



**NOTTINGHAMSHIRE**  
**Fire & Rescue Service**  
*Creating Safer Communities*

Nottinghamshire and City of Nottingham  
Fire and Rescue Authority  
Community Safety Committee

# KNOWLEDGE TRANSFER PARTNERSHIP

Report of the Chief Fire Officer

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**Agenda Item No:**

**Date:** 16 April 2010

**Purpose of Report:**

To highlight the approach to be adopted, by utilising the Knowledge Transfer Partnership as a vehicle for addressing the proposed examination of the Community Risk Reduction Strategy.

## CONTACT OFFICER

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Assistant Chief Fire Officer

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## **1. BACKGROUND**

- 1.1 On 18 January 2010 the Assistant Chief Fire Officer Community Risk Reduction reported to the Corporate Management Board (CMB) on the significant changes which had occurred in the risk environment since Nottinghamshire Fire and Rescue Service (NFRS) laid out its Risk Reduction Strategy.
- 1.2 That report (attached as Appendix A) proposed that the Service undertake an in-depth examination of Community Risk Reduction.
- 1.3 The Service was also, at this time, in receipt of the latest report from the Audit Commission (2009) and wished to respond positively to the observations it raised.
- 1.4 Additionally in early January 2010, the CFO was approached by Nottingham Trent University (NTU) about the concept of a Knowledge Transfer Partnership (KTP) within NFRS and whether the Service would engage in such an initiative.

## **2. REPORT**

- 2.1 In response to the report by the ACFO Risk Reduction, and the approach by NTU, the CFO and ACFO Risk Reduction met with NTU to discuss the potential of the KTP being the vehicle by which the Service reviewed its current approach to Risk Reduction and devised its future strategy.
- 2.2 As a consequence of that meeting, NTU were invited to present a proposal to CMB on 1 February 2010 on the concept of KTP and how it might support NFRS with its objectives. Indications from CMB were favourable and as a consequence a meeting was held with NFRS, NTU and the regional KTP adviser to discuss the outline proposal and whether the initiative would attract the necessary funding.
- 2.3 Following this meeting an outline proposal was drafted (Appendix B) and received the support of the KTP adviser to go to full bidding process.
- 2.4 The Service will receive the outcome of the bid following consideration on 22 April 2010. At this point work will commence in the NTU's recruitment process of a suitable person to undertake the necessary work, which will involve Service representatives.
- 2.5 As it also involves setting the strategic direction of the Authority, a report will also be taken to the Community Safety Committee of the Fire Authority at its next meeting to inform them of the work being undertaken. This is as per the second recommendation contained within the CMB report of 18 January on Community Risk Reduction Strategy development.
- 2.6 The resulting work will form the foundations for Nottinghamshire Fire and Rescue Service to meet the overarching objectives contained within the Nottinghamshire Fire and Rescue Service Plan 2010-2013 and to further build upon the Service's public confidence rating.

### **3. FINANCIAL IMPLICATIONS**

The cost to the Service of the KTP will be approximately £64k over two years (£32k/annum). This represents approximately 50% of the total cost of the partnership, with the remainder being met by the KTP. Included within those amounts are the salary, academic and secretarial support, travel and subsistence and consumables. It is proposed that the NFRS contribution be met from current contingencies contained within the LPSA reward grant. This is considered appropriate as the nature of the project work and its time duration fit within this profile.

### **4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS**

- 4.1 There are some issues arising of a human resources nature that will need to be addressed as part of any contractual arrangements. Although the associate will be employed by NTU and will be working within NFRS, appropriate indemnities will need to be written within any contractual arrangements. Likewise, clauses around long term sickness etc. will need to be addressed. The KTP does have fall back arrangements in place to support this if required.
- 4.2 In terms of learning and development, there is a budget within the total costs of approximately £2k/annum to cover associate development. Clearly there will also be a time allocation requirement for any individual to conduct training and development.

### **5. EQUALITY IMPACT ASSESSMENT**

- 5.1 Any recruitment of a candidate will be undertaken with NTU and will meet all of NFRS's strict approaches to recruitment and selection. This will ensure that the post will stand up to any external scrutiny.
- 5.2 The objective of the project is also to identify where the Service is most effective with its intervention. This will ensure that if there are any particular issues to be addressed with regard to minority groups, the Service will be able to respond appropriately.

### **6. CRIME AND DISORDER IMPLICATIONS**

The Service's intervention strategy is linked to the crime and disorder agenda and the reduction of anti-social behaviour in Nottinghamshire.

## **7. LEGAL IMPLICATIONS**

NFRS has a statutory responsibility for the education of dangers from fire within the FS Act 2004. It is also a statutory partner in the Crime and Disorder Act and a key partner in Local Area Agreements.

## **8. RISK MANAGEMENT IMPLICATIONS**

- 8.1 The risk management implications of this proposal relate primarily to two key areas:
- 1) The need to review the approach to Risk Reduction; and
  - 2) The risks from the KTP.
- 8.2 In respect of 1) above, the risks have been previously identified in ACFO Risk Reduction's report of 18 January 2010. If the Service fails to meet both its statutory and partnership obligations it could be subject to a range of measures from Ministerial intervention to external criticism.
- 8.3 The risks for the KTP itself are largely human resources related and as such can be addressed through having appropriate contracts and agreements in place.

## **9. RECOMMENDATIONS**

It is recommended that:

- 9.1 Members endorse the approach being taken by Nottinghamshire Fire and Rescue Service to review its current Community Safety activities.
- 9.2 Members agree to receive reports from the Chief Fire Officer as to the progress of the Knowledge Transfer Partnership arrangement.
- 9.3 Support the principle that the outcomes of the Knowledge Transfer Partnership project will inform the Service's approach to Risk Reduction.

## **10. BACKGROUND PAPERS FOR INSPECTION (OTHER THAN PUBLISHED DOCUMENTS)**

None.

Frank Swann  
**CHIEF FIRE OFFICER**



**NOTTINGHAMSHIRE**  
**Fire & Rescue Service**  
*Creating Safer Communities*

Corporate Management Board

# COMMUNITY RISK REDUCTION STRATEGY DEVELOPMENT

Report of the ACFO/Head of Community Risk Reduction

**Date:** 18 January 2010

**Purpose of Report:**

To trigger discussion around strategic development in this area and ultimately improvement in service delivery.

**Recommendations:**

1. That CMB support an in-depth examination of Community Risk Reduction to be undertaken within timescales to be discussed at the meeting.
2. That CMB support awareness raising of the approach being put before the Community Safety Committee and their support being sought.

**CMB LEAD OFFICER**

**Name :** ACFO David Horton

## 1. BACKGROUND

- 1.1 The Service Risk Reduction Strategy has been in place for some time. The Strategy has been successful and has seen the Service move forward in a number of key areas. Particularly important are those associated with road traffic collision reduction, protection of young and vulnerable people and our relationships with partners.
- 1.2 However, the landscape and environment in which the Service operates has changed significantly since the Strategy was implemented. The needs and aspirations of key partners have also changed, which means that the Service needs to revisit its plans. This notion of a pan public service integrated approach is somewhat of a developing government theme, under the One Place banner and something our Service has to recognise fully. The implementation of both Nottingham City and Nottinghamshire County Sustainable Communities Strategies and the detail contained within, gives Nottinghamshire Fire and Rescue Service a blueprint of the wider social agenda which it must dovetail with. Both the City and County are restructuring to align themselves to the future agenda. It is therefore prudent to examine our interdependencies, strengths and weaknesses at this juncture in order to develop appropriate synergy and meet the needs of the community we and they serve.
- 1.3 The Service is also positioning itself to respond to the Audit Commission's last round of inspections which, although recognising much of the work which has been ongoing, suggests some areas in which the Service can improve. This improvement should also recognise the outcomes of both Nottingham City and Nottinghamshire area assessments and the improvement plans already being worked up.
- 1.4 What also needs to be recognised is that partner organisations are facing significant budgetary pressure. It is therefore felt that it is wholly appropriate to examine the Community Risk Reduction arena in light of this, recognising that Service performance could be adversely impacted upon by such constraints and any amendments to local authority services.
- 1.5 Our ability to performance manage activity in all areas which are outward facing and respond to empirical research and analysis will clearly influence both Inputs and eventual outputs. This has been recognised by the Audit Commission and refinement in this area may be necessary to determine and inform future strategy. It is fair to say LAA indicators have not driven re-alignment of activity.
- 1.6 It is important that everyone within the Service has a clear direction and fully understands their roles and responsibilities. This approach will alleviate misunderstandings and pursuit of an agenda which is not sanctioned.

## 2. REPORT

### 2.1 Areas for Consideration

- Given the information above, the Service should assess whether our current approach is fit for purpose. Does the approach of having local delivery teams identifying priorities within their district allow for too much uncoordinated work? Are roles and responsibilities recognised and understood?
- What are Service objectives when set against current capacities, resources etc.?
- Is Service-wide structure appropriate to meet requirements? Although Service structure has been examined, do amendments require to be implemented following a priority and objective setting exercise?
- Are statutory duties met? How much work is non-statutory and are there dis-benefits which therefore impact upon our legislative responsibilities.
- How much does research and analysis inform our strategy? The Service does have a problem demonstrating its use of empirical data and responding to it. Although the Service has improved in this area this, and measurement of activity, are issues which have been a concern for the Audit Commission.
- How does the Service wish to interact with over-arching structures such as the Safer Nottinghamshire Partnership and the One Nottingham Board? How is that interaction resourced?
- Are our legislative obligations being met fully in the new world of the Regulatory Reform Order and are those responsibilities resourced appropriately?
- What does the Service seek to address in areas not normally associated with Fire Service involvement, such as domestic violence, anti-social behaviour, youth offender rehabilitation and burglary.
- The Service's partnership arrangements are considerably more sophisticated than those which existed when the original strategy was developed. Are Service processes accommodating the partnership needs appropriately and used to our best advantage.
- How important are National Indicators to the Service and how do we resource their management?

2.2 Although much of the above can be answered from within pockets of the organisation, the material should be understood by all. That is surely the measure of a mature organisation and something which should be part of its make-up.

- 2.3 It is hoped the above will stimulate debate. It is also the view that a significant exercise should be brought forward to examine the methodology, resources and structures in place so as to provide a platform for the organisation to improve its Community Risk Reduction arrangements.
- 2.4 This is seen as being facilitated by a task and finish group made up of both internal and external participants. This is required due to the heightened influence of other agencies and the greater public expectation of integrated thought and action. It is envisaged that this is also a large undertaking and as such needs to be resourced properly. The potential engagement of resources provided by Nottingham Trent University via a bespoke development programme is also a suggested way forward.

### **3. FINANCIAL IMPLICATIONS**

The financial implications are largely made up of costs associated with the acquisition of external participants to assist with the necessary work. The arrangement with NTU is seen as the best way forward with incurred costs of around £32k to be resourced via the LPSA grant.

### **4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS**

The human resources implications are potentially significant in terms of learning and development and redeployment, dependent on the outcomes of the work.

### **5. EQUALITY IMPACT ASSESSMENT**

An initial equality impact assessment highlights some equality impacts may arise from the review and a further full assessment will have to compliment the findings.

### **6. CRIME AND DISORDER IMPLICATIONS**

There will be crime and disorder implications arising out of this exercise due to the existing and forecasted relationship between the anticipated work and that agenda. These will be integrally part of the process and assessment will be undertaken at appropriate times.

### **7. LEGAL IMPLICATIONS**

The Service has legal obligations placed on it by various pieces of statute. All of which will need to be considered during the process.

### **8. RISK MANAGEMENT IMPLICATIONS**



The risk management implications arising from this report are significant in that statutory obligations do arise from this function, and failure to meet these obligations may cause action to be taken against the Authority. Failure to recognise the importance of both the City and County SCSs and their impact upon the way both organisations work could also attract unwanted scrutiny on the Service and potentially adverse criticism.

## **9. RECOMMENDATIONS**

- 9.1 That CMB support an in-depth examination of Community Risk Reduction to be undertaken within timescales to be discussed at the meeting.
- 9.2 That CMB support awareness raising of the approach being put before the Community Safety Committee and their support being sought.

<b>FOR KTP PROGRAMME OFFICE USE</b>	<b>KTP Programme Outline</b> <b>Reference Number</b>	
<b>FOR PARTNERSHIP USE</b>	<b>Partnership Unique Identifier</b> <b>Number (UIN)</b>	

**SECTIONS 1 AND 2 TO BE COMPLETED BY THE COMPANY AND KNOWLEDGE BASE PARTNERS**

**Before completing this form, you need to be sure that the proposed Knowledge Transfer Partnership meets the overarching criteria for KTP set out in Annex 1 and read carefully the guidance notes attached to this form.**

**Purpose of the Outline Proposal: To describe WHAT is proposed by the Partnership: demonstrates the relevance of the project to the interests of individual funding organisations; demonstrates that the proposed projects fits the criteria for KTP and that key issues which might affect or influence the achievement of target outcomes have been addressed.**

**Please use bullet points where ever possible when completing the form.**

### Section 1: The Project

<b>1.1</b>	<b>Knowledge Base Partner</b>	Nottingham Trent University
<b>1.2</b>	<b>Registered Name (<i>not the Trading Name</i>) of the Company<sup>1</sup> Partner</b>	Nottinghamshire Fire & Rescue Service
<b>1.3</b>	<b>Is the Company Partner part of a Group? If so, what is the name of the ultimate Parent Group?</b>	No
<b>1.4</b>	<b>Set out the aim of the proposed Knowledge Transfer Partnership and its purpose, in no more than 25 words (link to the broader explanation required in Section 1.8)</b>	
	To establish a service wide evidence led and performance managed approach to Community Safety interventions incorporating problem solving, analysis, evaluation and inter departmental communication.	
<b>1.5</b>	<b>Outline the company's business clearly stating its revenue generating activities (or funding sources if not yet generating revenues), in no more that 100 words.</b>	

<sup>1</sup> For the purposes of Knowledge Base Partnerships, a company Partner need not necessarily be a commercially orientated business. This form is a single use form to be used by all types of company/business enterprise, public sector, not for profit or Third Sector organisations.

Nottinghamshire Fire & Rescue Service (NFRS) has 25 fire stations, covering an area of 834 square miles and serving a population of over 1 million.

Their aim is to create a safer Nottinghamshire and City of Nottingham through responding to emergencies, protecting the community, developing community resilience, and preventing and managing risk. Further, to achieve these aims by maintaining efficient and effective systems and through appropriate and most cost effective use of public funding. They aim to achieve safer roads, homes and communities, but wish to know if this aligns with the community's needs and desires.

**1.6 Briefly explain why the partnership is strategic to the company, in no more than 100 words.**

Part of NFRS' remit is to reduce the number of fires and their effects by providing a range of prevention services/activities which inform, encourage and support people, organisations and communities, to take action themselves to reduce the risk of fire.

The 2009 Organisational Assessment of Nottinghamshire & Nottingham Fire and Rescue Authority was exceptionally positive however it did express a concern about the Authority's current lack of understanding regarding "which of its prevention activities are most successful in improving the safety of its community", effectively tasking NFRS to address this. This understanding will enable the Authority to prioritise its activities, ensuring money is directed at the most effective initiatives. It will also allow understandings of best practice to be disseminated within the Authority itself but also across the wider UK FRS and other relevant stakeholders.

**1.7 Specify the knowledge and expertise the company lacks to undertake the project independently, in no more than 100 words for a single Associate or in no more than 150 words if multi Associates are involved.**

Currently, NFRS does not deploy its community safety resources according to an evidence based process, neither does it measure the effectiveness of its prevention initiatives. Further the scope of its initiatives is diverse and wide ranging requiring a sophisticated understanding of various evaluation approaches.

This project will allow this by undertaking a review of the analytical and performance management processes and the relevant initiatives, developing analytical, performance management and evaluation tools and models not only of current provision but also future possible modes of provision. It will also provide an evidence base to help influence future service delivery.

The transfer to other partners and Fire & Rescue Services will take place through publishing papers and speaking at conferences within the fire and emergency community, such as the Fire Service College Annual Research Event, Emergency Planning Society Annual Conference etc.; and through direct dissemination to organisations such as the Chief Fire Officers Association, Local Resilience Forums, Dept of Communities & Local Government and other relevant stakeholders e.g. the Police, Social Services, Age Concern etc.

<b>1.8</b>	<b>Briefly describe the work to be carried out considering objectives and outputs to be achieved, in no more than 100 words or in no more than 150 words if multi Associates are involved. Where appropriate by using a series of bullet points.</b>
	<p>The project will investigate the benefit of the NFRS' prevention activities by:</p> <ul style="list-style-type: none"> <li>• Evaluating the NFRS' current activities, to include: <ul style="list-style-type: none"> <li>a. assessment of service objectives against current capabilities and resources</li> <li>b. a focus on core activities and those in areas not normally associated with the FRS (e.g. anti-social behaviour etc.).</li> <li>c. consideration of the coordination and delineation of local delivery teams practices</li> <li>d. comparison of statutory and non-statutory initiatives</li> <li>e. The evidenced based management process that leads to the delivery of an initiative.</li> </ul> </li> <li>• Assessing the fit of NFRS initiatives to changing demographics.</li> <li>• Modelling possible modes of future provision, allowing strategic planning.</li> <li>• Considering NFRS' contribution to community safety in light of multi-agency contributions, particularly in light of increasingly sophisticated partnership arrangements.</li> <li>• Developing a strategy for delivering prevention initiatives and embedding procedures allowing continued evaluation and revision of these.</li> </ul>
<b>1.9</b>	<p><b>From the company perspective summarise the expected outcomes that will result from the project outputs, in no more than 100 words.</b></p> <p>The project will develop an evidence led process that uses analytical and performance management techniques in developing fire prevention initiatives as well as evaluation tools to gauge the effectiveness of those initiatives.. It will develop possible models of future provision which take account of changes in demographics, economics and political outlook and also of the impact of other agencies' actions. Establishing the impact of these current and future prevention initiatives will confirm both the social and economic benefits that these bring, allowing more effective targeting of resources within the organisation and providing a model for the wider UK FRS and other emergency services.</p>
<b>1.10a</b>	<p><b>What are the main reasons for the academic(s) to participate in this KTP and indicate the likely benefits to both the academic and Knowledge Base Partner, in no more than 100 words? Specific note should be taken of the guidance for this section.</b></p> <p>The KTP enables the Emergency Services Research Unit (ESRU) to consolidate and further advance their position as the leading social science research unit specialising in the FRS, as well as allowing them to establish a sound strategic relationship with Nottinghamshire FRS. In addition the academics involved will develop new skills relating to evaluation of future eventualities and in disaggregating multi-agency impact.</p>

<b>1.10 b</b>	<b>If applicable please identify any direct links between this project and previous research council or other funding organisation support for the academic team.</b>	
	N/A	
<b>1.11a</b>	<b>What is the proposed number of associates?</b>	
	One	
<b>1.11b</b>	<b>Please describe how you will provide an appropriate level of company supervision and commercial working environment for the Associate, in no more than 100 words.</b>	
	The Associate will be based at Notts FRS headquarters. They will be directly supervised by an identified member of staff, specifically the Assistant Chief Fire Officer who carries responsibility for community risk reduction.	
<b>1.11c</b>	<b>State the qualifications, experience and personal attributes it is expected the Associate(s) will require.</b>	
	<b>Qualifications</b>	Good Honours degree (2.1 or above) or higher degree in: psychology or cognate discipline; Driving license
	<b>Experience</b>	Some experience and understanding of public sector organisations, and particularly the emergency services would be desirable.
	<b>Personal Attributes</b>	Have the ability to communicate effectively at all levels; be self motivated and have the flexibility and adaptability to respond to and lead change; be able to work effectively as part of a team.
<b>1.12</b>	<b>Likely length of project(s)</b>	<b>What do you estimate will be the likely cost of the Grant contribution from KTP?</b>
	24 months	£63,000

<b>1.13</b>	<b>Please indicate with an X the KTP potential Funding Organisation(s) (Tick all that apply)</b>		
	<b>Arts and Humanities Research Council</b>		<b>Natural Environment Research Council</b>
	<b>Biotechnology &amp; Biological Sciences Research Council</b>		<b>One North East</b>
	<b>Department for Environment, Food and Rural Affairs</b>		<b>Other RDA (Please Specify)</b>
	<b>Department of Health</b>		<b>Science and Technology Facilities Council</b>
	<b>Technology Strategy Board</b>	X	<b>Scottish Government</b>
	<b>Economic &amp; Social Research Council</b>	X	<b>Welsh Assembly Government</b>
	<b>Engineering &amp; Physical Sciences Research Council</b>		<b>Other (Please specify)</b>
		<b>Invest Northern Ireland</b>	

<b>1.14</b>	<b>If applicable indicate any likely economic, social or scientific/technical benefits to the Region, in no more than 100 words.</b>
	<p>An in-depth evaluation of prevention initiatives should provide the NFRS with specifics of where to target their resources, now and in the future (both on need and effectiveness), but in doing so the project will also provide other agencies with recommendations of priority and target spending. This will free up money currently spent on areas where there are no efficiencies, or no likely future demand, to be directed to other needs.</p> <p>Such benefits would also apply outside the region to the wider UK FRS through the sharing of good practice.</p>

**1.15**

**Indicate the likely key dissemination routes and points for the project outcomes during the project and those that might also arise as the project develops, in no more than 100 words.**

Within Nottinghamshire FRS – training events to embed skills; reports throughout the life of the project; the continuous updating of relevant personnel on findings from key stages/activities.

Outside of the NFRS – Professional conferences such as the Fire Service College Research Event; purpose-organised stakeholder conference; articles for professional journals such as Fire Magazine and Resilience; direct dissemination to specific interested organisations such as the Chief Fire Officers Association.

To the academy – research journal publications; conference submissions to relevant disciplines, e.g. psychology, sociology, economics etc.

## Section 2: Partnership Information

Partnership			
<b>2.1</b>	<b>From which of the following schemes has the partnership received funding? Please indicate with an X all that apply.</b>		
	<b>KTP</b>		<b>Collaborative R&amp;D</b>
	<b>STEP</b>		<b>Shorter KTP</b>
	<b>KTN</b>		<b>Selective Finance for Investment in England</b>
<b>Business Best Practice</b>		<b>Other (please state)</b>	
<b>2.2</b>	<b>Please provide a reference number for any previously submitted KTP outline</b>	N/A	
<b>2.3</b>	<b>Planned submission date of full proposal</b>	25 March 2010	

Knowledge Base Partner	
<b>2.4</b>	<b>Department that will be providing the primary input to the Partnership</b>
<b>2.5</b>	<b>Department RAE Rating</b>
<b>2.6</b>	<b>Details of the relevant Academic expertise available to the Partnership</b>
	<p>Emergency Services Research Unit, Division of Psychology</p> <p>3* 15% 2* 35% 1* 50%</p> <p>Rowena Hill is a Senior Lecturer in Psychology and a member of the Emergency Services Research Unit at NTU. She is also a member of the Institute of Fire Engineers. She has extensive knowledge of both the practices of the Fire &amp; Rescue Service (FRS) and the psychology of the FRS. She has previously project managed research work and undertaken evaluation work leading to future best practice and policy. She has conducted research for individual FRS, associated organisations and the NHS. She is on the editorial advisory board for a number of fire related journals.</p> <p>Viv Brunsden is the Head of the Emergency Services Research Unit at NTU and has extensive expertise and experience in the psychology of the Fire &amp; Rescue Service (FRS). She also has extensive experience of academic collaborations with commercial/public sector organisations. Not only individual FRS but also related organisations, for example the Fire Brigades Union, Firefighters Charity, Office of the Deputy Prime Minister. She is a member of the Communities &amp; Local Government Fire Research Division's Expert Panel. She has also conducted disaster related research</p>



		for the Dept of Culture, Media & Sport. She has lectured at the Fire Service College and is a member of the advisory panel for their Annual Research Events. In 2007 she was awarded the FIRE/Gore Virtual Research Institute's award for Research Excellence for her work into firefighters' experiences of workplace violence.
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Company Partner		
<b>2.7</b>	<b>Company Partner Address</b>	Bestwood Lodge Arnold Nottingham NG5 8PD
	<b>Telephone Number</b>	0115 967 0880
<b>2.8</b>	<b>Company website address</b>	www.notts-fire.gov.uk
<b>2.9</b>	<b>Company and where appropriate Group Business</b>	Nottinghamshire Fire & Rescue Service
<b>2.10</b>	<b>Number of FTE Employees</b>	1000 uniformed staff/200 non-uniformed staff
<b>2.11</b>	<b>Number of FTE Employees at Associate location</b>	
<b>2.12</b>	<b>Name of the proposed Company Partner to which this financial information relates. If the Company Partner is part of a group please also provide the group financial information.</b>	
	Nottinghamshire Fire & Rescue Service	

<b>2.13</b>	<b>Are there any qualifications by the Company's Auditors to these accounts?</b>			
	<b>Yes</b> <sup>2</sup>		<b>No</b>	<b>X</b>

<b>COMPANY PARTNER ACCOUNTS</b>				
<i>Please make clear the basis for the numbers (eg £k), and use comma separators (eg £34,567k)</i>		<b>Latest period</b>	<b>Last audited year</b>	<b>Prior audited year</b>
1	Period end date			
2	Sales			
3	Profit before tax			
4	No of employees			
5	Tangible assets			
6	Investments and goodwill			
7	<b>TOTAL fixed assets (A)</b>			
8	Stock and work-in-progress			
9	Trade debtors, prepayments			
10	Cash and bank balances			
11	Other current assets ( <b>deposits</b> )			
12	<b>TOTAL current assets (B)</b>			
13	Trade creditors and accruals			
14	Bank overdraft and loans			
15	Taxation and NI and dividends			
16	Finance leases and hire purchase (less than one year)			
17	Other current liabilities ( <b>other creditors</b> )			
18	<b>TOTAL current liabilities (C)</b>			
19	<b>NET current assets/liabilities (B - C)</b>			
20	Bank Loans and similar			
21	Finance leases and hire purchase (greater than one year)			
22	Other long term creditors ( <b>pension scheme</b> )			
23	<b>TOTAL long term creditors (D)</b>			
24	Provision for liabilities and charges (E)			
25	<b>ASSETS EMPLOYED (A + B - C - D - E)</b>			
26	Financed by:			
27	Share capital			
28	Profit/Loss Account			
29	Other ( <b>designated and unrestricted funds</b> )			
30	<b>SHAREHOLDER FUNDS</b>			

<sup>2</sup> If 'Yes', i.e. the auditors did give a qualified opinion on the latest audited financial statements, you will need to provide a copy of the auditors' report to the KTP Adviser advising on this Proposal.

<b>2.13</b>	<b>Are there any qualifications by the Company's Auditors to these accounts?</b>			
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<b>Yes</b> <sup>3</sup>		<b>No</b>		
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<b>GROUP ACCOUNTS (if applicable)</b>				
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<b>NAME OF GROUP OR PARENT COMPANY FOR WHICH ACCOUNTS SUPPLIED</b>				
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<i>Please make clear the basis for the numbers (eg £k), and use comma separators (eg £34,567k)</i>		Latest period	Last audited year	Prior audited year
1	Period end date			
2	Sales			
3	Profit before tax			
4	No of employees			
5	Tangible assets			
6	Investments and goodwill			
7	TOTAL fixed assets (A)			
8	Stock and work-in-progress			
9	Trade debtors, prepayments			
10	Cash and bank balances			
11	Other current assets (identify)			
12	TOTAL current assets (B)			
13	Trade creditors and accruals			
14	Bank overdraft and loans			
15	Taxation and NI and dividends			
16	Finance leases and hire purchase (less than one year)			
17	Other current liabilities (identify)			
18	TOTAL current liabilities (C)			
19	NET current assets/liabilities (B - C)			
20	Bank Loans and similar			
21	Finance leases and hire purchase (greater than one year)			
22	Other long term creditors (identify)			
23	TOTAL long term creditors (D)			
24	Provision for liabilities and charges (E)			
25	ASSETS EMPLOYED (A + B - C - D - E)			
26	Financed by:			
27	Share capital			
28	Profit/Loss Account			
29	Other (identify)			
30	SHAREHOLDER FUNDS			

<b>Completed by (name, position)</b>	Frank Swann, Chief Fire Officer
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<sup>3</sup> If 'Yes', i.e. the auditors did give a qualified opinion on the latest audited financial statements, you will need to provide a copy of the auditors' report to the KTP Adviser advising on this Proposal.

# Guidance Notes for prospective partners completing an Outline proposal form

## Introduction

The objectives of every Knowledge Transfer Partnership are to:

- Facilitate the transfer of knowledge and the spread of technical and business skills;
- Provide company -based training for graduates<sup>4</sup> in order to enhance their business and specialist skills;
- Stimulate and enhance business relevant research and teaching undertaken by the knowledge base.

## Purpose of the form

The purpose of the Outline proposal form is to enable the partnership to provide sufficient information to describe **what** is to be carried out and avoid unnecessary effort in working up a grant application and proposal form. The information provided is considered the minimum required to enable the Knowledge Base Partner to be able to assess and decide quickly if KTP is the right approach to be taken and where necessary offer alternative solutions to meet the needs of the company. The KTP Adviser is able to make an initial assessment of a company's financial viability, its capacity and capability to manage the project and provide adequate supervision for an Associate. Advisers also identify and map potential projects to suitable Funding Organisations and may use the outline to seek the views and receive feedback from other Adviser specialists. Funding Organisations are able to make use of the proposal form to gauge the numbers in the pipeline, allocate funding against its specific criteria and maximise available funding and where possible by sharing of support with another Funding Organisation. The Outline form therefore gives a Funding Organisation the opportunity to make comment on specific areas they want included in the full proposal or other areas for the partnership to consider and results in adding value at an early stage of its development. The outline forms leads naturally to the development of the full proposal where the partnership can fully scope why and how the project will be delivered.

## Process

You will find it helpful to contact your KTP Adviser and discuss the proposed project before attempting to complete your Outline proposal form. A complete list of KTP Advisers can be found at [www.ktponline.org.uk](http://www.ktponline.org.uk).

A Knowledge Transfer Partnership Outline proposal form is to be submitted for all new potential Knowledge Transfer Partnerships.

Outline proposal forms once completed should be submitted to your KTP Adviser. The KTP Adviser will then log the Outline proposal form with the KTP Programme Office using the online Portal.

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<sup>4</sup> For the purposes of being a KTP Associate, a 'graduate' may be a person recently qualified with a first or higher degree, a Scottish/National Vocational Qualification (S/NVQ) Level 4 or a Higher National Certificate, a Higher National Diploma (HNC/HND) or a Foundation Degree  
For the purposes of Knowledge Base Partnerships, a company Partner need not necessarily be a commercially orientated business. This form is a single use form designed to be used by all types of company, public sector, not for profit or Third Sector organisations.

The Outline proposal form will then be reviewed by the KTP Adviser who will recommend whether a further review is necessary. Further review may be necessary for a variety of reasons, for example uncertainty about:

- whether the proposal fully meets the overarching criteria;
- the ability of the company partner to fully exploit the outcomes of the project; and
- the identification of a suitable Funding Organisation.

Following the outcome of the review process, the KTP Adviser will provide the Partnership with feedback on the Outline proposal form and indicate whether the Partnership has been invited to submit a grant application and proposal form.

Please note that no guarantee of a government grant is given to Partnerships who are invited to submit a grant application and proposal form following success at the Outline proposal stage.

### **Completing and Submitting your Proposal**

It is important that Sections 1 and 2 are completed on behalf of both Partners after they have jointly developed and agreed outline plans that meet realistic and ambitious objectives for both Partners and provide a demanding development and training experience for the KTP Associate(s).

The proposal must be completed in at least 10-point size, preferably using Arial. Please do not leave any blank spaces. If a question does not apply to you, put 'N/A'.

Having completed the Outline proposal form a copy of the original should be e-mailed to the KTP Adviser who advised on the preparation of your proposal. This is the copy which will be reviewed.

Outline proposal forms can be submitted at any time.

### **Glossary of terms**

- **Partnership** The relationship between the company and UK knowledge base organisation.
- **Project** An individual project between the company, knowledge base organisation and an associate. A partnership can include more than one project, and therefore more than one Associate.

### **Data Protection**

We will process the information provided in proposals and applications in accordance with the principles set out in the Data Protection Act. The data controller is the TSB.

The information provided, including any supplementary information that may be provided at a later date, will be used for the following purposes:

Processing and assessing the proposal and application for grant by the KTP Programme Office in AEA for the TSB and the public sector organisations that are funding Knowledge Transfer Partnerships;

Statistical and performance reporting by AEA for the TSB and the public sector organisations that are funding Knowledge Transfer Partnerships (this will not result in the publication of any information that would enable any organisation, company, institution or individual to be identified);

Publishing contact information relating to knowledge base organisations, businesses and individuals participating in Knowledge Transfer Partnerships, descriptions of the aims of the Knowledge Transfer Partnership, the type and size of business involved and the amount of grant offered; and

Providing the contact information referred to above to public sector supported business support organisations, for example Business Link Operators in England, who may contact you in order to offer other appropriate services.

A part from these purposes, information provided in Knowledge Transfer Partnership proposals and grant applications will not be revealed to any other organisation for any purpose other than detecting or preventing fraud.

You have the right to request a copy of the information held about you at any time. If you wish to do this you should write to:

The Data Protection Act Officer

Technology Strategy Board

North Star House

North Star Avenue

Swindon SN2 1JF

## Detailed guidance on completion of the Outline Proposal Form

*The first box on the form is for KTP Programme Office Use only.*

*The next box on the form is marked **Partnership Unique Identifier Number (UIN)**. The Unique Identifier Number provides the Partnership with the opportunity to apply version control to the outline proposal. This is particularly useful when discussing revisions with the KTP Adviser. This field is free text and completed by the Partnership and must be used on any subsequent correspondence.*

### Section 1. The Project

*This information will be used to reach a decision as to whether the proposed project fits the criteria for KTP and is supportable by the KTP Funding Organisations.*

1.1 – Insert the name of the University, Research Organisation or FE College submitting the proposal and providing the primary academic inputs to the partnership.

1.2 – Insert the name of the organisation that will be acting as the company partner. Use the official registered name of the company. Do not use or include trading names. For the purposes of Knowledge Base Partnerships, a company Partner need not necessarily be a commercially orientated business. This form is designed as a single use form to be used by all types of company/business enterprise, public sector, not for profit or Third Sector organisation.

1.3 – If the proposed Company Partner is part of a group it is necessary insert the name of the ultimate parent group here. This also helps to determine other KTP activity elsewhere in the Group.

1.4 – Summarise the work to be carried out during the lifetime of the Partnership. Please commence the sentence “To.....”, eg “To develop.....”. The information provided here will be in the public domain.

1.5 - Briefly describe the company’s business activities. If the Company Partner is part of a

Group, please also indicate the broader business activities undertaken by the Group.

1.6 – The Company Partner must demonstrate that the proposed project fits with its adopted strategy. It must show that it has taken the opportunity to consider the use of KTP strategically across the whole of its business activity including any other stand alone business units. It is expected that large companies or groups **would** consider the use of KTP across the company and take account of previous or current KTP Partnerships undertaken.

1.7 – Explain what is the knowledge and expertise that is lacking in the company and if appropriate across the whole of the Group. The Partnership should confirm here that the use of research/consultancy has been considered.

1.8 – Summarise in a series of bullet points the work to be carried out during the lifetime of the Partnership. Include **project outputs**. Such outputs could, for example, be presented in terms of products (e.g. designs, prototypes, reports, markets), operations (e.g. reduced lead times, waste reduction, production rates) or business performance (e.g. increased sales, reduced costs).

1.9 – This question addresses the expected outcomes for the company derived from the expected outputs. This is generally at the level where the end-users take ownership of the project **outcomes** and KTP funding comes to an end.

1.10a – Describe the reasons why the academic team, or in the case of an RTO the research team, wish to participate in this project, especially if those individuals involved have undertaken a number of similar projects in the past. It is important that the participating academics are extended and, through KTP, able to keep up to date with the latest business requirements as well as becoming skilled in the industrial applications of new ideas. For example, describe why this particular project is of interest to the academics and identify the opportunities it presents such as what new knowledge might result from this partnership, what new research themes might occur, and what are the expected outcomes for the academics.

1.10b – If applicable please explain here if the work to be undertaken by the academic(s) links back to previous Research Council or other funding organisation support. If not applicable please insert the words 'Does not link back to previous funding support'. Do NOT leave blank.

1.11a – Insert the proposed number of associates.

1.11b – Thinking about the opportunities that will be available for the Associate, please describe the Supervision arrangements for the Associate, especially if the project requires work to be carried out at multi sites or a remote out station and how they will gain exposure to a business/commercial environment especially when a significant amount of time is to be spent working in the Knowledge Base facilities.

1.11c – Looking forward to the recruitment of an Associate please state the expected profile of the individual(s) likely to be required to successfully deliver the project. Bearing in mind that this may require a salary top up please estimate this cost which is to be met by the company.

1.12 – Expressed in whole months to the nearest quarter of a year. eg. 15, 27, 30 etc.

1.12 – Insert the estimated grant contribution (£s) required by the partnership based on the proposed number of associates and length of likely projects. The financial arrangements for any potential Knowledge Transfer Partnership should be discussed with a KTP Adviser. Do not insert words such as standard grant.

1.13 – The likely Funding Organisation(s) of the proposed Partnership should be indicated here. The list of includes only those who have published KTP criteria and is available from the KTP website. You will need to consult your KTP Adviser on this.

1.14 – If applicable this question should indicate the likely benefit either during the lifetime of the project or shortly after its end, to the Region.

1.15 – Summarize here the likely dissemination routes and points for the project outcomes.

## Section 2: Partnership Information

2.1 – Please indicate the schemes that have provided funding to the partnership within the last 5 years. If none, then please leave blank.

2.2 – If applicable, please state the previous Outline Number.

2.3 – Please indicate here the planned submission date of the full grant application and proposal form if successful at the Outline proposal stage.

2.4 – Insert the name of the knowledge base department taking the lead on meeting the needs of the KTP project team.

2.5 – Insert the RAE rating of the department (identified in 2.4 above) using the latest published results. If not applicable, please state N/A.

2.6 – Detail the expertise/experience of the academics that is relevant to meet the needs of the project. The individuals identified should be members of the academic teaching staff and may include research staff with knowledge /expertise relevant to the proposed Projects. This is particularly important where specialist expertise is called on but is not within the experience of the proposed Supervisors. In the case of an RTO or Research Institute the individuals will be from the appropriate research teams. Where activity links back to previous research council funding it is particularly important to include details of individual academics.

2.7 – Please provide the address and contact telephone number of the Company Partner's registered office.

2.8 – If available please provide website URL.

2.9 – Briefly describe the company's business activities. If the Company Partner is part of a Group, please also indicate the broader business activities undertaken by the Group.



2.10 – Indicate the number of full time equivalent employees in the Company partner. If part of a Group, also indicate the number of full time equivalent employees in the Group.

2.11 – Indicate the number of full time equivalent employees at the location(s) where it is intended that the associate(s) will undertake the project(s).

2.12 – Insert the name of the Company Partner to which the financial information presented in 2.12 relates. If the Company Partner is part of a Group, please provide the group financial information. For companies that have been trading for less than two years please provide any annual accounts that are available. In such cases summary trading, cash flow forecasts and projections covering the present period and the immediate future and extending beyond the likely end date of the planned Partnership may be useful. In such cases, the commentary as well as the figures will help the Adviser to assess the company's prospects.

2.13 – If yes, please provide a copy of the auditors' report to the KTP Adviser.

The information provided in the financial summary together with the questions asked by the KTP Adviser seeks to ensure that the Company Partner has thought about the financial implications in undertaking a Knowledge Transfer Partnership project(s) and provides the evidence that the company is financially viable, can afford its share of the costs of undertaking the project and to embed the outcomes.

## ANNEX 1 – OVERARCHING CRITERIA FOR KNOWLEDGE TRANSFER PARTNERSHIPS

Each proposal for a Knowledge Transfer Partnership will be assessed against all of the following criteria, no matter which of the Knowledge Transfer Partnership Funding Organisations will support that partnership.

- a. Every proposal that is approved as a Knowledge Transfer Partnership must be fully in accord with the agreed Mission and Objectives for Knowledge Transfer Partnerships.
- b. The Projects must provide the Associate(s) with an intellectually challenging learning experience appropriate to his/her background and aspirations.
- c. There must be a clear and appropriate training plan for the Associate(s).
- d. There must be an appropriate level of support available to the Associate(s).
- e. The potential outcomes/benefits for all Partners and the Associates will not, or are most unlikely to, occur to the same extent without a Knowledge Transfer Partnerships Project (i.e. there is additionality).
- f. The Company Partner must be regarded as being financially viable following consideration of their latest Report and Accounts, or other financial information where appropriate, including subjecting the accounts to a set of prescribed tests.
- g. The proposed Project will be relevant to the strategic plans and objectives of the Company Partner.
- h. There must be a clear need for knowledge/skills/technology input from the 'knowledge base'<sup>5</sup> to the projects that make up the proposed Partnership.
- i. The Company Partner must be capable of making significant use of the knowledge/skills/technology to be transferred.
- j. The Company Partner will have indicated that the proposed Project is likely to result in the spread of best practice (e.g. within that firm or to suppliers or to customers).
- k. The proposed involvement of the Knowledge Base Partner will provide the appropriate expertise, having regard to the knowledge, skills and technology/technologies to be transferred during the course of the Project.
- l. There must be evidence of commitment to the proposed project by both the Knowledge Base and Company Partners, and this should be reflected in the proposed membership of the Local Management Committee.
- m. There must be clear benefits to the Knowledge Base Partner, including target outcomes.

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<sup>5</sup> The 'knowledge base' is defined as Higher and Further Education Institutions (the latter teaching at NVQ Level 4 and above in the appropriate subject), Research and Technology Organisation and Public and Private Research Institutes.

For the purposes of Knowledge Base Partnerships, a company Partner need not necessarily be a commercially orientated business. public sector, not for profit and Third Sector organisation are also involved.

- n. The stated potential benefits for the Knowledge Base and Company Partners are likely to accrue.