610	0.16	0.10	-0.01	21.61	21.86	-0.01	21.75	100.00	100.00	

Source: Local Knowledge; Indices of Multiple Deprivation

Deprivation in Nottinghamshire is above the national average, with a deprivation score of 113 (GB as a whole =100) and health, education and crime above the national average. Nottingham city has the highest level of deprivation and Rushcliffe the lowest.

Despite its wealth and commercial success, many Nottingham city residents live in areas of deprivation. In fact, over 60% of Nottingham's population lives in an area of deprivation, and 13 of the 20 city wards are within the 10% most deprived nationally, with pockets of deprivation in other wards.

Clearly the demographics of the county have a direct impact upon the service we deliver. The deprivation issues most likely to call on our services include:

- old age and infirmity.
- mental health issues.
- alcohol and drug use.
- living alone.
- limited physical mobility.

4.4 Development

Local authorities have been advised to plan for additional housing at the minimum level set out in the table below. These figures may increase, dependent upon the principles of sustainable development.

Area	Annual from 2006	Total housing provision 2006-2026
Ashfield	560	11,200
Mansfield	530	10,600
Newark and Sherwood	740	14,800
Nottingham	1,000	20,000
Broxtowe	340	6,800
Gedling	400	8,000
Rushcliffe	750	15,000
Bassetlaw	350	7,000
Total	4,670	93,400

The current recession may have slowed development in our area, but we know this is only temporary. The scale of development forecast will have a significant impact in the longer term. We are therefore engaging with planners to assess the impact of these developments on our services. We are also ensuring developments are planned, as far as possible, to design out hazards, including fire and flood. Further consideration is, of course, also given to the need to allocate community safety resources in any such developments.

We have established an excellent working relationship with the spatial planning teams to monitor any potential medium or large-scale housing or industrial developments. This arrangement supports Section 106 of the Town and Country Planning Act, 1990, to ensure that any such developments will include consideration of the resource and cost implications faced by the fire and rescue service.

4.5 Health

Nottinghamshire's health score is close to the national average, however when examined against others of a similar size, we rank 33rd out of 47.

Average life expectancy in Nottinghamshire is 79 years. This is slightly higher than the national average, but other measures, such as those who smoke, who are obese and who die of cancer and circulatory diseases, are of concern.

The number of incapacity benefit claimants is significantly higher than average. This impacts on the economic capacity of the workforce and places a strain on public health and welfare budgets.

In our area, Nottingham city has the highest rates of infant mortality, smokers, deaths from circulatory diseases and cancer; it also has the shortest life expectancy. Mansfield scores the highest number of incapacity claimants and second highest obesity, circulatory disease mortality and infant mortality rates. Rushcliffe performs well across all health measures.

4.6 Crime

In 2006/07 there were 74 offences per 1,000 population in Nottinghamshire, compared with 53 in the East Midlands and 54 in England and Wales. A breakdown of the crime figures reveals significant levels of vehicle crime and anti-social behaviour and high levels of burglaries. The level of violent crime is slightly higher than the national average. Rushcliffe exhibits the lowest crime rates, while Nottingham exhibits some of the highest in terms of the total number of offences, vehicle crimes, burglaries and violent crimes.

However, Nottingham's crime rates are significantly higher than anywhere else in the sub-region. Mansfield, a deprived district, also performs poorly across all measures. With the exception of Bassetlaw, all districts have seen reductions in crime over the past year, although their rates of reduction vary widely, with Gedling experiencing a 25% improvement and Ashfield only 6%.

4.7 Ethnicity

In terms of ethnic background, Nottinghamshire is not a particularly diverse county, with less than 3% of its population from minority groups, although there are larger percentages in the areas in and surrounding Nottingham. The largest group in the county's black and minority ethnic population is Indian. There has been a substantial increase in the numbers of migrant workers entering the county since 2004. However, there is some anecdotal evidence to show that this trend is reversing, possibly linked to the economic downturn.

4.8 Summary

Nottinghamshire clearly faces a range of social challenges. The occupational profile reveals a disproportionately large number of people working in semi-skilled and unskilled occupations and, conversely, a small number of people working in higher-end managerial and professional occupations. Related to this, income levels are low and deprivation levels are above the national average. While the social profile in terms of health is just below the national average, levels of crime are amongst the highest in the country.

Despite the obvious challenges, aspirations for the county and city are high, as the following quote from the city co-ordination group 'One Nottingham' shows:

'We are proud of our city and confident in its future. We want the city to forge ahead over the next 20 years, squarely facing its challenges and showing ambition in everything we do.'

'Right at the heart of this vision – and this strategy – is a determination that over the next two decades we will fashion a new direction for Nottingham where accelerated wealth creation goes hand in hand with a decisive breaking of the cycle of inter-generational poverty through early intervention, so that more of our children grow up to benefit from the city's wealth and with higher aspirations.'

'In 2030, Nottingham must not only be wealthier, but fairer. The true test of whether we have succeeded will be how many of our children grow up to achieve more than their parents.'

'These are big aspirations. We will not achieve them by 'muddling through' or by sticking to conventions. We will need to be radical in our analysis of what we must do, bold in our willingness to act and not afraid to be different'.

And from the Nottinghamshire Partnership:

'The Nottinghamshire Partnership has a shared vision for the future of the county and this vision is built upon an ambition which will be delivered by focusing on several inter-connected areas:

- Economic success*
- Better quality of life*
- High quality environment*
- Fair and sustainable communities*

'We will create a mixed and vibrant economy, supported by an educated, skilled and flexible workforce and improved infrastructure.

'We will ensure full inclusion for all citizens through creating safe and healthy communities and a more prosperous county.

'We will create sustainable communities which are able to access a wide choice of housing, leisure, sporting and cultural opportunities, and which are located in high quality environments in urban, suburban and rural settings.'

OUR ANALYSIS

Insert picture

**FIRE INJURIES IN NOTTINGHAMSHIRE HAVE
DECREASED BY X% DURING THE PERIOD 2006 -
2009**

5. OUR ANALYSIS

Having outlined the social, economic and geographical profile of our area, this chapter explains how we focus on and analyse the issues we face within our county.

Each of our diverse communities has its own issues, and it would be inappropriate to try to provide a 'blanket' approach that covers them all. We believe that we will make best use of our resources if we examine the specific needs of each of our local areas, and then tailor our services to address them.

We, therefore, produce a 'community risk profile' for each district and ward. This is an analysis of statistical data related to the specific areas. We examine data from many sources including Government departments, local authorities, other agencies and services, and commercial databases such as Mosaic.

Mosaic is a classification dataset that covers the UK and classifies every household into 11 main groups. Data comes from a wide range of public and private sources (400 in total) and is collated by the Nottingham-based company Experian. The data generates a picture of different types of people in terms of their social-demographics, lifestyles, culture and behaviour.

The Consumer Dynamics Database collects data from sources such as the Electoral Roll, Experian Lifestyle Survey and Consumer Credit Activity. This information is mixed with data from the Post Office Address File, Shareholders' Registry, house price and Council Tax information and Office of National Statistics. In addition to this, the British Crime Survey, Hospital Episode Statistics, Index of Multiple Deprivation and Health Survey information are also used. The whole dataset is updated annually. Mosaic gives a good idea of where different types of people live, and which types have had more dwelling fires in the last two years.

We also collect information from the incidents we attend each day using our 'Incident Recording System'. This data is added to the statistical data described above to give us a comprehensive insight into our areas. It allows us to identify those people who are most at risk, and at what time of day or night the risk is greatest.

The whole dataset is updated regularly to keep the information as accurate as possible.

In addition to reducing fire casualties and other injuries, we also use our analysis to reduce other incidents such as Road Traffic Collisions (RTCs) and false alarm calls.

It's important to recognise that the fire and rescue service works very closely with other agencies to share data and to develop even more sophisticated analysis. Working together in this way, we hope to tackle the wider social issues we all face, in an efficient, co-ordinated manner.

Detailed community profiling

The volume of data that we have available for each district and area is too large to reproduce here, but you can find more detail about all of them on our website, www.xxxxxxxxxx.xxx.xxx.

The following are examples of the data and analysis we use to map out when and where incidents occur. This gives us the information we need to predict when and where they are likely to happen in the future. The extracts below are taken from the Nottingham city area analysis, but the same techniques are applied to all parts of the county and city.

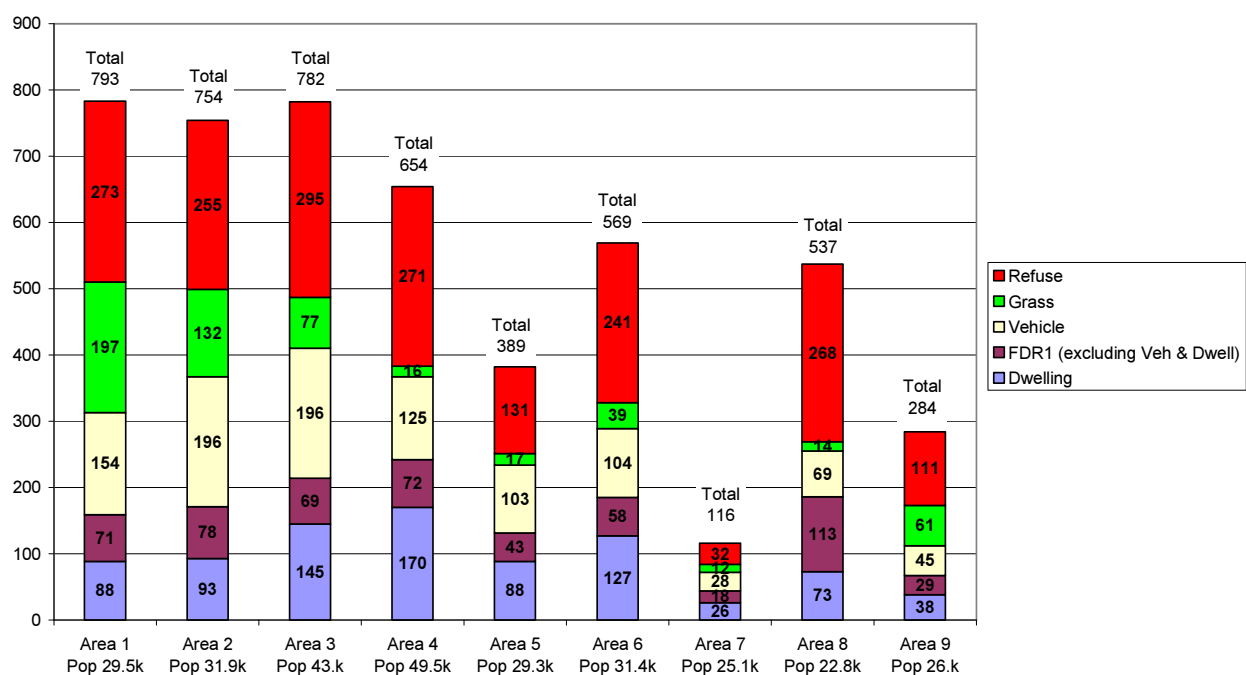
The nine 'areas' within Nottingham city and their population estimates can be seen below

Insert map from GIS

Incident types

This is a summary of the types of incident that have occurred in the nine areas in 2007 and 2008.

Fig 1: Incident Summary for City Areas



CHANGE FDR DEFINITION ON LEGEND TO READ "OTHER FIRES"

There is a significant difference in the total number of incidents in the nine different areas:

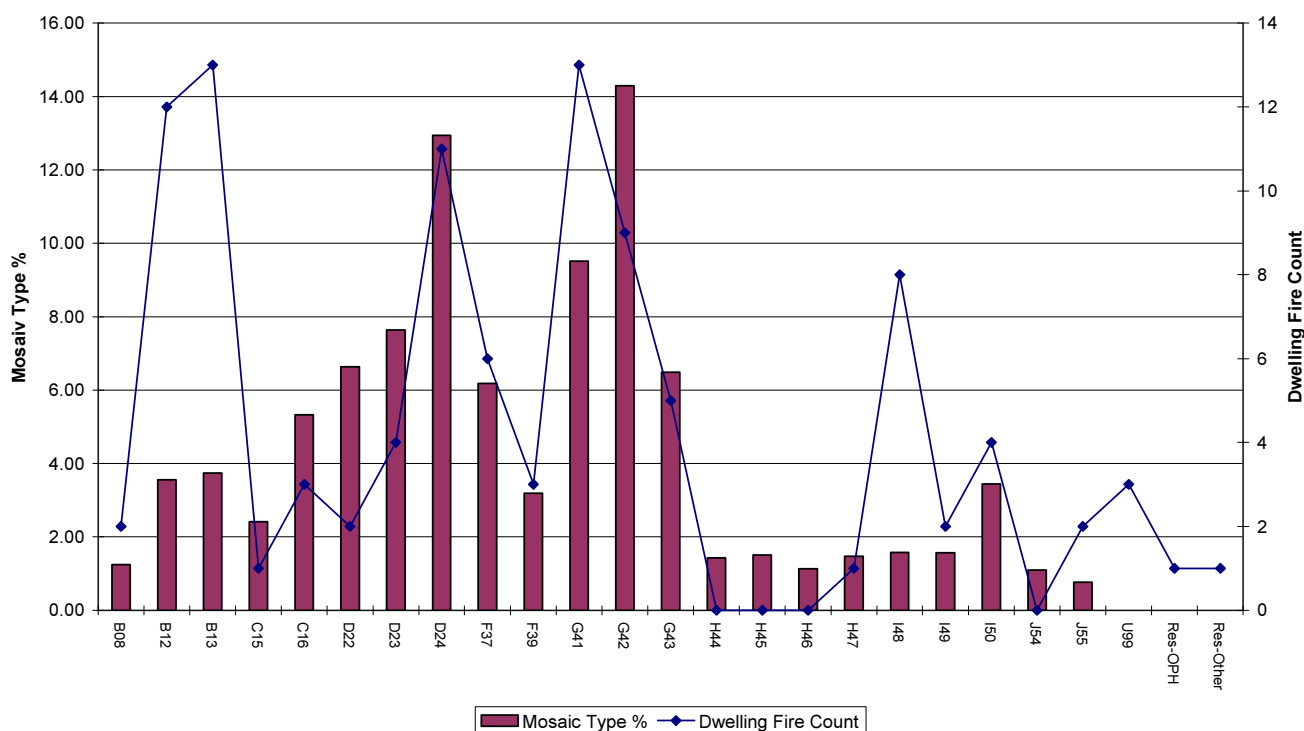
- Areas 1, 2 and 3 have the highest numbers of incidents, ranging from 754 to 793, while Area 7 has the lowest number of incidents with 142.
- In seven out of nine areas, the most common incident is a refuse fire, and overall they make up 39% of all incidents.
- Most grass fires occur in Areas 1, 2, 3 and 9.
- Most vehicle fires occur in Areas 2 and 3.

Dwelling fires

The following diagrams detail the Mosaic breakdown of each of the nine Areas and how many dwelling fires each type had.

Detailed descriptions of each Mosaic type can be viewed at www.xxxxxx.xxxxxx.

Fig 2: Area 1 Mosaic Types and their Dwelling Fire Count



In Area 1, the most common Mosaic types are:

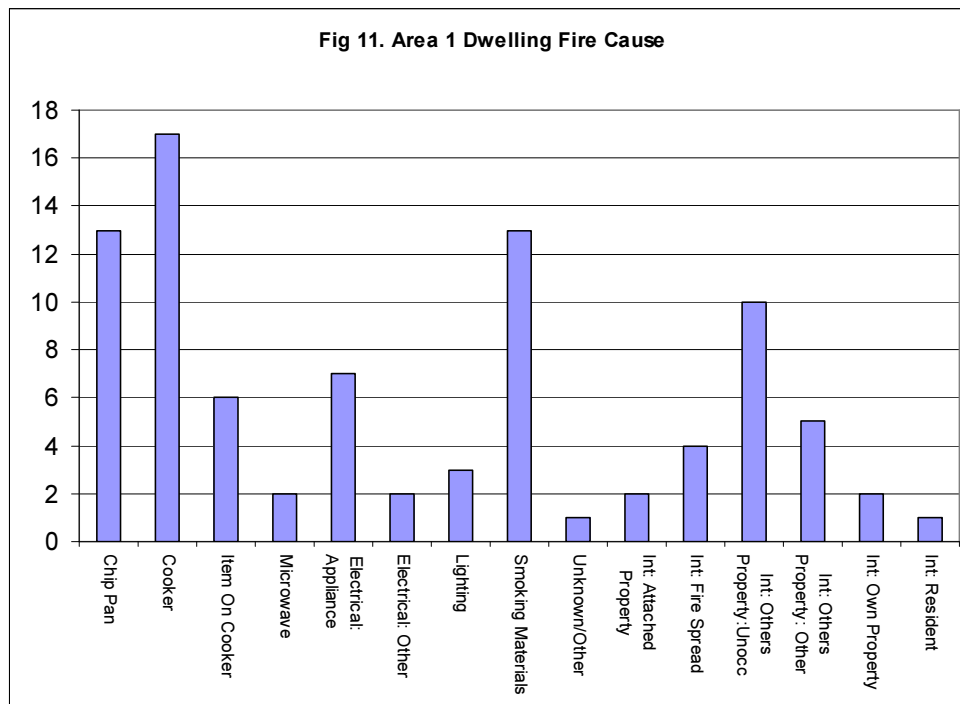
- G42. Older people living in very large social housing estates on the outskirts of provincial cities.
- D24. Young families with limited incomes living in cheap terraced housing.

Most fires occurred in the groups classified as:

- B12. Mortgaged owner/occupier families with middle income.
- B13. Young couples and families of modest education striving for an aspirational style of living.
- G41. Families, many single parent, in deprived social housing on the edge of regional centres.
- I48. Single pensioners in small, publicly-rented flats, many of which were built for this age group.

D24 also had a high number of dwelling fires, but this is a large group, so the risk per household is average.

The final part of the analysis jigsaw is the cause of the fire, illustrated as follows:



The largest single cause of dwelling fire in Area 1 is accidental cooker fires (17 out of 88 = 19.3%).

Cooking fires in general were the cause of 38 out of 88 dwelling fires (43%).

Smoking materials caused 13 incidents; the same number as chip pans.

How we use the data and analysis

We use the data in four main ways:

- *To target our resources*

We move our fire engines around to make sure that key stations in the busiest areas are covered.

- *To prevent incidents happening*

We prioritise free smoke alarm fitting to target those people at greatest risk first.

- *Education*

We prioritise community safety education resources to the schools in those areas.

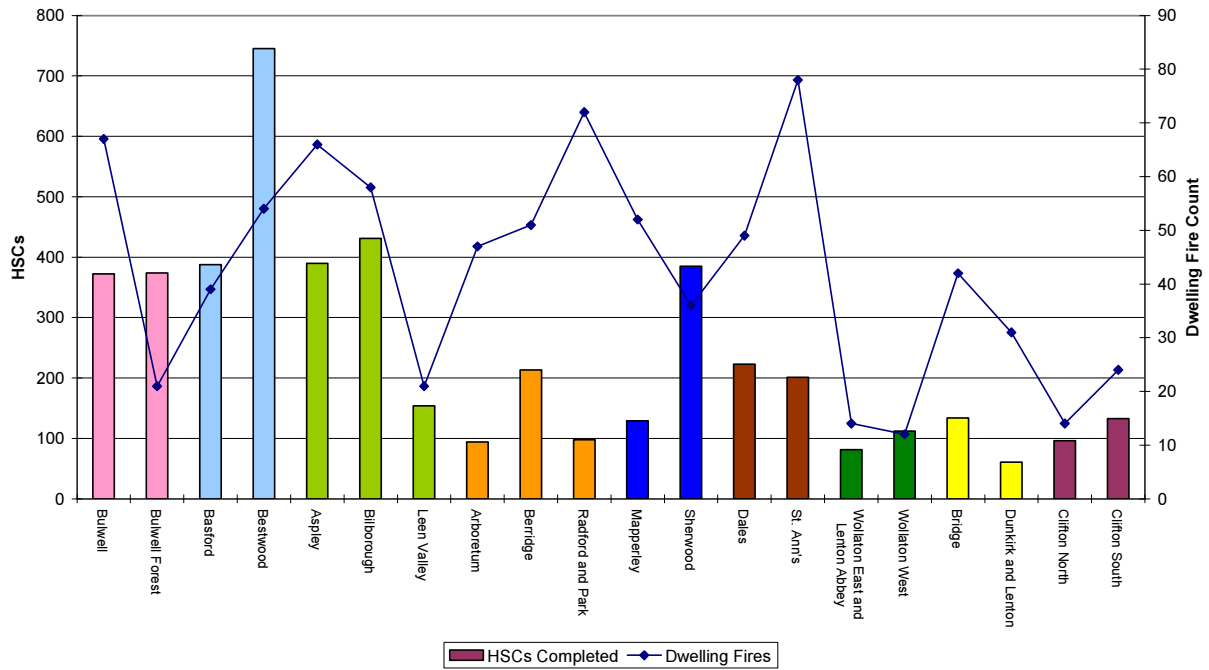
- *Partnership working*

We share data with our partner agencies to ensure the analysis processes we use are as accurate as possible.

The diagram below illustrates the issues surrounding the fitting of smoke alarms.

It shows the ward breakdown of Home Safety Checks (HSCs) completed between 1 January 2007 and 31 December 2008, together with the dwelling fire count during this time.

Fig 20. HSCs and Dwelling Fires by Ward



This illustrates one of the major challenges facing the fire and rescue service, and other agencies: reaching the 'hard-to-reach'. This means that the people who are most at risk of fire and other types of accident and injury are also those least likely to accept assistance from agencies such as ours.

Positive progress has been made in recent years with our community safety activities, and a great many people have benefited from our efforts. However, a core of hard-to-reach, high-risk members of our communities remains.

Our plan over the next three years is to target these sections of our communities, based on the increasing sophistication of our data and analysis methods. We will, of course, continue to provide a high level of service to all of our communities across the county and city while we do this.

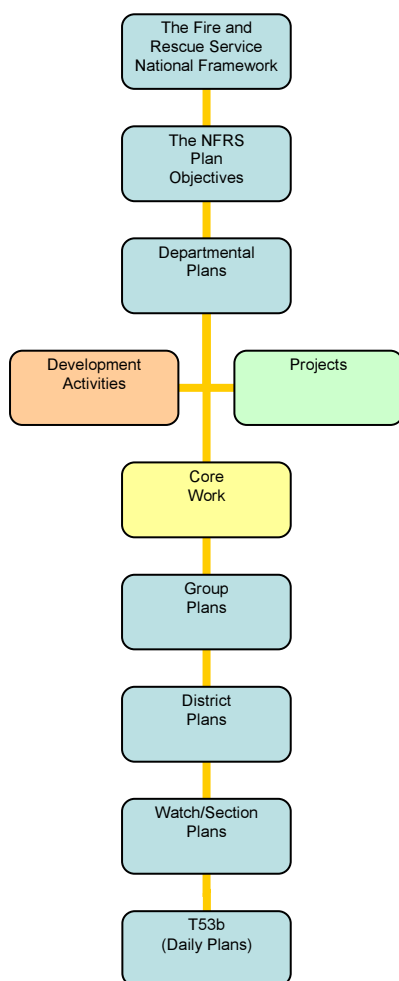
OUR RESPONSE

INSERT PICTURE

**BUILDING FIRES HAVE DECREASED BY 8% OVER
THE LAST THREE YEARS**

6. OUR RESPONSE

From April 2010, Nottinghamshire Fire and Rescue Service will be channelling its efforts into a new strategic plan of activity, based around six corporate objectives.



These have been drawn up to reflect the priorities within the Fire and Rescue National Framework 2008 – 2011, but they also take account of local authority objectives and will link all our own internal plans for the next three years.

They will shape the direction that we take in respect of our emergency response services, the prevention and education work we support, the way we plan for major events, how we develop our workforce and the measures we put in place to ensure our organisation runs safely, effectively and efficiently.

A significant aspect of our delivery plans is our intention to build on the successful partnerships we have developed with other agencies and service providers. We are active partners in the Local Area Agreements and Comprehensive Area Assessments.

We spend approximately £46 million a year of taxpayers' money and employ over 1,150 people in a variety of roles. It is important that people know how we spend this money and what we expect of our staff, and that they have an opportunity to tell us what they think of how we do our job.

Our consultation with the Nottinghamshire public and our own staff began in spring 2009 and we received a wide range of comments from those people who took part. The overwhelming majority were supportive of our work, but we also received valuable challenges to our thinking, which were taken into account when we started to draw this Plan together.

The issues we asked the public and our staff about were as follows:

- Understanding the communities we work in better, and engaging with them more effectively.
- Doing more 'joined-up' working with other agencies.
- Ensuring that the Service can still operate effectively at times of crisis in the community.
- Making certain that we have a sound financial basis for our operations, now and in the future.
- Reviewing how long it takes to attend incidents.
- Reducing the number of false alarm calls we receive.
- Investing in our building stock so that it remains in good condition.
- Improving our communications.
- Improving access to high quality training resources across the Service.
- Ensuring that our internal management structures are as effective as possible.
- Playing our part in protecting the environment.

The result of our consultation is this document. It shows what the Fire and Rescue Service will be doing over the next three years to address the challenges and issues we face. The comments received in response to our consultation can be viewed at www.notts-fire.gov.uk/xxxxxxx . [Add CFA report to NFRS website.]

We have adopted a simple formula to present the information about our future plans as clearly as we can. There is also a wealth of supporting data and information behind these outcomes which is not included as we didn't wish to over-complicate this document.

However, all the background information, which includes statistics, charts, tables and data relating to each of our districts, can be found on our website, www.notts-fire.gov.uk/XXXXXX .

If you wish to discuss this further or learn more about the specific targets and objectives for 2010 – 2013, please contact a member of the Corporate Services Special Projects team at Nottinghamshire Fire and Rescue Service Headquarters at the address on the back cover of this report.

7. OUR PROPOSALS

This section outlines the key elements that make up the Nottinghamshire Fire and Rescue Service Plan 2010 – 2013.

Our six corporate objectives form the basis of everything we do and everything we do links back to these objectives. They provide a link throughout the Service which leads from this plan, to our departmental business plans and out to the work that we do within the community. They also make a link between what we do inside the Service, to the work carried out with partner agencies.

<p>Objective 1 Prevention We will:</p> <ul style="list-style-type: none"> work with young people to reduce arson, accidental fires and road traffic collisions (RTCs). focus on those most at risk from fires and other avoidable injuries. work with partners to make our communities safer. use and share data to identify those most at risk.
<p>Objective 2 Protection We will:</p> <ul style="list-style-type: none"> maintain a risk-based approach to enforce our statutory responsibilities. assist and support those responsible for fire safety within business. work to reduce the economic cost of fire.
<p>Objective 3 Response We will:</p> <ul style="list-style-type: none"> use our resources to meet the risks within our community. gather and use risk-based information to inform our response, provide the highest standards of training, PPE, appliances and equipment that we can, to keep our employees safe.
<p>Objective 4 Resilience We will:</p> <ul style="list-style-type: none"> respond to growing risks from the environment. work with our partners to ensure an effective response and recovery to major events.
<p>Objective 5 Diversity and Workforce We will:</p> <ul style="list-style-type: none"> recruit a workforce that reflects our community. recruit and develop our employees to the highest standards to maintain and promote high standards of health, safety and wellbeing for all our employees.
<p>Objective 6 Governance and Improvement We will:</p> <ul style="list-style-type: none"> strive to become an excellent Authority. use our resources efficiently and effectively to provide value for money.

We've colour coded the objectives and placed them alongside each department's plans to show how they work together. If a box is coloured grey, that objective is not relevant to that particular part of the plan. We've also put a timeline above the objectives. A red coloured box shows when we intend doing each piece of work, as follows:

2010		2011		2012	
1	2	3	4	5	6

We always welcome feedback on our proposals. If you would like to comment on them, please feel free to contact the Corporate Services department in one of the ways described on the back cover.

7.1 Prevention

Community safety and education activities

2010		2011		2012	
1	2	3	4	5	6

7.1.1 RiskWatch

What RiskWatch is the safety education programme we use in schools. New special needs resources will be made available for schools and crews to implement as part of the programme. We have developed the resources to support this work in the following areas:

- Hearing impairment
- Visual impairment
- Autistic spectrum disorder
- Physical difficulties
- Learning difficulties

Why We recognise that children with physical impairments and other special needs are particularly important to reach, as they may be at greater risk of the dangers of fire.

How The RiskWatch teacher guide has been designed to help teachers select the activities most suitable for their students. We have compiled activities for young people to learn about fire safety by using their senses – touch, smell, sight and hearing – making the sessions as much fun and as interactive as possible.

We will include training for NFRS staff, taking advice from the relevant agencies and Portland College to ensure that our resources meet the needs of the students.

The education team has also developed guidance to help crews deliver RiskWatch messages to children and young people, including children who have special needs.

7.1.2 Youth engagement

2010		2011		2012	
1	2	3	4	5	6

What Working with young people to improve their quality of life and reduce anti-social behaviour.

Why We aim to ‘create safer communities’ by developing targeted youth programmes within the ‘Every Children Matters’ framework, which is underpinned by the Fire and Rescue Services Strategy for children and young people. Early intervention is the key to preventing repeat offences and tackling the issue of anti-social behaviour.

How We will work with young people to offer youth engagement programmes which improve life skills, helping to set a path to a successful future. We will use schemes such as the Prince's Trust Team programme, Bendigo, FireSetter Intervention and Firesafe.

We will work with partner agencies to share information and focus our resources on those children and young people who would benefit the most. Partners include city and county youth services and other youth providers such as Social Services, education, health and the Police. The safer communities strategies which we and our partners have developed, are key to our success in this area.

We will ensure our staff have the skills to deliver these services and continue to develop ways of engaging with young people.

7.1.3 Road traffic collision reduction

2010		2011		2012	
1	2	3	4	5	6

What Nottinghamshire Fire and Rescue Service will actively seek to reduce the number of people killed or seriously injured in traffic incidents to make Nottinghamshire safer for all road users.

Why Road safety remains a priority, both nationally and locally. More than 300,000 people are injured on Britain's roads every year. In Nottinghamshire, the annual figure is 4,000. The cost of these accidents is estimated at £290m.

The reduction of road traffic collisions is a responsibility of Government through the national road safety strategy 'Tomorrow's Roads – Safer for Everyone'.

Its key targets are:

- To reduce the number of people killed or seriously injured in road accidents by 40%.
- To reduce the number of children killed or seriously injured by 50%.

The national road safety strategy acknowledges the responsibilities of local authorities and local road safety partnerships for the reduction of road injuries, expressed through Local Transport Plans. These include objectives that promote communities free from the intimidation caused by road traffic, particularly the anti-social use of vehicles. We are committed to working with all partners who are aiming to reduce deaths and injuries on Nottinghamshire's roads.

How NFRS will work with the Nottinghamshire Road Safety Partnership to help ensure an even more focussed and strategic approach to casualty reduction. The partnership currently includes Nottinghamshire County Council, Nottingham City Council, Nottinghamshire Police, Highways Agency and NFRS.

7.1.4 Arson Task Force

2010		2011		2012	
1	2	3	4	5	6

What Arson reduction targeted at vulnerable people.

Why We need more sophisticated systems and procedures to identify and assess those people who are most vulnerable to death or injury from fire.

How We will set up a team to implement new procedures to ensure that the most vulnerable people are identified and helped in the most efficient and effective way. We will liaise with partner agencies and other Service departments to provide effective systems and audit processes. We will promote secondments of officers from partner agencies, such as health, Social Services, housing and the criminal justice service. We will focus attention on preventing arson and work with offenders to change their behaviour.

A Service-wide policy and procedure is to be set up for dealing with void and derelict properties.

7.1.5 Fire Investigation

2010		2011		2012	
1	2	3	4	5	6

What Fire investigation development.

Why To provide fire investigators with new skills which will make them credible expert witnesses when presenting evidence to the courts for prosecution.

How We will provide the appropriate training and equipment to make sure that our fire investigators continue to maintain and build on the high standards which have been achieved in recent years.

7.2 Protection

Technical fire safety and legislative areas of activity

7.2.1 Enforcement of legislation

2010		2011		2012	
1	2	3	4	5	6

What We have a statutory duty to enforce the Regulatory Reform (Fire Safety) Order 2005 (FSO).

Why We need to comply with the Government's guidance on enforcement. The FSO applies to all premises (other than domestic dwellings) used or operated by employers, owners, the self employed and the voluntary sector. It requires the responsible person to take responsibility for all fire safety provisions in the premises by carrying out a fire risk assessment.

The main purpose of fire safety enforcement advice is to:

- Protect the people who work in, use and visit buildings throughout the county.
- Protect the county's heritage.
- Protect the economic base of the county.
- Protect the environment from the effects of fire and firefighting operations.
- Protect our firefighting personnel from the dangers of building fires.

How We will actively pursue litigation against those who breach the legislation in order to set a clear example that such breaches are unacceptable and a risk to public safety.

7.2.2 Risk-based inspection programme

2010		2011		2012	
1	2	3	4	5	6

What Fire Protection staff will collect higher quality risk data about premises, and prioritise inspections based upon the level of risk.

Why This will enable us to target our prevention, protection and response options effectively, efficiently and in a verifiable manner.

The fire inspection activity aims to reduce the risk and impact of fire on the community, safeguarding our firefighters, our heritage and our environment. It also reduces loss of life, injuries and economic and social costs.

The risk-based inspection programme is a key part of the overall community safety fire risk reduction strategy. The FSO makes a risk assessment approach central to determining the necessary level of fire precautions in premises.

How Premises managed by public, commercial or voluntary organisations which present the highest risk will be inspected on a more frequent basis. Those premises considered to be lower risk will be inspected primarily in response to complaints, or on a sample basis to verify their lower risk classification.

7.2.3 Working with key partners

2010		2011		2012	
1	2	3	4	5	6

What We will ensure that appropriate liaison takes place with partner agencies to find ways of making premises safer for people to work in and visit.

Why A key aspect of our fire protection role is to integrate our activities with those of our key stakeholders. We have a number of Service Level Agreements that support our work, and these help us to build relationships that will ultimately achieve a safe environment within non-domestic premises.

'Lead Fire Authority' partnerships also allow us to further strengthen safety matters, locally and nationally.

How We will hold more formalised meetings and exchange data with recognised partners and professionals. Most stakeholder meetings will be held quarterly and hosted by ourselves.

7.2.4 Fire safety training programme

2010		2011		2012	
1	2	3	4	5	6

What We need to work with operational crews to make sure they have a clear understanding of technical fire safety issues.

Why We want to raise awareness of fire protection issues and modern day building design, with our operational staff. The appropriate systems of work are already in place to identify risk critical issues, but the face-to-face interaction between departments needs to be strengthened.

How Each operational Watch and Section will be visited by specialist staff, focusing on issues such as fire protection structures, fire safety legislation, audit process links, and the collation of firefighter safety data.

7.2.5 Resource management

2010		2011		2012	
1	2	3	4	5	6

What Reduce unwanted fire signals.

Why A study commissioned by the Chief Fire Officers' Association (CFOA) found that over 98% of all automatic fire alarm actuations are not caused by fire.

On average, we respond to 17,700 incidents per year, of which 4,743 are unwanted fire signals – this is more than a quarter of our calls.

Responding to unwanted fire signals has a significant impact on the Service. It leads to the unnecessary deployment of fire engines under emergency conditions, and has a detrimental effect on our other activities, eg being available for real fire calls, training and community safety activity.

How We will continue to develop our 'Unwanted Fire Signal Reduction Policy' to tackle the issue. We intend to reduce the number of false automatic fire alarm calls by 25% by 2012.

7.3 **Response**

The operational side of the Service

7.3.1 Risk management

2010		2011		2012	
1	2	3	4	5	6

What Review our fire cover.

Why The Service’s operating environment is constantly changing, with new demands caused by climate change, demographic changes and advances in technology. We need to ensure our resources are appropriately targeted.

How Our intention is to review fire cover across the whole Service area, focusing on community needs. We will consider whether or not our current response standard is providing an efficient and effective service, as well as ensuring the highest standards of firefighter safety are maintained. Currently we have a 10 minute attendance standard.

The Service will carry out detailed analysis across each fire station area to decide if we can deploy our resources more efficiently and effectively. We will measure current performance against the highest risks to life, society and the environment within our area.

We will review our response standard using a variety of nationally-recognised tools including the Fire Service Emergency Cover modelling software, as well as local data.

7.3.2 Risk information

2010		2011		2012	
1	2	3	4	5	6

What High-rise buildings review.

Why A report following a fatal fire in Camberwell, London on 3 July 2009 recommended that fire and rescue authorities needed to consider how risk critical information on complex and high-rise buildings is made readily available to firefighters at an incident, eg in secure premises information boxes on the site, and in mobile data systems.

The Fire and Rescue Services Act 2004 also requires fire and rescue services to obtain information to allow them to carry out their duties, which includes the inspection of relevant buildings.

How We will identify, assess and, where necessary, inspect all high-rise buildings within the county and city. We will then produce operational plans for them.

7.3.3 Duty systems

2010		2011		2012	
1	2	3	4	5	6

What Implement the outcomes of the retained duty system review.

Why We employ almost 1,000 operational staff in NFRS. Nearly 400 are what we call ‘retained duty’ staff, and they work on an ‘on call’ basis. Many of them have other employment, and respond to incidents from their main workplace. They also provide cover in the evening and at weekends.

Differences have developed between the conditions of the full-time and retained sections of the Service. These need to be addressed to ensure all employees receive equal treatment and the Service complies with legislation.

How During 2009 we undertook a comprehensive review of the Retained duty system. A project will be established to co-ordinate the implementation of the review recommendations.

7.3.4 Fire appliances and Service vehicles

2010		2011		2012	
1	2	3	4	5	6

What New fire and rescue appliances.

Why 2010 is the final year of a three-year contract to supply 19 new fire appliances. The final four will be delivered in April 2010.

Our rescue tenders will also be replaced during 2010-11 with two new state-of-the-art appliances designed to the requirements of our Specialist Rescue Team (SRT). These will be supported by two 4x4 utility vehicles to ensure that the SRT can get to any scene of operations which may be inaccessible to a large vehicle.

Our two current high-rise appliances are due for replacement in 2017. The procurement for such specialised vehicles will need to begin in 2011. There are very few bodybuilders capable of supplying these vehicles, and we need to make our booking well in advance. The Service will also evaluate the range of options for these vehicles to ensure the final specification best suits the risks within our area.

The current vehicle servicing contract is due to end in 2010. The Service will review this and arrange new contracts to maintain and service all appliances and light vehicles, including the potential provision of vehicles to operational officers.

How We will enter into a new three-year contract to supply 12 new fire appliances, at a rate of four per year. We will research and evaluate our options for the replacement of the high-rise vehicles.

7.3.5 Operational equipment

2010		2011		2012	
1	2	3	4	5	6

What Review of operational equipment.

Why Our operational equipment is subject to continual review to ensure that we have the best equipment available for our crews. As technology develops and offers new equipment and safer ways of working, we need to be confident we are up-to-date and suitably equipped.

How We will carry out research and development to monitor new technological advancements, and procure new equipment. Two initial pieces of work will involve:

- Breathing apparatus. The cylinders used for breathing apparatus have a maximum of 12 years use with a three-year testing regime. The Service has 450 cylinders which will be replaced over a three-year period. This began in 2009 and will complete in 2011.
- Chemical protection suits. The current gas-tight suits used by the Service will reach the end of their operational life during 2012. During 2011, we will procure a suitable replacement.

7.4 Resilience

Major incident planning and co-ordination

Emergency services face an increasing variety of demanding situations. Major incidents caused by natural disasters, industrial accidents and terrorist attacks are challenges that we prepare for at national and local levels.

Incidents such as the floods in 2007, the 7 July terrorist attacks in London, and the refinery fire at Buncefield, show how important it is for emergency services to be able to work together. The Government is investing £1 billion in the 'Fire and Resilience Programme', which will provide the all fire and rescue services with new resources to meet these challenges.

Three integrated projects make up the Resilience Programme: Firelink, FiReControl, and New Dimensions.

- Firelink is the provision of a national radio-communications system for all emergency services in England, Scotland and Wales, enabling them to talk to each other on the same, secure, network.
- FiReControl is a new network of nine regional emergency control centres for the mobilisation of fire and rescue service resources throughout England.
- New Dimension is the supply of specialist equipment to deal with a range of incidents including collapsed buildings, mass decontamination, hazardous substances identification, and high volume pumping equipment.

7.4.1 New radio system

2010		2011		2012	
1	2	3	4	5	6

What Implement the Firelink project.

Why As part of a national programme, Government departments are implementing a range of measures to build resilience into the infrastructure of the emergency services. The Firelink project is part of this programme, and will provide a new digital communications system for the fire and rescue service in Great Britain.

It provides firefighters and operational staff with a radio system that has:

- clearer radio voice quality.
- enhanced network coverage.
- greater system resilience and security.

- the capability of wider radio interoperability with other fire and rescue services, police and ambulance services.

How Our Special Projects Team is responsible for managing the procurement and implementation of the national radio system within Nottinghamshire. It manages the project and has overseen the installation of the new radios in our vehicle fleet. It will now move on to the installation of mobile data terminals.

7.4.2 New control room

2010		2011		2012	
1	2	3	4	5	6

What Move to Regional Control Centre.

Why The Government recognises the importance of protecting public safety and increasing the nation's resilience. A critical part of this resilience is the ability of the fire and rescue service to handle very high volumes of calls at times of a national emergency.

How The FiReControl Project is to be implemented across England, and is managed by the national and regional FiReControl Project team set up by the Communities and Local Government. In Nottinghamshire, our Special Projects Team is delivering the project.

7.4.3 Equipment for major incidents

2010		2011		2012	
1	2	3	4	5	6

What Implement New Dimensions programme.

Why The New Dimensions programme supplies equipment to enhance the capability of the fire and rescue service to respond to major incidents.

The programme was established following the 11 September 2001 attacks on the World Trade Centre. It provides equipment to respond to a range of threats including:

- chemical, biological, radiological and nuclear incidents.
- industrial and domestic accidents.
- collapsed buildings.
- natural disasters.
- floods and earthquakes.

How New Dimensions is managed at national, regional and local levels. It also works with other Government partners and blue light services including:

- Police.
- Ambulance.
- Local authorities.
- Government agencies.
- Other central government departments.

Fire and rescue services across the country are currently in negotiation with the Government in relation to the transfer of New Dimensions equipment assets to fire authorities.

7.5 Diversity and Workforce

Employment and HR issues

The Human Resources department oversees a range of support activities centred on our staff. The key aims of the department – which is part of the wider Corporate Services directorate – are to ensure our employment processes and staff development systems meet the highest standards, and comply with current legislation. Other sections within Corporate Services include Learning and Development, Health and Safety Risk Management, Planning, Equalities, Occupational Health and Fitness, and Communications. We seek to be an employer of choice that consults and engages with its staff. We will promote positive relationships with trade unions and flexible working.

7.5.1 Equalities legislation

2010		2011		2012	
1	2	3	4	5	6

What Attain 'Excellent: Making a Difference' level of the Fire and Rescue Service Equality Framework.

Why The Service is fully committed to the equality and diversity agenda. We have committed ourselves to the National Fire Service Equality and Diversity Strategy 2008-2018 to provide us with a performance framework in the following areas:

- Leadership and promoting inclusion.
- Accountability.
- Effective service delivery and community engagement.
- Employment and training.
- Evaluation and sharing good practice.

How We will deliver a range of activities targeted at improving our performance in the full range of diversity and equalities issues, including:

- Continue positive action with women and Black and Minority Ethnic communities.
- Continue to attract more disabled people to the Service.
- Improve awareness and understanding of disability and sexual orientation.
- Improve the Service's approach to Equality Impact Assessments.
- Set up employee consultation groups.
- Roll out management development training on sexual orientation and disability equality.
- Ensure equalities issues are addressed in departmental business plans.
- Consult and involve the local community in service delivery changes and initiatives.
- Continue to work closely with unions on equalities objectives.
- Use our procurement power to help deliver equalities objectives.

- Undertake ‘Stonewall’s Workplace Equality Index’. This is a method of assessing where we are as an organisation on the issue of sexual orientation in the workplace.
- Undertaking an equal pay audit in order to assess our pay policies and address any discrimination.

We will also pursue recruitment targets which include:

- By 2013, 14.5% of all new entrants to the organisation to be from BME backgrounds.
- By 2013, 18% of new entrants into operational roles to be women.

7.5.2 Training

2010		2011		2012	
1	2	3	4	5	6

What Deliver quality training and development to all staff.

Why High quality training and development ensures that our staff are trained to professional standards. Competent and well-trained staff work more safely and can be relied upon to deliver the high standards expected of them by the public. The principle of encouraging our staff to maximise their potential is at the heart of our approach.

How We will invest in a range of training resources across the Service. This will benefit both frontline and support staff. The main areas of investment will be:

- Develop a suite of new written examinations to complement the practical assessment systems currently in use for operational staff.
- Develop additional smoke training facilities at Mansfield and Carlton stations.
- Introduce a new training database.
- Expand equalities and diversity training.
- Develop a ‘Command Competency’ qualification.
- Introduce a ‘High Potential’ development programme.
- Establish a competence framework for uniformed personnel.
- Introduce a development matrix for support staff.
- Fully review our assessment and development processes.
- Review how we utilise external training providers.
- Provide a team of mobile trainers.
- Develop coaching, mentoring and leadership programmes.
- Introduce more realistic live fire training.
- Ensure our performance development review (PDR) process is fully implemented across the Service.

7.5.3 Risk Management

2010		2011		2012	
1	2	3	4	5	6

What Integrate risk management initiatives within NFRS.

Why NFRS needs to identify and manage risk across all areas of its work in order to protect service delivery.

How We will develop integrated risk management policies and procedures.

7.6 Governance and Improvement

How we manage the Service

As a public service, we operate within a legislative framework that governs all aspects of our operations. We are overseen by a Fire Authority, made up of elected local council members who represent the interests of the public. The interests of the Government are represented by the department of Communities and Local Government, under whose remit all fire and fescue services sit.

The following section outlines the main areas of support activity that ensure our compliance with the legislation, regulations and guidance we operate within.

7.6.1 Business practices

2010		2011		2012	
1	2	3	4	5	6

What Review corporate governance arrangements.

Why The Authority is responsible for ensuring that its business is conducted in accordance with the law and proper standards and that public money is safeguarded and accounted for, and used economically, efficiently and effectively. In discharging this accountability, members and senior officers are responsible for putting proper arrangements in place for the governance of the Authority's affairs and the stewardship of the resources at its disposal.

How A Code of Corporate Governance was adopted in 2005. Since then, significant improvements in governance arrangements have been introduced, particularly in relation to the representation of elected members on functional committees of the Authority. This gives members greater opportunities to be directly involved in the detail of policy-making and the scrutiny of decision-making.

Following adoption of the Code, the Authority put in place an appropriate management and reporting framework to satisfy itself that its approach to corporate governance was effective. This is overseen by the Strategic Support Officer who is responsible for:

- overseeing the implementation and monitoring the operation of the Code of Corporate Governance.
- reviewing the operation of the Code in practice.
- reporting annually to the Policy and Strategy Committee on compliance with the Code and any changes that may be necessary to maintain it and ensure its effectiveness.

A formal review will take place each autumn to reassess the Authority's compliance.

7.6.2 Service audits

2010		2011		2012	
1	2	3	4	5	6

What Review audit processes.

Why As a public service, we are assessed by a selection of auditing bodies. Some of these assessments focus on our internal operations, some assess how we operate in the wider public service arena.

The number, frequency and complexity of these assessments has grown significantly in the last few years. The Service now needs to review how we manage these assessments and how we arrange our internal systems to facilitate them efficiently.

How We will develop our own integrated 'assurance system' across all parts of the Service. This will allow us to demonstrate to auditors and assessors that the governance and control systems within the Service are effective. Externally, we will further develop our presence in Crime and Disorder Partnerships, Local Area Agreements, Local Strategic Partnerships and Comprehensive Area Assessments in a more co-ordinated manner. This will ensure that our resources are targeted effectively, and make our activities more easily accessible.

We have had significant success in improving our performance over the last few years. However, we are determined to further improve our performance by setting more ambitious and challenging targets, both internally and with our partner agencies. We will also develop a more robust approach to assessing how improvements in performance have been achieved, and improving our understanding of which activities have been most successful in improving the safety of the community.

Allied to this work will be the development of more sophisticated data quality management and data sharing protocols, which will support more efficient performance analysis. This will help us to confirm that our activities are effective in the communities we serve.

7.6.3 New regional finance and procurement system

2010		2011		2012	
1	2	3	4	5	6

What Implement new regional finance system.

Why Our current finance and procurement system has been in place for several years and is not providing the financial and management information the Service needs, in an effective way. For instance, complex financial analysis has to be completed on systems which are coming to the end of their life.

How NFRS has joined forces with Leicestershire and Derbyshire fire and rescue services on a joint 'finance system' project. All three services need new finance systems and have been collaborating for the past 18 months. The procurement stage is complete and the contract to provide a finance system to all three has been awarded. The next phase of the project is to implement the selected system in each service.

Efficiencies are expected to result, with a reduction in the cost per invoice processed and a reduction in time taken to produce budget monitoring statements and year end accounts.

7.6.4 Financial standards

2010		2011		2012	
1	2	3	4	5	6

What Implement International Financial Reporting Standards (IFRS).

Why The Service has a legal requirement to comply with 'IFRS'. Failure to do so would result in a failed audit report.

How Accountancy-trained staff in the Finance department will carry out an impact assessment. This will be checked by an independent advisor, an implementation plan drawn up, and systems and processes amended as necessary.

7.6.5 Improving our environment

2010		2011		2012	
1	2	3	4	5	6

What Implement an Environmental Sustainability Strategy

Why Nottinghamshire Fire and Rescue Service is committed to the principles of sustainability across all its operations and strives to minimise any adverse impact it might have on the environment. We recognise that we have our part to play in the environmental agenda, and have begun to quantify the impact of our activities.

How We will integrate elements of sustainability into our procurement decisions, our infrastructure and new-build programmes through our dedicated environmental manager, who will develop and steer our strategy.

We will produce performance-based tools that will help us to monitor our impacts and our future progress.

Environmental and sustainability matters will be built into senior management meetings and steering groups to ensure that our wider corporate aims take into account our legislative controls, strategic aims and objectives.

Our main areas for focus for the next three years will see the Service:

- improve water, energy and fuel efficiency through built infrastructure improvements.
- reduce greenhouse gas emissions, waste and pollution from our sites and our vehicles.
- reduce emissions and waste through the purchase of efficient equipment.
- increase the re-use and recycling of materials, with reduced dependence on landfill.
- improve vehicle fleet utilisation.

- adopt green travel programmes and reduce car dependency.
- reduce the overall impact of our operational activities and the products used.
- influence the supply chain, ie improving the environmental / sustainability performance of our suppliers.
- increase general awareness and best practice across the workforce.
- Further details can be seen on our website www.notts-fire.gov.uk/xxxxxxxxx .
[Matt to provide link]

7.6.6 Elected Member development

2010		2011		2012	
1	2	3	4	5	6

What Corporate risk management awareness.

Why An internal audit of risk management during 2008 identified that we needed to improve how we involved our elected members on the Fire Authority with risk management issues. Risk management is a key issue for the Service. Indeed, our whole ethos is focussed around managing and reducing risk in our communities. It is vital, therefore, that our elected members have a full appreciation of risk and how we manage it.

How The Service Risk Manager will use the Service’s Risk Management Policy, applicable national standards and best practice to compile a development programme for the elected members.

7.6.7 Business systems

2010		2011		2012	
1	2	3	4	5	6

What Introduce new management information systems.

Why An important part of the Service’s current IT system is coming to the end of its useful life. It deals with the management of information across all parts of the Service. This presents the opportunity to introduce a more sophisticated system which meets our current and future needs.

How A project will review the current use of the system, develop options for a replacement system, and then manage its introduction.

Allied to this is the introduction of new intranet, and flexible ICT solutions that will act as the foundation for the introduction of better management systems and processes. These will promote improved communications, particularly in respect of safety critical information for operational crews.

7.6.8 Service trading activities

2010		2011		2012	
1	2	3	4	5	6

What Build on the success of our existing Service trading activities.

Why As part of our services to the public and industry, we have established two trading activities. One provides and maintains fire extinguishers and other fire safety equipment, the other provides training in fire safety procedures. These services are provided to industry, schools, care homes, etc. Both services support our aim of making Nottinghamshire safer.

How We intend to create an 'arms-length' company to administer and promote these services to a wider audience through improved advertising and marketing.

8. CONCLUSION

A large number of challenges clearly lie ahead for Nottinghamshire Fire and Rescue Service over the next three years. Not only are these directly related to our own agenda of 'creating safer communities', but we are also heavily involved with supporting local authority and other agency partners to strengthen our communities on a broader scale and make Nottinghamshire a great place to live.

A full programme of work has been set out in our Plan, encompassing every single person who plays a valuable part in our organisation, from the firefighter to the administrator, from the general manager to the specialist. All their efforts will be channelled towards the same achievements, reflected in our six corporate objectives.

We will be working with many people across the whole of Nottinghamshire in our bid to meet these aims, focusing attention on protecting the most vulnerable people in our society such as the young and the old, but also working with local businesses to make sure their properties and their staff are safe.

Our success will be monitored throughout the three years and we will learn any lessons which may influence the work that lies ahead.

We will report on some of our achievements and look forward to the next phase of delivery in our annual report, which is published in September each year. The report can be viewed on our website – www.notts-fire.gov.uk – or copies can be obtained from our Corporate Administration department at the Headquarters address on the back cover of this report.

This is an exciting and confident view of the future of Nottinghamshire Fire and Rescue Service. We look forward to being able to make a positive difference to the lives of many thousands of people in every sector of our community.