



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Nottinghamshire and City of Nottingham
Fire and Rescue Authority
Policy and Strategy Committee

FRAMEWORK FOR THE INDUCTION OF MEMBERS TO NOTTINGHAMSHIRE AND CITY OF NOTTINGHAM FIRE AUTHORITY

Report of the Chief Fire Officer

Agenda Item No:

Date: 24 April 2009

Purpose of Report:

To seek approval from Members for the adoption of a framework to inform and develop existing and future Members to the Fire Authority

CONTACT OFFICER

Name : Guy Bramley
Strategic Support Officer

Tel : 0115 967 5988

Email : guy.bramley@notts-fire.gov.uk

**Media Enquiries
Contact :** Elisabeth Reeson
(0115) 967 5889 elisabeth.reeson@notts-fire.gov.uk

1. BACKGROUND

- 1.1 At its meeting of 7 September 2007, the Nottinghamshire and City of Nottingham Fire and Rescue Authority agreed that the Policy and Strategy Committee should be the lead Committee in respect of Member training and development for the Authority. As this lead body the Policy and Strategy Committee should consider and agree proposals that will improve Members' awareness of Fire & Rescue Service issues and their effectiveness to engage in the Service as a whole.
- 1.2 In November 2007 the Authority signed up to achieve the IDeA Regional Councillor Development Charter. As part of the work undertaken towards achieving the Charter, a Member Development Strategy was formulated and subsequently signed off by the Policy and Strategy Committee in August 2008. Following on from this a formal Member Development Policy was adopted in November 2008.
- 1.3 This report further reinforces the Authority's commitment to achieving Member Charter Status and to the Code of Corporate Governance for Members, by introducing an induction framework specific to Members of the Fire Authority and should complement any development provided by a Council to its Members, in support of their role.

2. REPORT

- 2.1 The proposed induction framework, attached to this report at Appendix A, has been designed to enable Officers who have responsibility for the support and development of Members, to deliver a structured induction.
- 2.2 Experienced Members with responsibility for the Fire and Rescue Service will be invited to participate in any of the induction sessions they may find of relevance to ensure that they are kept up to date with developments in specific areas. Such opportunities will be communicated to all Members as early as possible to ensure inclusion in diaries where appropriate.
- 2.3 In addition to the structured induction sessions, upon confirmation of the meeting schedule for the 2009/2010 municipal year, a programme of development activity will be put together, which will see inputs to individual Committees on different aspects of the work of Nottinghamshire Fire and Rescue Service. These will take place on a quarterly basis at the rising of each Committee and the content for these sessions will be forward planned.
- 2.4 This framework is designed to provide a set of experiences that ensure Members have a foundation of understanding and knowledge which they can use to help them make effective contributions to the business of the Authority in a short space of time. The framework comprises a set of different experiences to meet the differing learning needs of new Members, and acknowledges the Good Governance Standard which is nationally recognised and based upon six principles of good governance which are common to all

public service organisations and which are intended to help all those with an interest in public governance to assess good governance practice.

2.5 Embedding the induction framework should contribute sound evidence of a rigorous approach to developing the governance of Members. It is also recognised that new Members may find it useful to be able to talk to someone who knows what it is like to be a new Member to the Fire Authority and who can therefore share experiences and give advice. To this end the Service would like to introduce the buddy system whereby new Members to the Authority are appointed a 'buddy' to:

- Increase the confidence of newly appointed Members;
- Widen the perspective of newly appointed Members about the work of Fire and Rescue Services and the role which members of the Fire Authority have;
- Identify the specific needs of the new Member;
- Foster integration and participation in the Fire and Rescue Authority, to ensure the new members add value.

3. FINANCIAL IMPLICATIONS

The Authority has a specific budget for Member development and, dependent on future appointments to the Authority, this may have to be increased to cover any external courses required by Members through the Personal Development Review process. This is an unknown quantity at the moment. but will be ratified at a later date.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

There are no human resources issues resulting from the adoption of this framework. However, the learning and development opportunities contained within the framework are beneficial to both the individual Member and also to the Authority as a whole.

5. EQUALITY IMPACT ASSESSMENT

An initial equality impact assessment has identified no specific aspects relating to a disproportionate effect in respect of the key equality strands.

6. CRIME AND DISORDER IMPLICATIONS

There are no crime and disorder implications arising from this report

7. LEGAL IMPLICATIONS

There are no legal implications arising from this report.

8. RISK MANAGEMENT IMPLICATIONS

Failure to adopt this framework may leave new Members of the Authority unaware of implications vital to the efficient 'running' of the Fire Authority and existing Members may not receive updates produced by the Service to ensure the future development of aforementioned Members

9. RECOMMENDATIONS

That Members adopt the Induction Framework for Members of the Nottinghamshire and City of Nottingham Fire Authority.

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

None.

Frank Swann
CHIEF FIRE OFFICER



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Framework for the Induction of Members to Nottinghamshire and City of Nottingham Fire Authority

Contents

		Page
Introduction	How to use this framework	3
Welcome		8
Member Buddy		10
Visits		12
Seminars		15
Information	Setting local and strategic direction	18
	National Initiatives for Fire and Rescue Service	
	Performance	
	Budgets and funding support	
	People	
	– joining and working the Fire and Rescue Service	
	Equality and Diversity	50
Abbreviations		

Introduction

Who is this Induction framework for?

This induction framework is specific to members of Nottinghamshire Fire and Rescue Service and should complement any development provided by a council to its members to support their role as ward councillor and other roles they have on behalf of the Council.

The framework has been designed to enable officers in Fire and Rescue Services and Councils who have responsibility for the support and development of members with responsibility for fire and rescue services to deliver a structured induction for those members.

Experienced members with responsibility for fire and rescue services may be invited to join any of the learning for updating.

Why has this induction framework been put together?

Members appointed to Nottinghamshire Fire and Rescue Service can sometimes find themselves thrown in at the deep end, having to make difficult decisions fairly soon after being appointed..

Members:

- § bring a range of life experiences
- § come from differing backgrounds
- § are usually busy people.

This framework is designed to provide a set of experiences that provide members with a foundation of understanding and knowledge that they can use to help them make effective contributions to Nottinghamshire Fire and Rescue Authority in a short space of time.

How can this induction framework be used?

The framework comprises a set of different experiences to meet the differing learning needs of new members with responsibility for fire and rescue services.

The induction framework acknowledges the Good Governance Standard which is nationally recognised and based upon six principles of good governance that are common to all public service organisations and which are intended to help all those with an interest in public governance to assess good governance practice. The diagram on page 4 sets out the Good Governance Standard and links it to roles and responsibilities of Fire and Rescue Authorities..

A number of Fire and Rescue Authorities also use the Standard as the framework for their Code of Governance. Embedding the induction framework should contribute sound evidence of a rigorous approach to developing the governance of members.

Good Governance Standard links to Fire and Rescue Authority Member Roles and Responsibilities

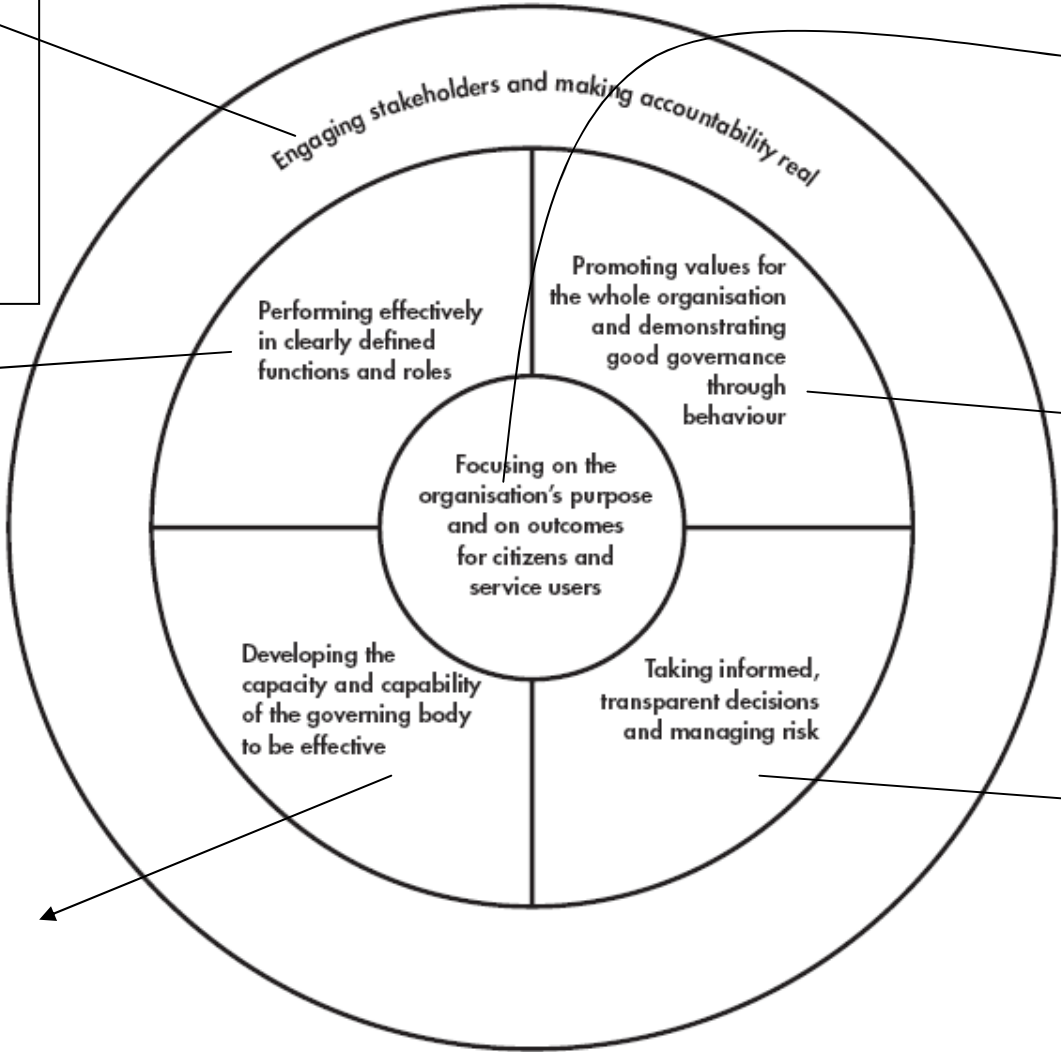
- Stakeholders**
- § National – e.g. LGA
 - § Regional – e.g. GOSW
 - § Local - Local Authorities
- Partnerships**
- § National
 - § Regional
 - § Local – Local Strategic partnership - other public agencies such as police, ambulance, local authorities, third sector,

- Setting local strategic direction using:**
- § National Framework
 - § RMB
 - § Local Corporate Plan
 - § Local area agreements
 - § Integrated Risk Management Plan
 - § Community Safety
 - § Community consultation

- The role of the Fire Authority**
- § In relation to constituent authority(ies)
 - § Political groups
 - § Committees
 - § Individual roles – e.g. Chair, Vice Chair, Lead Member Role
 - § Independent members
 - § Employer role

- Equality and Diversity**
- § National FRS Equality & Diversity Strategy
- Member / officer relations**
- § Fire Authority and senior management relationship
 - § Relationship with employees across the FRS

- Development processes for members:**
- § Induction
 - § Updating
 - § Skills development
 - § Personal development



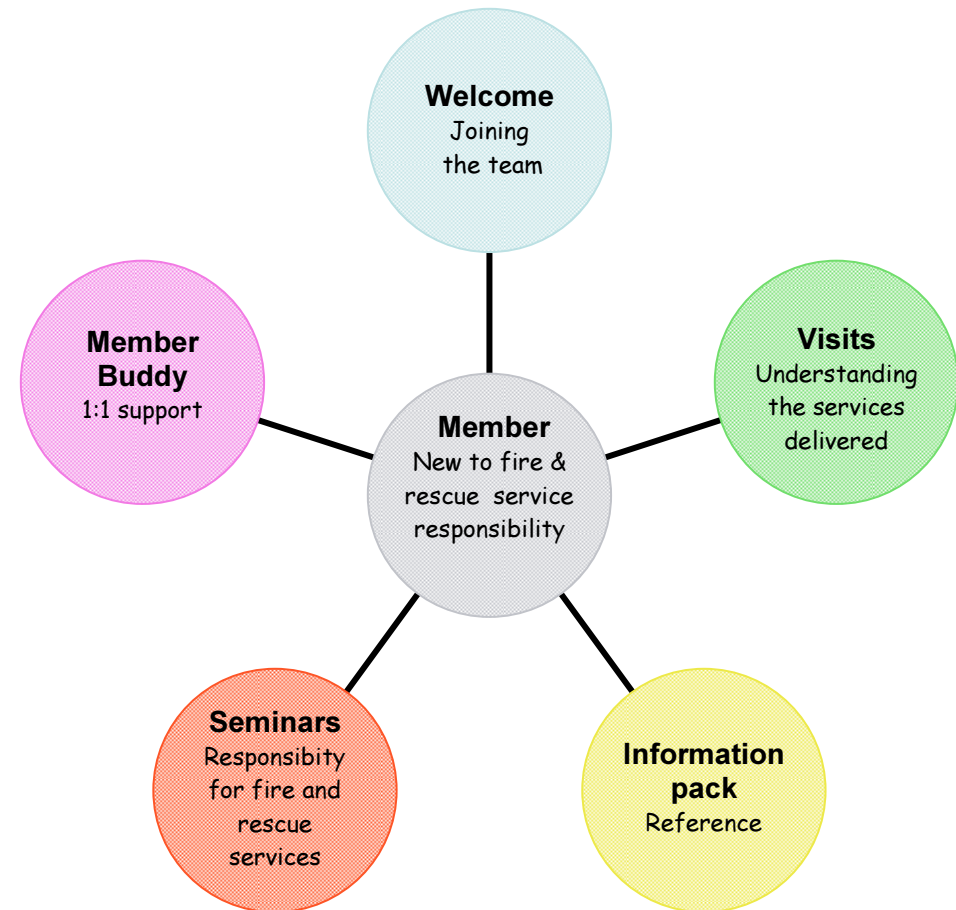
- Accountability and constitutional governance**
- § Constitution
 - § Budget setting
 - § Scrutiny / CAA
 - § Performance

What's in the induction framework?

Induction can be described as *introduction, initiation, training, instruction, orientation, official welcome*

Each of which describe the needs of new members of Nottinghamshire Fire and Rescue Authority.

This framework comprises 5 main components, see diagram on right.



Essential items for inclusion in the induction process:

1. **Code of Governance**
2. Fire and Rescue Service **Corporate Plan**, including the **Integrated Risk Management Plan (IRMP)** and **Service Objectives**
3. Consideration of **resourcing** of the fire and rescue service.
Related to this the Equality and Diversity agenda of the Fire and Rescue Authority.
4. **Equality and Diversity** responsibilities

These are the “golden threads” that should run through each of the induction processes, referring members to:

- § their governance role
- § the strategic direction and plans of the Fire and Rescue Authority
- § current and future levels of resourcing
- § their responsibilities for equality and diversity.

Timescale for delivery

Activity	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Suggested total time
Welcome visit to Fire and Rescue Service HQ	✓						<3 hours
Contact with buddy	✓	✓		✓	✓	✓	< 9 hours
Visits	✓	✓		✓			<10 hours
Seminar(s)		✓			✓		< 6 hours
Information pack	Dipping into as and when by individual members and/or referenced in seminars and other induction components						Say 2- 3 hours of own time
	Suggested total time input for member						30 – 35 hours

Suggested match between the Induction components and the Code of Governance (Good Governance Standard)

Each of the components is matched to the Good Governance Standard

	Focussing on organisations' purpose and on outcomes for citizens and service users	Performing effectively in clearly defined functions and roles	Promoting values for the whole organisation and demonstrating the values of good governance through behaviour	Taking informed, transparent decisions and managing risk	Developing the capacity and capability of the governing body to be effective	Engaging stakeholders and making accountability real
Welcome	✓	✓	✓		✓	
Buddy		✓	✓		✓	✓
Visits	✓		✓		✓	✓
Seminars	✓	✓	✓	✓	✓	✓
Information pack	✓	✓	✓	✓	✓	

Welcome

This induction component comprises two parts:

1. An official welcome to Nottinghamshire Fire and Rescue Service HQ by the Chair and/or the Chief Fire Officer.- suggested length of time 3 hours, to include buffet lunch.
2. An introductory welcome pack (“housekeeping”) that provides the member new to fire and rescue responsibilities with sufficient information to begin their role, but not overwhelm them.

Content for the official welcome

What	Why does the member need to know this?	Who	Content	Good Governance Standard match
Welcome	Members know: § Outline of role § Key [legal] responsibilities § Key members and officers who can assist them in their role. § Support for their role. § Location of key information	Chair of Fire and Rescue Authority and/or Chief Fire Officer	§ The Fire Authority – members and political makeup. § Difference between FRS and FRA. § Stage of development of the Fire and Rescue Service and the key challenges. Key documents § Members’ Handbook § Code of governance § Code of conduct § Corporate Plan including Integrated Risk Management § Equality and diversity strategy § Overview of targets and performance. § National Framework	Focusing on the organisation’s purpose and on outcomes for citizens and service users § Being clear about the organisation’s purpose and its intended outcomes for citizens and service users. Performing effectively in clearly defined functions and roles § Being clear about the roles of offices and members and making sure that the responsibilities are carried out.
Tour to include Committee rooms Accommodation for members if available Refreshment availability - restaurant		Strategic Support Officer	§ Code of Governance § Constitution § Committee structure § IT and admin support for members § Induction process in detail § The structure of the Fire and Rescue Service § Grading structure of the Fire and Rescue Service – implications for pay and Equal Pay issues §	Promoting values for the whole organisation and demonstrating the values of good governance through behaviour § Individual governors behaving in ways that uphold and exemplify effective governance.
Handbook Members responsibilities:		Strategic Support Officer	§ Code of Conduct § Declaration of interests § Allowances and expenses	

Welcome

Welcome Pack

This pack of information may be a separate document and/or contained in the Members' Handbook

Contents	Detail
Welcome from Chair	§ List of other members and political make-up, contact details, constituent authorities.
Welcome from Chief Fire Officer	§ Welcome on behalf of the officers and as Chief Officer
HQ contact details	§ Nottinghamshire Fire and Rescue Service Bestwood Lodge Anold Nottingham NG5 8PD
Key personnel for members	§ Strategic Support Officer § PA to CFO
Key senior officers	§ Clerk § Corporate Services § Finance § HR § Members of Strategic Management Board All with contact details
Rank to roles	Rank to role explanation – see the following document December 2004. § http://www.ipds.co.uk/public/site/newsdocs58/lts%20all%20about%20you.pdf
Key facts about the specific fire and rescue service	§ Organisational structure for uniformed and non-uniformed employees § Number of employees § Uniformed – whole time and retained § Non-uniformed § Number of stations and locations § Over view of performance in previous year. § Budget
Security arrangements	Access to car parks, buildings
Emergency procedures	What to do in an emergency
Key information	Access to IT Web links to Corporate Plan and other key documents.

Member Buddy

New members may find it useful to be able to talk to someone who knows about what it is like to be a new member and who can share experiences and give advice.

Purpose of the buddy support

- § Increase the confidence of newly appointed members to the Fire and Rescue Authority
- § Widen the perspective of newly appointed members about the work of Fire and Rescue Services and the role which members of the Fire Authority have.
- § Identify the specific needs of the new member.
- § Foster integration and participation in the Fire and Rescue Authority, to ensure the new members add value.

The role of the Member Buddy

To act as mentor.

A buddy can help a newly appointed Fire and Rescue Authority member

- § Transform the skills, knowledge and experience that a new member brings into use for the Fire and Rescue Authority.
- § Understand the roles and relationships of the Fire and Rescue Authority with the Fire and Rescue Service
- § Know who to contact about what.
- § Understand and manage the difference between Fire and Rescue Authority membership and that of constituent authority.
- § Represent the Fire Authority with partners and stakeholders
- § Ask the difficult question
- § Realise that the new member is not on their own.

Because they understand the new member's situation

How

- § Face to face
- § Telephone
- § Email

How much time is required?

A maximum of say 1 – 1.5 hour per month,

Timescale

Up to 6 months

Starting with the appointment of the new Fire Authority member

Ending by mutual agreement

Buddies need to be:

- § From the same political party
- § Clear about their role
- § Aware that the role is time limited.
- § Reimbursed for out of pocket expenses

Code of Governance Check

Promoting values for the whole organisation and demonstrating the values of good governance through behaviour

- § Putting organisational values into practice.
- § Individual governors behaving in ways that uphold and exemplify effective governance.

Developing the capacity and capability of the governing body to be effective

- § Making sure that appointed and elected governors have the skills, knowledge and experience they need to perform well.

Job Description for the Member Buddy

Purpose of the buddy support

- § Increase the confidence of newly appointed members to the Fire and Rescue Authority
- § Widen the perspective of newly appointed members about the work of Fire and Rescue Services and the role which members of the Fire Authority have.
- § Identify the specific needs of the new member.
- § Foster integration and participation in the Fire and Rescue Authority, to ensure the new members add value.

Who makes a good buddy?

Someone who:

- § Is an experienced member of Fire Authority
- § Is confidential
- § Wants to help to make it an easier for new members to become effective contributors to the Fire and Rescue Authority.
- § Is friendly, approachable and accessible
- § Has been through some of the same experiences
- § Listens and invites questions
- § Has some ideas about what the new member needs to know, or knows the places to look and people to contact
- § Helps problem-solve if possible, and refers on elsewhere, for example, to other members and / or officers if not

To be an effective buddy you need to be a good

- § listener;
- § facilitator for learning;
- § encourager;
- § motivator;
- § role model.

What a buddy should do

- § Make contact and arrange an initial meeting with the new member.
- § At the initial meeting with the new member:
 - Share understanding of the role and responsibilities of the buddy
 - Identify the skills, knowledge and experience that the new member brings to the role
 - identify specific questions and concerns that the new member has
 - address the questions and concerns in the meeting and/or agree actions for the new member to take after the meeting.
 - Sometimes just listening can help members resolve a range of issues
 - Suggest meeting again – it's up to you both when that might be
- § If the new member doesn't show much sign of wanting to pursue the relationship, no problem – but contact again after 6 weeks to find out how things are going and whether they would like to meet again
- § From then on, it's up to the buddy and the new member when and how to make contact, in person or by telephone or email.
- § Towards the end of the 6 months the buddy should carry out a review with the new member of the development they have achieved and identify any outstanding matters and also review the effectiveness of the buddy role.

Time commitment

Up to 9 hours over 6 months

Contact person Strategic Support Officer contact at Nottinghamshire Fire and Rescue Service.

Visits

These visits are seen as key departure from classroom style seminars. The visits provide the opportunity to bring the service alive and get across more messages to members about the work of Nottinghamshire Fire and Rescue Service. Each visit has particular focus about service provision and is mapped back to the Code of Governance to demonstrate relevance to the governing role.

On these visits members should be encouraged to consider:

- § **The wider protection and prevention role of the FRS**
- § **Equality and Diversity**
- § **Opportunities for partnership working – the relationship between the work of the Fire and Rescue Service and their role within their constituent authority and with the work of other agencies.**
- § Nottinghamshire Fire and Rescue Authority is a full partner in both the City and County Local Strategic partnerships (LSP)
- § What contribution is the Fire and Rescue Authority making to identifying and resolving local priorities with local solutions. How is it contributing to national priorities as set out by the government in the Local Area Agreement?

What	Why does the member need to know this?	Who	Content	Code of Governance
Prevention				
Visit § Member's home to carry out a fire safety check or to one of the following § Schools fire safety education § Arson reduction programme § Youth inclusion programme Time - 2 hours	§ Emphasise the shift away from intervention to prevention and delivering community safety. § The quality of service § The cost of service § Take up of the service § Impact of the service § Deployment of resources to deliver this service.	Officers who normally carry out these services	Usual working practice, nothing different because a member is involved.	Focusing on the organisation's purpose and on outcomes for citizens and service users § Being clear about the organisation's purpose and its intended outcomes for citizens and service users. Engaging stakeholders and making accountability real § Taking an active and planned approach to responsibility to staff.

Visits

What	Why does the member need to know this?	Who	Content	Code of Governance
Resilience				
Urban Search and Rescue Time 2 hours + travel time	§ Members are clear about the resilience role of the Fire and Rescue Service. § The quality of service § The cost of service § Take up of this service § Impact of this service § Deployment of resources to deliver this service. § Members are able to observe Equality and Diversity issues	Officers who usually support this work	National picture § New Dimension § Critical national infrastructure Local delivery § Integrated Risk Management Plan – how it used by the Authority for the deployment of resources. § Major incidents eg flooding, Boscastle, Bunsfield. Major risks in the SW region § Devonport Dockyard, § Nuclear reactors, Munitions factory at Puriton. Partnership/Mutual aid agreements with with other services.	Focusing on the organisation's purpose and on outcomes for citizens and service users § Being clear about the organisation's purpose and its intended outcomes for citizens and service users. Engaging stakeholders and making accountability real Taking an active and planned approach to responsibility to staff.
Regional Control Centre * Shift from voice to data interchange Time 1 hour + travel time		Officers who usually support this work	§ Fire Control § Fire Link § South West Fire Control Ltd § Project timetable	

Visits

What	Why does the member need to know this?	Who	Content	Code of Governance
Response				
Fire station with special responsibilities Time 2.5 hours + travel time	§ Members are clear about the intervention role of the Fire and Rescue Service § Members are able to observe the quality of service delivered. § Members are able to take an active and planned approach to engagement with employees.	Officers who usually support this work	National picture § Hazardous materials and the environment. § Civil Contingencies Local Delivery § Resourcing of interventions § Equipment § Types of jobs that employees do § Linked to a passing out parade of recently trained recruits where possible	Focusing on the organisation's purpose and on outcomes for citizens and service users § Being clear about the organisation's purpose and its intended outcomes for citizens and service users. Engaging stakeholders and making accountability real Taking an active and planned approach to responsibility to staff.
Staff training				
Passing out parade Time 2 hours plus travel?	§ Members are clear about the value of training facilities within the region.	New recruits	Service Development Centre, Ollerton	Promoting values for the whole organisation and demonstrating the values of good governance through behaviour § Putting organisational values into practice § Individual governors behaving in ways that uphold and exemplify effective governance. Engaging stakeholders and making accountability real Taking an active and planned approach to responsibility to staff

Seminar(s)

These take place at the close of business at various Committee meetings, these are open to both new and existing members of the Authority and provide the opportunity to ensure that your knowledge is up to date and relevant.

Further to this to enable Members to disseminate information knowledgeably there are four half day sessions programmed throughout the year.

Rather than deliver these topics as knowledge inputs it will be **important for members to have the opportunity to debate the content from member perspective.**

What	Why does the member need to know this?	Who	Content	Good Governance Standard
The service provided	<ul style="list-style-type: none"> § Members are clear about the key questions for future service provision and their role in setting strategic direction. § Members are clear about organisational priorities and targets and changes needed to meet the targets and how these meet the community needs. 	CFO / Deputy / Assistant CFO / member	<p>National picture</p> <ul style="list-style-type: none"> § Legislation, accountability, National vision and National Framework § CAA <p>Local delivery</p> <ul style="list-style-type: none"> § Prevention, Protection, Response § Resilience § Integrated Risk Management Plan § Community priorities § Road Traffic Collisions (RTCs) § Performance standards and management 	<p>Focusing on the organisation's purpose and on outcomes for citizens and service users</p> <ul style="list-style-type: none"> § Being clear about the organisation's purpose and its intended outcomes for citizens and service users.
Protection	<ul style="list-style-type: none"> § Members are clear about the Fire and Rescue Service responsibility for protection 	§ Uniformed officer	<ul style="list-style-type: none"> § Protection, what and why § Case study § Statistics of legal actions taken 	

Seminars

What	Why does the member need to know this?	Who	Content	Good Governance Standard
Finance	<ul style="list-style-type: none"> § Members are familiar with the funding of the Fire and Rescue Service. § Members are confident that they can contribute effectively to the budget setting process and transparent decision making and risk management. 	§ Finance Officer	<ul style="list-style-type: none"> § Sources of funding § Current budget § Approach to efficiency savings § CSR07 § Budget setting § Efficiency savings § Maximise the use of resources § Key options for change within current financial outlook 	<p>Taking informed, transparent decisions and managing risk</p> <ul style="list-style-type: none"> § Having and using good quality information, advice and support
Resources - Staffing	<ul style="list-style-type: none"> § Members are clear about the issues that the Fire Authority faces and are able to provide direction over staffing matters. § Members are confident about taking decisions about staffing matters and on managing staffing risks. 	§ HR	<ul style="list-style-type: none"> § Overall structure § Statistics § Uniformed § Non-Uniformed § Locations § Equality and Diversity for the Fire and Rescue Service § Role of the Fire and Rescue Authority as employer § Industrial relations and the role of representative bodies 	<p>Taking informed, transparent decisions and managing risk</p> <ul style="list-style-type: none"> § Having and using good quality information, advice and support <p>Promoting the values for the whole organisation and demonstrating the values of good governance through behaviour</p>
Partnership working	§ Members are clear about their role and that their representative role on the Fire Authority is not the same as that for their constituent authority.	§ Member	<ul style="list-style-type: none"> § Member / officer protocol § LAA - Partnerships within the Fire Authority area § Partnerships across the region § Partnerships at national level 	<p>Performing effectively in clearly defined functions and roles</p> <ul style="list-style-type: none"> § Being clear about the responsibilities of the non-executives and the executive and making sure that those responsibilities are carried out. <p>Engaging stakeholders and making accountability real</p> <ul style="list-style-type: none"> § Understanding formal and informal accountability relationships

Seminars

				<ul style="list-style-type: none">§ Taking an active and planned approach to dialogue with and accountability to the public§ Taking an active and planned approach to responsibility with staff.§ Engaging effectively with institutional stakeholders.
--	--	--	--	---

The information in this component of the induction framework is a resume of core information for:

- § Officers and members to include in induction as appropriate
- § New members to access for themselves to add to their understanding

Setting Strategic direction

Key organisations and influences which direct the work of Local Fire and Rescue Authorities

NATIONAL		
<p>Key legislation setting the agenda for Fire and Rescue Authorities (Arising from the Independent Review of the Fire Service in 2002 (Professor Sir George Bain's Independent Review of the fire service) which set in place a modernising agenda for the Fire and Rescue Services in England and Wales.)</p>	<p>§ 2004: Fire and Rescue Services Act 2004. Introduces:</p> <ul style="list-style-type: none"> - the new role of prevention for Fire and Rescue Services - the National Framework, the Government expectations of and priorities for Fire and Rescue Service Authorities in England and Wales. - Assessment by the Audit Commission of the Fire and Rescue Authorities are meeting the expectations of the Government. <p>§ 2006: The Regulatory Reform (Fire Safety) Order 2005 This piece of secondary legislation or statutory instrument replaces several other acts that dealt with fire precautions and fire safety in premises. The Department for Communities and Local Government (CLG) has published a set of guides for non-domestic premises.</p> <p>Scrutiny of the Fires and Rescue Service The fire service in England and Wales is scrutinised by a House of Commons select committee. In June 2006, the fire and rescue service select committee, under the auspices of the Communities and Local Government Committee published its latest report.</p>	<p>Fire safety law and guidance documents for business The Regulatory Reform (Fire Safety) Order 2005 came into effect in October 2006 and replaced over 70 pieces of fire safety law.</p> <p>About the guides introduction and checklist http://www.communities.gov.uk/fire/firesafety/firesafetylaw/aboutguides/</p>

<p>CLG Fire and Resilience</p>	<p>The Department for Communities and Local Government or CLG, is the central government department for fire authorities in England.</p> <p>2007: the government established a new unit to provide ministers and civil servants with independent professional advice on fire and rescue issues. This unit is headed by the Chief Fire and Rescue Adviser (Sir Ken Knight) whose role is to work towards reducing the number of fire deaths in England and Wales, and implement changes to Fire and Rescue Service required by the Fire and Rescue Services Act 2004. The Chief Fire and Rescue Advisor will assume the historical function of Her Majesty's Fire Service Inspectorate.</p> <ul style="list-style-type: none"> § CLG works closely with Fire and Rescue Authorities to prevent deaths, injuries and damage to property caused by fire. § CLG has a Departmental Strategic Objective of "ensuring safer communities by providing the framework for the Fire and Rescue Service and other agencies to prevent and respond to emergencies". § CLG encourages Fire and Rescue Authorities to get more closely involved with communities to promote fire prevention e.g. new services for the public like home fire safety checks and a Fire Gateway portal allows people to request services via the internet. § Resilience: CLG are also working to make sure the UK is equipped to deal with major emergencies, like terror attacks or natural disasters by providing support, equipment and training to the fire and rescue service. § With other Government departments CLG supports regional and local organisations to develop emergency planning through multi-agency forums with the police, ambulance service and others. 	<p>http://www.communities.gov.uk/fire/</p>
<p>Local Government Association (LGA)</p>	<p>In 1997, created by local government to be its voice in the national arena. A voluntary lobbying organisation, acting as the voice of the local government sector, and an authoritative and effective advocate on its behalf:</p> <ul style="list-style-type: none"> - 466 authorities covering England and Wales, county, unitary metropolitan, borough and district councils; fire authorities, police authorities, national park authorities, passenger transport authorities - representing over 50 million people - spend around £113 billion a year on local services. <p>Targets its efforts on the issues that matter most to councils, working with and on behalf of its membership to deliver a shared vision of an independent and confident</p>	<p>http://www.lga.gov.uk/lga/core/page.do?pagelId=1</p>

	<p>local government sector, where local priorities drive public service improvement in every city, town and village and every councillor acts as a champion for their ward and for the people they represent</p> <p>LGA works with sister organizations to assist members (local authorities) to:</p> <ul style="list-style-type: none"> - shape public debate - influence policy and practice in public services - support innovation and excellence that enables in councils and their partnerships to meet future challenges - help councillors exercise their democratic accountability and leadership effectively - ensure that the sector attracts, retains and develops staff with the skills it needs 	
	<p>Specifically for the Fire and Rescue services The LGA represents the 46 Fire and Rescue Authorities in England. We are taking forward all elements of the modernisation agenda to build a modern, responsive fire service, equipped to meet the challenges of the 21st century.</p> <p>Fire Services Forum The Fire Services Forum provides a focus for the needs and concerns of fire authorities.</p>	<p>http://www.lga.gov.uk/lga/core/page.do?pagelId=18306</p> <p>http://www.lga.gov.uk/lga/core/page.do?pagelId=21398</p>
National FRS Framework 2008-11	<p>The National Framework sets out the Government's expectations for the Service and what is required of Fire and Rescue Authorities to meet those expectations. The Government has a duty under the FRS Act 2004 to produce the Framework and keep it current. Fire and Rescue Authorities must have regard to the Framework in carrying out their duties.</p> <p>Includes a requirement for FRAs to implement the National FRS Equality and Diversity Strategy 2008-18 and report progress to CLG each year.</p>	<p>The Fire and Rescue National Framework 2008 -11</p> <p>http://www.communities.gov.uk/publications/fire/nationalframework200811</p>
National FRS Equality and Diversity Strategy 2008-18	<p>The <i>Equality and Diversity Strategy's</i> vision is to create, by 2018, a Service which can demonstrate that it serves all communities equally to the highest standards, building on a closer and more effective relationship with the public and creating a more diverse workforce which better reflects the diversity of the local working population in each area. The Strategy requires action by FRAs, supported by Communities and Local Government, the LGA, CFOA and other partners in five priority areas: Leadership, Accountability, Workforce Diversity, Service Delivery, and Evaluation and Dissemination of Good Practice.</p>	<p>http://www.communities.gov.uk/publications/fire/equalitydiversitystrategy</p>

<p>Chief Fire Officers' Association (CFOA)</p>	<p>CFOA's Aim The professional voice of the UK Fire Service, assisting and supporting our members to fulfil their leadership role in improving the well being of local communities in all matters relating to the Fire Services' activities. This will lead to improvements in the social, economic and environmental well being of all communities through considered and professional utilisation of Fire Service resources.</p> <p>CFOA's aim:</p> <ul style="list-style-type: none"> • Develop policies on issues which affect our members and through their employing Authorities, the service, working in partnership with stakeholders in order to influence public policy issues and opinion formers in the National, European and International communities. • Continuously improve the professional standards of our membership and help them attain high levels of expertise and effectiveness by developing their knowledge, skills and understanding to ensure competence. <p>Provide a range of services for members, both centrally and through appropriate networks to facilitate methods of <i>In parallel with the development of CFOA strategy, there are four strategic objectives that will continue to shape the direction of the Association:</i></p> <p>Objective 1 - CFOA will lead, from centre stage, and firmly influence the future direction of the FRS on professional, managerial and leadership issues which affect the service.</p> <p>Objective 2 - CFOA will be the focal point for professional advice that drives and contributes to the development of policy which impacts upon the UK Fire and Rescue Service.</p> <p>Objective 3- CFOA will be effectively communicating views and priorities to inform key decision makers.</p> <p>Objective 4 - CFOA will be supporting its members to achieve individual and collective improvement.</p> <p>The purpose of the Association's activities through its mission and strategic objectives is to continue to increase the promotion of efficiency of the UK's fire and rescue service for the benefit of the public and all communities across the country.</p>	<p>http://www.cfoa.org.uk/cfoa_public/default.asp?id=82</p>
<p>REGIONAL</p>		
<p>Regional Management Board</p>	<p>Regional Management Boards (RMBs) were created in 2004 as part of the modernisation of the fire and rescue service.</p>	

	<p>The move recognised that there are significant financial and operational efficiencies to be achieved by different services co-operating and collaborating in specific areas.</p> <p>The responsibilities of RMBs are set out in the National Framework 2008 -11, which requires that RMB's must:</p> <ul style="list-style-type: none"> § Have clear aims and objectives and where needed costed plan to deliver on their core business which includes: <ul style="list-style-type: none"> ○ Integrating common and specialist services ○ Introducing regional personnel and human resource functions ○ Developing a regional approach to training ○ Introducing regional procurement within the context of the National Improvement Strategy for the Fire and Rescue Service. <p>The National Framework 2008-11 added the following to the list of responsibilities of RMBs: -</p> <ul style="list-style-type: none"> § RMBs must review the opportunities to deliver greater efficiencies through closer joint working or sharing of functions at regional or sub-regional level and take action to implement those efficiencies; § RMBs may provide a forum for fire and rescue authorities to review the effectiveness of cross border integrations arrangements with neighbouring authorities. <p>The South West Regional Management Board is comprised of members from the regions' six fire authorities Avon, Cornwall, Devon and Somerset, Dorset, Gloucestershire, Wiltshire. The RMB meets five times a year.</p> <p>Regional Management Board programme management role in the Business Plan for the South West</p> <ul style="list-style-type: none"> • Provide strategic governance of the National Framework programme of regional activity; • Agree a budget for the National Framework programme of regional activity; • Monitor progress on the National Framework programme against an agreed set of milestones; • Undertake the functions and responsibilities set out in the South West Regional Management Board Agreement. 	
LOCAL		
Fire and Rescue Authority	<p>In England there are two different types of structure for accountability of the delivery of fire and rescue services:</p> <p>.</p>	

	<p>The combined fire authority is constituted as a “body corporate”; the legal term for a corporation. It is distinct from a natural person, although it has many of the same legal rights. Despite not being persons, corporations are recognised by the law to have rights and responsibilities like actual people.</p> <p>Whether a county controlled or Combined Fire and Rescue Authority both have a strategic responsibility for discharging fire and rescue authority functions with the day-to-day responsibility resting with the Chief Fire Officer (CFO) and his / her officers.</p> <p>Both county and combined fire and rescue authorities are made up of locally elected councillors whose prime responsibility is to ensure that the fire and rescue service is run properly and responsibly. The Chief Fire Officer is directly accountable to this body that represents the interests of the general public.</p>	
Chief Fire Officer	<p>Responsible for the day-to-day command of the fire and rescue service in all areas. The collective voice for Chief Fire officers on policy, planning and strategy in the UK is CFOA Chief Fire Officers Association.</p> <p>(Other terms for Chief Fire Officer in use around the country are Brigade Manager, County Fire Officer, Chief Executive and Commissioner for Fire and Emergency Planning.</p>	
Integrated Risk Management	<p>Integrated Risk Management Planning (IRMP) is about improving public safety, reducing the number of fire incidents and saving lives.</p> <p>For over forty years, the fire and rescue service provided cover for fires according to recommended standards. These standards dated back to 1947 and are based on property types within a given area.</p> <p>Integrated risk management has shifted the focus to planning to put people first, looking at the risks arising from all fires and other emergency incidents, and at the options for reducing and managing them.</p> <p>Before making each change, fire and rescue authorities have undertaken, and will continue to do so, wide consultation with their local communities. This is known as the Community Safety Plan 2007 – 2010 and is at the moment going through the consultation process for the Nottinghamshire Fire and Rescue Service Plan for 2010 - 2013</p>	<p>http://www.communities.gov.uk/fire/developingfuture/integratedriskmanagement/</p>

National Initiatives for Fire and Rescue Services

<p>NATIONAL Resilience</p>	<p>FireLink or Firelink is a new wide area radio system being introduced in England, Wales and Scotland for the fire and rescue service. It is expected to become fully operational in 2009 and is being designed to be compatible with the new emergency control rooms being built for the FiReControl project. The key feature of Firelink is its resilience and interoperability across the fire and rescue services and with other emergency services, it is being developed and built by O2 Airwave, it will be part of the airwave private digital network.¹ It is a private, digital, secure, TETRA or terrestrial trunk radio network, and will replace the many different existing networks commissioned by individual fire and rescue services.</p> <p>Firelink will be more than just a replacement radio system. It will support national Government's current working in partnership with the fire and rescue services roaming for all fire and rescue service vehicles allowing resources to work beyond their own boundaries and communicate more readily with the police and ambulance service. It will also bring better voice quality and improved security resilience.</p> <p>The vehicles supplied as part of the New Dimension provision will be fitted with the new FireLink digital radios. Once the Firelink project has laid the foundations of a single wide area communications system in England, Wales and Scotland, the FiReControl project will be able to set up the Regional Control Centres connections to complete the fire resilience programme.</p>	<p>http://www.frsonline.fire.gov.uk/resilience/listcat/41 UK Resilience The Government's aim is to reduce the risk from emergencies so that people can go about their business freely and with confidence. This website exists to provide a resource for civil protection practitioners, supporting the work which goes on across the UK to improve emergency preparedness. http://www.ukresilience.info/</p> <p>Preparing for Emergencies This website has information on how you can help yourself and others in emergencies. A lot of it is based on common sense advice and may seem obvious or familiar to you, but it has saved lives in the past. The text has been arranged so you can access</p>
<p>FiReControl</p>	<p>FiReControl is a UK based project to reduce the number of regional control centres or RCCs used to handle emergency calls for fire brigades and authorities from 46 to 9 regional control rooms in England that handle calls from the public for emergency assistance via the 999 system. A new radio network - FireLink is being developed and built and it will be fully compatible with FireControl.</p>	<p>advice tailored to your needs. http://www.communities.gov.uk/fire/resilience/response/newdimension/v.uk/</p>
<p>New Dimension</p>	<p>The New Dimension programme supplies equipment and procedures to enhance the capability of the fire and rescue service to respond to a range of incidents. The programme was established following the September 11 2001 attacks on the World Trade Centre. It provides the fire and rescue service with equipment. The Regional control rooms expect to improve on the current arrangements by procedures and training to respond to a range of threats including:</p> <ul style="list-style-type: none"> § Terrorist threats § Chemical, Biological, Radiological and Nuclear incidents § Industrial and domestic accidents § Chemical spills and collapsed buildings § Natural disasters § Floods and earthquakes <p>• Providing Satellite positioning equipment – which will monitor the whereabouts of each vehicle.</p>	<p>Links to CLG New Dimension documents: http://www.communities.gov.uk/fire/resilience/response/newdimensionequipping/</p>
<p><i>Confidential</i></p>	<p>Mobile data terminals - will be installed in cabs so firefighters have constantly updated information.</p>	
		<p>E:\TL\18\20090424\Agenda\suqov3u11.doc</p>

<p>FireBuy</p>	<ul style="list-style-type: none"> • Rationalise mobilising policies and procedures across all existing Fire and Rescue Services in England. <p>Firebuy Limited was established in 2006 to deliver Fire and Rescue Service (FRS) procurement at a national level. It is a Non-Departmental Public Body (NDPB) and its aims are to:</p> <ul style="list-style-type: none"> § drive the National Procurement Strategy forward § negotiate call-off contracts for Fire and Rescue Authorities (FRAs) and take the lead in Contract management § take a lead role in testing and acceptance activities <p>Firebuy acts as a central procurement body working closely with the National Procurement Board (NPB), English Fire and Rescue Authorities, Regional Management Boards (RMBs) and the Chief Fire Officers Association (CFOA) as the users 'intelligent client'.</p> <p>The Framework Agreements will deliver a greater standardisation of product range based upon operational risk profiling, interoperability and user needs across FRAs, thereby contributing to national resilience along with opportunities to share resources.</p>	<p>http://www.firebuy.gov.uk/</p>
<p>Fire Gateway</p>	<p>The Fire Gateway is a website developed by the Government in partnership with the Fire & Rescue Authorities to give citizens easier access to services, help improve community safety and save lives.</p> <p>About the Fire Gateway web site Fire Gateway is a web portal which has been developed to enable individuals to access, and interact with, an array of fire-related services online.</p> <p>It has been funded by Communities and Local Government and developed with the involvement of English Fire and Rescue Services.</p> <p>As well as providing easy online links to local Fire and Rescue Services, the Fire Gateway also has a wide range of fire-related advice and links to useful sites.</p> <p>Individuals can complete an online interactive questionnaire about fire safety in their home to help them plan how to reduce the risk of fire occurring. People can also conduct an online self assessment to discover if they have the attributes required to become a fire fighter.</p>	<p>http://www.fire.gov.uk/</p>

	<p>Following the implementation of the Regulatory Reform (Fire Safety) Order, 2005, operators of commercial and public premises can go online to complete self assessments to help them address their legal obligations to provide a safe place of work.</p> <p>People in the community can also use Fire Gateway to submit requests for services, such as home fire safety visits and support for dealing with young fire setters, direct to their local Fire and Rescue Service.</p> <p>Care professionals and people with elderly relatives can make applications on behalf of others, thereby assisting fire and rescue services in addressing the needs of those who are most at risk from fire.</p> <p>The site gives people access to government directories, as well as links to relevant third parties who can offer additional trusted advice and support.</p>	
--	--	--

Fire and Rescue Service Online	<p>FRS Online provides accessible information about the future of the Fire and Rescue Service.</p> <p>This site gives a detailed overview of the changes that are now taking place in the Fire and Rescue Service. It explains new policies that are being brought in on a national level, and reports on innovative work being carried out in fire and rescue services.</p>	http://www.frsonline.fire.gov.uk/index.php
REGIONAL		
Regional Resilience	<p>Over the past five years the UK has faced a number of challenges, such as flooding, Foot and Mouth disease and a fuel crisis. All of these events occurred on a scale that caused serious disruption to large parts of the country, with Foot and Mouth Disease causing a major social and economic upheaval in many parts of the country.</p> <p>These disruptive events highlighted the benefits of having a regional overview of both planning and response throughout the country.</p> <p>A regional resilience tier was subsequently introduced throughout the English regions with the aim of enhancing the co-ordination and communication between local responders and central Government, during both the planning and response phases of emergencies.</p> <p>Regional Resilience Forums (RRFs)</p> <p>Regional Resilience Forums have been formed to bring together key players from within each region, such as the emergency services, local authorities, central government agencies and the armed forces.</p> <p>Their role is to:</p> <ul style="list-style-type: none"> • Improve communication across and between the regions; between the regions and central government and between the region and its local responders. • Provide multi-agency strategic direction to civil protection planning in each region. • Focus on the wider consequences of incidents and the means for an effective and efficient return to normality. <p>Meetings of the Regional Resilience Forums are confined to the planning phase, since RRFs do not have a role in response.</p> <p>Regional Resilience Teams</p> <p>Regional Resilience Teams are small teams of civil servants based in each Government Office, led by a senior official and supported by 4-5 staff. They act as the key interface between central Government and local responders on resilience issues. In particular, the teams provide secretariat support for the Regional</p>	http://www.frsonline.fire.gov.uk/resilience/article/42/187

	<p>Resilience Forums (RRFs) and for Regional Civil Contingencies Committees (RCCCs) when called.</p> <p>During emergencies, RRTs attend Gold Command at the request of the Gold Commander to provide a communications channel between central government and local responders. The teams also works with the Devolved Administrations to ensure strong cross-border arrangements are in place.</p> <p>The Regional Tier thereby provides an emergency planning and response capability that improves the co-ordination of emergencies on the supra-local or sub-national scale. However, the actual delivery of a response to a disruptive event will remain with local responders – the Emergency Services, Local Authorities and so on.</p> <p>A Gold - Silver - Bronze command structure is used by emergency services of the United Kingdom to establish a hierarchical framework for the command and control of major incidents and disasters.</p> <p>Whilst this system does not explicitly signify hierarchy of rank, with the roles not being rank-specific, invariably the chain of command will be the same as the order of rank.</p> <p><i>Contact information</i></p> <p>Government Office for the East Midlands The Belgrave Centre Stanley Place Talbot Street Nottingham NG1 5GG</p> <p>tel 0115 971 9971 fax: + 44 (0)115 971 2404 email: enquiries@goem.gsi.gov.uk</p>	<p>http://www.gosw.gov.uk/gosw/emergencies/</p>
--	---	--

<p>Regional Fire Control</p>	<p>The Regional Case for East Midlands</p> <p>A fundamental benefit of FiReControl relates to improving the resilience of the Fire and Rescue Service (FRS) control and mobilisation function. This means improving the ability to maintain levels of service during busy periods and spate conditions and also providing effective back up to a control centre should it become unavailable.</p> <p>Under FiReControl, control operators will have the ability to mobilise a response to an incident regardless of whether the call has come from within their own region or not.</p> <p>Secondary control/fallback</p> <p>Each service in the region currently has a secondary control room in place that they can put into operation should their main control room be unavailable. This could be for a number of reasons; previous incidents have included fire, flood, lightening strike, power or equipment failure and environmental problems. In these circumstances control staff would physically move from the main control room to the secondary control room, which for Nottinghamshire is within the City Centre</p> <p>There are two further areas of improved resilience from which the region will benefit. Firstly, the physical resilience and security of the building has been designed to operate for seven days without mains services (electricity, water and sewage). Secondly, as the building and the technology systems form part of the Critical National Infrastructure, they are designed to meet standards for reducing vulnerability to terrorism and other threats. Supporting data is subject to high information assurance standards.</p> <p>The London RCC will be owned and run by the London Fire and Emergency Planning Authority. The other eight RCCs will be owned and run by Local Authority Controlled Companies (LACCs). Each regional company is jointly controlled by all the Fire and Rescue Authorities in that region. The purpose of the company is to provide strong and effective leadership with responsibility shared equally between all the Fire and Rescue Authorities in the region.</p> <p>East Midlands Regional Control Centre Willow Farm Business Park Warke Flatt Castle Donington DE74 2UD</p>	<p>http://www.communities.gov.uk/publications/fire/fcbusinesscaseem</p>
<p>Regional Control Centres and Regional FireLink</p>	<p>A fundamental part of the FiReControl project in terms of enhanced capability for frontline firefighters is the provision of the software for mobile data terminals</p>	

	<p>(MDT). The hardware for the MDTs is being provided by Firelink, another strand of the Fire and Resilience Programme which delivering a common inter-operable radio communications system. MDTs allow electronic safety information to be provided in the cab of a fire appliance to assist crews on their way to, and during operational incidents. The Firelink/FiReControl MDT solution will enable the data stored on the equipment to be automatically synchronised each time the appliance returns to station so it will always to be up to date, and also enables data communication and status messaging between the appliance crew and the RCC. The use of data communication and messaging rather than a voice-only system is a faster and a more reliable form of communication.</p> <p>The MDTs will also provide access to chemical hazard and vehicle safety information.</p> <p>Fire and Rescue Services will be able to store their standard operating procedures, site specific risks, maps and site plans, and keep these up-to-date. This will ensure that firefighters are provided with the information they need to perform risks assessments and tackle incidents safely.</p> <p>The MDT will contain a Global Positioning System (GPS) transmitter allowing the exact location of the appliance to be known. This enables the nearest suitable resource, in terms of time taken to arrive at the incident, to be mobilised. This system is called the Automatic Vehicle Location System (AVLS).</p>	
--	---	--

Performance

NATIONAL		
<p>National Framework</p>	<p>A prescriptive document that sets out the Government' priorities and objectives for the fire and rescue service. The Fire and Rescue National Framework does this by making clear:</p> <ul style="list-style-type: none"> § The Government's expectations for the fire and rescue service § What fire and rescue authorities are expected to do § What support Government will provide. <p>Fire and Rescue Authorities are required to have regard to the National Framework by section 21 of the Fire and Rescue Services Act 2004</p> <p>Extract from National Framework 2008 – 2011 page 8</p> <p>"The Comprehensive Spending Review 07 (CSR) reflects expectations that public services continue to deliver improved efficiency and introduces a fresh approach to target setting for central and local government. The number of Public Service Agreement targets have been substantially reduced and refocused to reflect clear priorities for central and local government to deliver together. Alongside PSA targets which are cross-cutting, each department has agreed a set of Departmental Strategic Objectives (DSOs) against which its performance can be measured. Communities and Local Government's DSOs include the objective of:</p> <p style="padding-left: 40px;">"Ensuring safer communities by providing the framework for the Fire and Rescue Service and other agencies to prevent and respond to emergencies".</p> <p>Two fire indicators form part of the national set of indicators to apply to local government performance agreed as part of the Comprehensive Spending Review:</p> <p style="padding-left: 40px;">NI 33 – Arson Incidents (deliberate fires) NI 49 – Number of primary fires and related fatalities and nonfatal casualties (excluding precautionary checks).</p> <p>The relationship between these indicators and the new performance framework for local government can be found in Chapter 4 of the National Framework. The DSO and the full set of indicators are available on Communities and Local Government's website:</p>	<p>The Fire and Rescue National Framework 2008 -11</p> <p>http://www.communities.gov.uk/publications/fire/nationalframework200811</p>
<p>Audit Commission</p>	<p>The Audit Commission is an independent watchdog, driving economy, efficiency and</p>	<p>http://www.audit-commission.gov.uk/</p>

	<p>effectiveness in local public services to deliver better outcomes for everyone.</p> <p>The Audit Commission work across local government, health, housing, community safety and fire and rescue services means that we have a unique perspective. We promote value for money for taxpayers, covering the £180 billion spent by 11,000 local public bodies.</p>	
<p>Audit Commission Fire and Rescue Authorities and Services specifically</p>	<p>On 31 January 2008 the Audit Commission published the results of fire and rescue performance assessment for 2007.</p> <p>The results show that all fire services across England improved their performance in preventing fires and saving lives over the past year, with deaths from fires are at their lowest levels in fifty years. Better fire prevention work is key to bringing the number of fires and deaths down further. Over half of fire services are improving well in preventing fires, but there are early signs that performance is starting to level off, with the rate of improvement in a quarter of fire services slowing since last year. Our national report gives the scores and analysis for all services.</p> <p><i>Assessing performance in 2008</i></p> <p>We have published our overall approach to assessing the fire service in 2008.</p> <p><i>Corporate assessments (CPA)</i></p> <p>In August 2007 we published the fire and rescue comprehensive performance assessment. This report sets out the Commission's approach for fire and rescue comprehensive performance assessment (fire CPA). The arrangements will run until March 2009.</p> <p>For 2008 The fire and rescue performance assessment consists of three elements:</p> <ul style="list-style-type: none"> • an assessment of improvement or deterioration in performance, measured through a scored direction of travel assessment. The assessment is outcome-focused and is informed by findings from the following two assessments of the fire and rescue authority; • a use of resources assessment. This assesses the authority's performance across a range of financial themes including the FRA's arrangements for providing value for money (VfM), and provides a scored assessment on these; and • a scored fire and rescue service assessment which has an emphasis on service delivery and includes a performance information element and an operational assessment of service delivery (OASD) (provided by Department for Communities and Local Government (CLG)). 	<p>Audit Commission national report for 2007</p> <p>http://www.audit-commission.gov.uk/reports/NATIONAL-REPORT.asp?CategoryID=&ProdID=65813F7C-C7DB-41f9-BAD6-3EA0EE82B6DE&fromREPORTSANDDATA=NATIONAL-REPORT</p>
<p>Comprehensive Area Assessment</p>	<p>The Comprehensive Area Assessment (CAA) process will apply to FRAs and their local partners from April 2009. The CAA for FRAs will comprise:</p>	<p>http://www.audit-commission.gov.uk/caa/</p>

(CAA)	<ul style="list-style-type: none"> • An area assessment that looks at how well the public services are delivering better results for local people in local priorities and how likely they will improve in the future. • An organisational assessment that will combine use of resources and managing performance themes into a combined assessment of organisational effectiveness in four themes – <ul style="list-style-type: none"> ○ Managing finances - looking at how effectively the organisation manages its finances to deliver value for money. ○ Governing the business - covering how well it governs itself and commissions services that provide value for money and deliver better outcomes for local people, ○ Managing resources considering how well the organisation manages its natural resources, physical assets and people to meet current and future needs and deliver value for money. ○ Managing performance will reflect the specific performance and service delivery requirements of the fire service, and will draw on the peer review of organisational assessment of service delivery. The assessment will be based on the priorities and objectives set out in the National Framework, assessing the extent to which individual fire and rescue services are delivering against the framework, balancing effectively their prevention, protection and response functions. In doing so the Commission we will consider how well equality and diversity are fully integrated into all aspects of the service. The assessment will also cover the impact and effectiveness of the service's contribution to broader partnership outcomes in the Local Area Agreement. 	
-------	--	--

Local Area Agreements (LAAs)	<p>LAAs set out the priorities for a local area agreed between central government and a local area (the local authority and Local Strategic Partnership) and other key partners at the local level.</p> <p>LAAs simplify some central funding, help join up public services more effectively and allow greater flexibility for local solutions to local circumstances.</p> <p>Through these means, LAAs are helping to devolve decision making, move away from a 'Whitehall knows best' philosophy and reduce bureaucracy.</p>	Sources of information on LAAs http://www.communities.gov.uk/localgovernment/performanceframeworkpartnerships/localareaagreements/
National Improvement and Efficiency Strategy	<p>This Strategy sets out how central and local government will provide the support that local partnerships will need to deliver excellent Local Area Agreements.</p>	National Improvement and Efficiency Strategy http://www.communities.gov.uk/documents/localgovernment/pdf/649026
REGIONAL		
East Midlands RIEP Regional Improvement and Efficiency Partnership (RIEP)	<p>Improvement and Efficiency Partnerships were set up following the publication of the National Improvement and Efficiency Strategy last December by the Department for Communities and Local Government (DCLG).</p> <p>The East Midlands Improvement and Efficiency Partnership (EM IEP) aims to bring lasting improvements to our area and has a budget of £20 million over the next three years (2008/11) to do exactly that. It will help forge closer relationships between East Midland authorities — there are 46 councils and five fire and rescue authorities involved — to help them challenge and support one another on their 'improvement journeys'. Other local government organisations — such as the Audit Commission, Government Office East Midlands and the Improvement and Development Agency — will also play roles</p> <p>"The EM IEP development presents an exciting opportunity and challenge for local authorities across our area to manage their own improvement. With significant resources made available by government over three years, there is a good incentive to strive for real service and performance improvements."</p> <p>Councillor Martin Hill, chairman of the board</p> <p>A leaflet has been published, for you to download, which is intended to give you an idea of the kind of work that will be carried out by the newly formed East Midlands Improvement and Efficiency Partnership (EM IEP). [download PDF document]</p>	http://www.emra.gov.uk/
Government Office for the	<p>With eleven government departments under one roof, GOEM is the hub of central</p>	http://www.goem.gov.uk/

East Midlands	<p>government in the East Midlands.</p> <p>It is our aim to work with regional partners and local people to maximise competitiveness and prosperity in the East Midlands. We want to bring together government policies for a more inclusive society.</p> <p>Many organisations work with us so that we can achieve our aims, some of these include local authorities, businesses, schools, colleges and voluntary organisations. Together we help government initiatives work at a local level. We also reflect back the needs of the region to central government.</p>	
Regional Improvement & Efficiency Strategy	<p>A substantial consultation process with Elected Members and Officers from all 46 local authorities and five Fire and Rescue Authorities in the East Midlands, and their partner agencies, resulted in the publication of a three-year Regional Improvement and Efficiency Strategy. The RIES sets out the improvement and efficiency objectives of local authorities in the region and will focus on shaping improvements and efficiencies concerning priority outcomes and the wider transformation agenda. The RIES comprises the main document, annex and appendix. There is also a Local Government Association critique of all nine English regions strategies available to download.</p>	<p>EMRIES [download PDF document] Annex [download PDF document] Appendix [download PDF document] Critique [download MS Word document]</p>
LOCAL	<p>Audit Commission</p> <p>On 12 February 2009 we published the results of our fire and rescue performance assessment for 2008.</p> <p>Fire services in England continue to improve (they are preventing more fires, saving lives and reducing deaths and injuries), but the gap between the best and worst services is widening.</p> <p>Our national report gives the scores and analysis for all services. Results scorecards for individual fire services can be accessed from our find your fire service tool.</p>	<p>http://www.audit-commission.gov.uk/cpa/authority.asp?CategoryID=ENGLISH^576^LOCAL-VIEW^AUTHORITIES^106246</p>

Budgets and Funding Support

Funding		
Comprehensive Spending Review 07	<p>The Comprehensive Spending Review 2007 was a zero-based review, looking at what had been delivered to date and included a number of value for money reviews of specific areas. It established Government spending priorities and expected efficiencies and savings over the three years, 2008/09, 2009/10 and 2010/11. That process has now been completed and the results have been announced by ministers as part of the provisional local government settlement.</p> <p>The CSR07 outcome for the Fire and Rescue Service reflects Government's commitment to providing the funding to continue to modernise the Service and equip it with the capabilities needed to meet the challenges of the 21st century including the threat of terrorism and natural disasters. It represents a sustainable settlement for all Fire and Rescue Authorities (FRAs), allowing FRAs to build on progress from modernisation. The CSR process took account of the all the pressures likely to face Fire and Rescue Authorities (FRAs) over the next three years.</p>	<p>CLG Circular: 58/2007 CSR07 Funding for the Fire and Rescue Service http://www.communities.gov.uk/documents/fire/pdf/frsc582007</p>
New Dimension Funding	<p>The New Dimension programme was set up in 2001 to support the delivery of Cabinet Office resilience targets in the Fire and Rescue Service (FRS).</p>	<p>http://www.local.communities.gov.uk/finance/0809/swg/SWG-07-39.pdf</p>
REGIONAL		
New Burdens funding for the South West	<p>CLG have financed the development of the FiReControl, FireLink and IRS systems and the construction and fitting out of the RCC.</p> <p>CLG are currently funding the cost of the New Dimension project costs and the Regional Fire Resilience Co-ordinator. The transfer of all New Dimension assets and teams into the South West FRS will take place in stages between April 2008 and October 2008. The funding arrangements for the transfer were being finalised at the time of drafting this induction pack.</p>	

LOCAL		
--------------	--	--

Confidential

Page 35

E:\TL\18\20090424\Agenda\Suqov3u11.doc

<p>Budget setting</p>	<p>Each Fire and Rescue Authority are required to annually set a level of revenue budget and council tax before the commencement of the forthcoming financial year..</p> <p>It is a legislative requirement that a Fire and Rescue Authority informs, by 1 March each year, each of the council tax collecting authorities within its area of the level of council tax for each property valuation band and associated with the precepts due for the year in question.</p>	
------------------------------	--	--

People

Joining and working for the Fire and Rescue Service

Careers in the fire and rescue service	Careers and roles in the fire and rescue service flier	<p>“Start a new life – save someone else’s”</p> <p>http://www.communities.gov.uk/documents/fire/pdf/129681.pdf</p>
Learning and development	<p>The provision of learning and development has undergone a review in 2008, the recommendations are being implemented.</p> <p>The Learning and Development section is part of the Human Resources department and reports to the Head of Human Resources DCFO Beale. The section is headed by Area Manager Andy Pearson, the Learning and Development Manager, and is made up of a team of uniformed and non-uniformed personnel including managers, trainers, peripatetic trainers, workplace assessors and administrators. The team provides a range of operational and managerial training for the organisation and facilitates the support for competence assessments via our accredited centre and workforce development.</p> <p>The Authority’s corporate vision is to achieve a safer Nottinghamshire by putting safety at the heart of the community. The Learning and Development team support this by ensuring that employees are trained to professional standards as competent and well-trained staff are likely to perform better, work more efficiently and are therefore more likely to achieve our organisational goals increasing the quality of our service.</p> <p>The Learning and Development plan has been produced in line with the National and regional Fire and Rescue Framework and links our aims and goals to the national and local priorities in the following nine sections:</p> <p>Community Risk Reduction Working Together: The Regional Approach Effective Response Resilience and New Dimension Fire and Rescue Service Staff Workforce Development Finance</p>	

	<p>Performance Management Research</p> <p>The Learning and Development section will carry out core work and project development to support these nine key areas both directly and indirectly.</p> <p>The Learning and Development section has a total of 25 uniformed posts and 9 non uniformed posts. 11 uniformed posts and 4 non uniformed posts are peripatetic based, 3 non uniformed posts are based at the Service Driving School.</p>	
Recruitment	<p>With the introduction of the Fire and Rescue Services Act on 1 October 2004, the Appointments and Promotion Regulations were repealed. In the light of this and the introduction of the Integrated Personal Development System (IPDS). Fire and Rescue Authorities (FRAs) are now able to recruit, develop and promote staff in line with the National Framework.</p> <p>The 2006/8 Framework states that FRAs should use the new national processes to assess people's potential for new operational and control roles in the service.</p> <p>To provide additional support and encouragement to make the necessary improvement in workforce diversity at all levels, Fire Minister Parmjit Dhanda MP announced on 2 April 2008 that a graduate entry scheme and a high potential scheme should be developed. Discussions with stakeholders to develop such a scheme are in their early stages.</p>	<p>http://www.fireservicecollege.ac.uk/ipds</p>
Recruitment of retained firefighters	<p>Firefighters can be either Wholetime (full-time) or employed on a Retained Duty System (RDS). Wholetime firefighters are permanently based at and mobilised from a fire station, whereas RDS firefighters are often fully employed in other occupations and respond to calls from their home or place of work. They are a vital part of today's Fire and Rescue Service, providing an efficient, effective service that gives emergency cover to more than 90 per cent of the UK and operate 60 per cent of the fire appliances. They are predominantly based outside urban areas and major towns.</p> <p>The Government's FRS White Paper and the subsequent work of the Retained Review Team recognise the difficulties associated with retaining RDS staff. There are many demands upon RDS personnel's time: their primary employment, their FRS responsibilities and their home life.</p>	<p>The Primary Employment Status of Retained Duty System Firefighters Findings from a survey in England and Wales</p> <p>http://www.communities.gov.uk/documents/fire/pdf/151255.pdf</p>
Selecting and developing the workforce	<p>IPDS is a method of training and assessment that links in where appropriate with National Occupational Standards and National Vocational Qualifications (NVQs).</p>	<p>http://www.fireservicecollege.ac.uk/ipds</p>

<p>Integrated Personal Development System (IPDS)</p>	<p>One that shows a clear and distinct career path for every individual in the Fire and Rescue Service, allowing them either to progress upwards or develop their skills further. And one that, while capable of being managed at a station level, would introduce a national benchmark for all personnel, whether full time or part time, firefighters, control room staff or those in non-uniformed support roles.</p> <p>IPDS on the one hand translates the new demands placed on the fire and rescue service into a standard series of training modules. On the other, it replaces group - or station-based training with training planned around each and every individual. Equality and objectivity come into play. Individuals can now be judged on their current knowledge and skills - and be given the help to fill any gaps with training that is directly relevant to their own needs.</p> <p>IPDS is all about professionalism. By ensuring training is planned and delivered to achieve definite objectives for each individual, it raises standards everywhere.</p> <p style="text-align: center;">Training based on individual modules</p> <p>By establishing the precise knowledge required for each role in the Fire and Rescue Service, it is possible to develop a series of development modules to deliver the skills and knowledge. Ranging from practical skills like driving to professional skills like interview techniques, each module answers a specific training need. Crucially, should a new training need be identified to address a new requirement for the modern service, a module can be developed for each of the roles within the service that slots into the existing structure easily.</p> <p style="text-align: center;">Moving careers onwards and upwards</p> <p>In the old fire service, the rigid hierarchy of ranks kept ranks separate and at the same time compartmentalised knowledge. IPDS is an open system that shows everyone in every role what is expected from those in other roles. It was also designed to be a constantly ongoing training process rather like a helix, with stops all along the way to update, enhance and increase skills. Individuals can use these stops, or development modules, in two ways. If they are happy in their current role, they can loop around the helix, using the development modules at this level to update their knowledge and increase their professionalism. If they want to go for promotion, the way forward is clear and defined with a series of targets in the form of further development modules to reach for.</p> <p style="text-align: center;">Using a Training Needs Analysis</p> <p>The key to finding out what development modules a particular individual needs in</p>	
---	--	--

	<p>order to fulfill their current role or move on to the next role is a Training Needs Analysis. Conducted at station level by the training officer, it is a standard tool used in Human Resource departments everywhere. By taking the individual through a series of questions, it identifies their current skill level, where they want to be, and what additional knowledge they need to get there. Training can thus be planned on an individual basis that directly satisfies the needs of each and every person in the fire and rescue service.</p> <p>Central responsibility for the stewardship of the Integrated Personal Development System (IPDS) now rests in the hands of an IPDS team. Led and directed by the Service and funded by the Department for Communities and Local Government</p>	
<p>National firefighter selection</p>	<p>As part of on-going IPDS stewardship, a National Assessment Development Centre (ADC) team manages, maintains and develops all the ADC processes, including the National Firefighter Selection Tests.</p> <p>The National Firefighter Selection (NFS) process has been designed to test whether people have the potential to work as firefighters across all duty systems. It has not been designed to cover the control operator role.</p> <p>The Assessment and Development Centre (ADC) processes have been designed to test the potential of people to work in a wide range of managerial roles although validation work to date has been limited to operational and control roles. Both NFS and ADC processes involve participants taking part in a variety of role related and job simulation exercises respectively whilst being observed by a team of trained assessors. Interviews, psychometric tests and written exercises are also used.</p>	<p>http://www.fireservicecollege.ac.uk/ipds</p>
<p>Change from rank to role</p>	<p>The most important change that IPDS introduced was a change from rank to role. 13 operational ranks were replaced by 7 key roles that now reflect the roles individuals actually play at work. Ranging from Firefighter to Brigade Manager, each of the roles has been mapped out in terms of the skills and knowledge associated with it. Closely tied to National Occupational Standards, this role-based approach means any individual in any part of the country can be directly compared against any other individual in the same role anywhere else. Equality has thus been encouraged by setting a national benchmark for each role based on individuals successfully completing defined training modules.</p>	<p>http://www.fireservicecollege.ac.uk/ipds</p>
<p>Workforce planning</p>	<p>Very short paper on “Linking the Integrated Risk Management Plan (IRMP) to the Integrated Personal Development System (IPDS) and associated Training & Development”</p>	<p>http://www.ipds.co.uk/public/site/newdocs100/linking_irm_p_to_ipds.doc</p>

<p>Terms and conditions of employment</p>	<p>National Joint Councils for specific groups of employees in fire and rescue services is the body responsible for the supervision, from a national point of view, of all questions affecting the conditions of service of employees of fire and rescue services.</p> <p>The NJC's principal role is to reach agreement on a national framework of pay and conditions for local application through a democratic process.</p>	
<p>Fire Brigade Managers Gold Book</p>	<p>LGE provides the Secretariat to the Employers' Side of the National Joint Council (NJC) for Brigade Managers of Local Authority Fire and Rescue Services.</p> <p>The NJC has 28 members:</p> <ul style="list-style-type: none"> § Employers' Side: Local Government Association (9 members); the Convention of Scottish Local Authorities (3 members); Welsh Local Government Association (1 member) and the Northern Ireland Fire & Rescue Services Board (1 member) § Employees' Side: the Association of Principal Fire Officers (14 members) <p>Agreements on conditions of service are incorporated into the scheme of conditions of service known as the Gold Book</p> <p>Information is communicated to fire authorities by both employer and joint circulars. Employer circulars are issued by the national Employers. Joint circulars are issued by the NJC.</p>	
<p>Operational and control staff in fire and rescue services Grey Book</p>	<p>LGE provides the secretariat to the Employers' Side of the National Joint Council (NJC) for Local Authority Fire and Rescue Services and Middle Managers Negotiating Body (MMNB).</p> <p>The NJC has 28 members:</p> <ul style="list-style-type: none"> § Employers' Side: the Local Government Association (9); the Convention of Scottish Local Authorities (4); the Fire Authority for Northern Ireland (1) § Employees' Side: the Fire Brigades Union (14) <p>Agreements reached in the NJC are contained in the Scheme of Conditions of Service known as the Grey book.</p> <p>Grey book National Joint Council For Local Authorities' Fire and Rescue Services, Scheme of conditions of service (Sixth edition)</p> <p>The Grey book covers the national pay and conditions for operational and control</p>	<p>“Grey Book” Sixth edition 2004 Terms and conditions for fire service employees other than Brigade management roles) http://www.lge.gov.uk/lge/core/page.do?pagelId=119089</p>

	staff of local authority fire and rescue services.	
Non operational roles within fire and rescue services Green book	<p>Green book: National agreement on pay and conditions of service for local government services.</p> <p>This agreement includes the full, current details of the National Joint Council (NJC) for local government services. Known as the Single Status Agreement, the Green book covers the pay and conditions for 1.4 million local authority employees ranging from architects to cleaners and lawyers to school meals staff. These agreements are also used to determine the pay and conditions of non-local authority staff.</p>	http://www.lge.gov.uk/lge/core/page.do?pagelId=119175
LGE	Local Government Employers (LGE) was created by the Local Government Association. We work with local authorities, regional employers and other bodies to lead and create solutions on pay, pensions and the employment contract.	
Representative bodies for employees in Fire and Rescue Services	Negotiate on behalf of their members about the terms and conditions of employment, in Nottinghamshire these are the Fire Brigades Union (FBU) and the Retained Firefighters Union (RFU)	
Association of Principal Fire Officers (APFO)	<p>The objectives of the Association are:</p> <ul style="list-style-type: none"> • to represent and promote the interests of members in conditions of service, legal and employment matters • to negotiate and promote the settlement of disputes involving members • to provide assistance to members and their dependents in exceptional circumstances • to provide support to members in matters concerning employment or work related injury. <p>Membership A person shall be eligible to be an ordinary member if he/she is a brigade manager or permanently occupies a role with job responsibilities that, in the opinion of Council, are broadly equivalent to those of a brigade manager and is employed by a local authority fire and rescue service.</p> <p>A person may be eligible to be an ordinary member if he/she operates at brigade manager level and who is employed by a recognised public sector UK fire and rescue organisation (other than a Local Authority Fire and Rescue Service) such that in the opinion of Council it is appropriate and relevant to allow membership. APFO is governed by the Council. The Council comprises four National Officials and the Secretaries of 11 UK regions. As well as a Secretary, each region has a Chair. The Association is supported by the APFO Headquarters Manager.</p>	http://www.apfo.org.uk/?page=51&not_logged_in=true

<p>Fire Brigades' Union (FBU)</p>	<p>The FBU represents over 85% of the uniformed staff of the UK fire and service. Members are frontline public service workers - covering the roles of Firefighter to Area Manager, including emergency fire control staff and firefighters working the retained duty system.</p> <p>Union structure The union is divided into 13 regions, each with its own regional committee made up of representatives from every branch in each region plus regional officials.</p> <p>The governing body of the FBU is the annual conference. The union's policy is decided by delegates elected from branches, regions and the union's sections. Policies decided at conference are carried out by the Executive Council (EC), elected from the regions and the sections.</p>	<p>http://www.fbu.org.uk/index.php</p>
<p>Fire Officers' Association (FOA)</p>	<p>The Association will represent individual employees either on a collective bargaining basis or as an individual regardless of the job or role in the fire and rescue service.</p> <p>Membership is open to all people who are employed within United Kingdom fire and rescue services. Membership is open to people performing fire fighting or support roles.</p>	<p>http://www.fireofficers.org.uk/default.asp</p>
<p>Retained Firefighters Union (RFU)</p>	<p>The Retained Firefighters Union represents serving personnel within the Retained Duty System (RDS).</p>	<p>http://www.rfuonline.co.uk/</p>
<p>Unison</p>	<p>UNISON is Britain and Europe's biggest public sector union with more than 1.3 million members. Members are people working in the public services, for private contractors providing public services and in the essential utilities. They represent many support staff within the fire and rescue service as well as frontline staff and managers working in local authorities, the NHS, the police service, colleges and schools, the electricity, gas and water industries, transport and the voluntary sector.</p>	<p>http://www.unison.org.uk/</p>

Duty systems	<p>Firefighters and control staff work on one of four duty systems: shift, retained, day duty and flexible (the shift system usually operates on a 2-2-4 basis -2 day shifts, 2 night shifts, followed by 4 days off). Recently introduced across whole time fire stations is the concept of self rostering whereby management of the persons required on a daily basis is devolved to local Watch Managers.</p> <p>These duty systems operate on the basis that employees will be deployed to meet the requirements of the fire authority's Integrated Risk Management Plan.</p> <p>Duty systems must comply with any relevant UK or European law, including the Working Time Regulations and Health, Safety and Welfare at Work legislation as well as local policies.</p>	http://www.frsonline.fire.gov.uk/people/listcat/47
---------------------	--	---

Equality and Diversity

<p>The business case for Equality and diversity</p>	<p>Valuing and promoting equality and diversity are central to the effectiveness of the Fire and Rescue Service (FRS) in England. The ability of the FRS to protect the public through fire prevention, fire protection and emergency response depends on understanding and gaining the support of the diverse communities they serve, and planning and delivering services to take account of their needs.</p>	
<p>The legal case for Equality and Diversity</p>	<p>As public bodies, all Fire and Rescue Authorities have both general and specific legal duties to promote equality of opportunity and eliminate discrimination for service users and employees. Brief summaries of the key equalities legislation can be found in the Annex to the Fire and Rescue Service Equality and Diversity Strategy 2008-2018.</p>	
<p>Fire and Rescue Service Equality and Diversity Strategy 2008-2018</p>	<p>The <i>National Equality and Diversity Strategy's</i> vision is to create, by 2018, a Service which can demonstrate that it serves all communities equally to the highest standards, building on a closer and more effective relationship with the public and creating a more diverse workforce which better reflects the diversity of the local working population in each area. The Strategy requires action by FRAs, supported by Communities and Local Government, the LGA, CFA and other partners in five priority areas: Leadership, Accountability, Workforce Diversity, Service Delivery, and Evaluation and Dissemination of Good Practice.</p> <p>The National Framework requires Fire and Rescue Authorities to implement the National Equality and Diversity Strategy and report progress to CLG once a year..</p> <p>It contains the following vision We will make fairness and inclusion fundamental to everything we do to ensure:</p> <ul style="list-style-type: none"> § That we reduce the impact of fire and other risks on all the communities we serve, by effective prevention, protection and emergency response § That our workforce better reflects the diversity of the communities we serve § That all our employees are equally respected and valued. <p>It requires action by FRAs in 5 areas</p> <ul style="list-style-type: none"> § Leadership and promoting inclusion § Accountability all Members of Fire and Rescue Authorities and all employees are held accountable for delivering this Strategy. § Effective service delivery and community engagement § Employment and training § Evaluation and sharing good practice 	<p>http://www.communities.gov.uk/publications/fire/equalitydiversitystrategy</p>

	<p>Recent relevant circulars are:</p>	
	<p>§ FRS Circular 31/2008 - FRS Equality and Diversity - Strategy and 2008 Awards; and Firefighters' Survey</p>	<p>http://www.communities.gov.uk/publications/fire/fsc312008</p>
<p>Core values as stated in the Equality and Diversity Strategy</p>	<p>We value:</p> <ul style="list-style-type: none"> § Service to the community § People § Diversity § Improvement. <p>SERVICE TO THE COMMUNITY We value service to the community by:</p> <ul style="list-style-type: none"> § Working with all groups to reduce risk § Treating everyone fairly and with respect § Being answerable to those we serve § Striving for excellence in all we do. <p>PEOPLE We value all our employees by practicing and promoting:</p> <ul style="list-style-type: none"> § Fairness and respect § Recognition of merit § Honesty, integrity and mutual trust § Personal development § Co-operative and inclusive working. <p>DIVERSITY We value diversity in the service and the community by:</p> <ul style="list-style-type: none"> § Treating everyone fairly and with respect § Providing varying solutions for different needs and expectations § Promoting equal opportunities in employment and progression within the Fire and Rescue Service § Challenging prejudice and discrimination. <p>IMPROVEMENT We value improvement at all levels of the service by:</p> <ul style="list-style-type: none"> § Accepting responsibility for our performance § Being open-minded § Considering criticism thoughtfully § Learning from our experience § Consulting others. § The promotion of Equality (in employment, delivery of services and procurement) at NFRS is one of our top strategic priorities. The National Equality and Diversity Strategy 2008-2018 has set Fire Services challenging employment targets in order to impact upon under-representation (gender and 	<p>http://www.communities.gov.uk/documents/fire/pdf/equalitydiversitystrategy.pdf</p>

	<p>ethnic background) across the workforce. We also have a great deal of work to do in terms of promoting equality for disabled people and gay, lesbian and bisexual people; this includes those working for us and people who use our services.</p> <p>§ We have a Strategic Equalities Board led by elected members. In addition to their scrutiny role, members are also expected to attend equalities briefing sessions in order to provide them with the tools to make important decisions relating to this agenda.</p>	
--	--	--

Abbreviations

A

AC Audit Commission
ADC Assessment and development centre
APFO Association of Principal Fire Officers
ATF Arson Task Force
ALP Aerial Ladder Platform
AM Area Manager

B

BA Breathing Apparatus

C

CAA Comprehensive Area Assessment
CABA Compressed Air Breathing Apparatus
CBRN Chemical, Biological, Radiological or Nuclear
CFO Chief Fire Officer
CFOA Chief Fire Officers' Association
CLG Department for Communities and Local Government
CM Crew Manager
CFA Combined Fire Authority
CPA Comprehensive Performance Assessment
CPD Continual Professional Development
CS Community Safety
CSU Command Support Unit

D

DCLG Department for Communities and Local Government
DoT Direction of Travel

E

ECSU Enhanced Command Support Unit

Abbreviations

F

FBU Fire Brigades Union

FRA Fire and Rescue Authority

FRS Fire and Rescue Service

FSC Fire Service Circular

G

GM Group Manager

H

HSE Health and Safety Executive

HR Human Resources

HVP High Volume Pump

I

ICU Incident Command Unit

IPDS Integrated Personal Development System

IRMP Integrated Risk Management Plan

IRU Incident Response Unit

ISU Incident Support Unit

J

K

Abbreviations

L

LAA Local Area Agreement
LGA Local Government Association
LGE Local Government Employers
LR Line Rescue
LSP Local Strategic Partnership

M

MD Mass Decontamination
MDD Mass Decontamination Disrobe Unit

N

ND New Dimensions
NJC National Joint Council

O

P

PPV Positive Pressure Ventilation

Q

R

RCC Regional Control Centre
RDS Retained Duty System
RFU Retained Firefighters' Union
RIEP Regional Improvement and Efficiency Partnership
RMB Regional Management Board
RTC Road Traffic Collision

Abbreviations

S

SM Station Manager

SRT Specialist Rescue Team

T

TIC Thermal Image Camera

U

USAR Urban Search and Rescue

V

W

WM Watch Manager

X

Y

Z