



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

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

# **SERVICE DELIVERY PERFORMANCE MONITORING AND MANAGEMENT FRAMEWORK**

Report of the Chief Fire Officer

**Agenda:**

**Date:** 10 January 2014

**Purpose of Report:**

To update Members on how Service Delivery monitors, manages and reports on risk reduction initiatives and data

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## **1. BACKGROUND**

- 1.1 Under the Department for Communities and Local Government's (DCLG) Fire and Rescue National Framework for England, Nottinghamshire and City of Nottingham Fire and Rescue Authority (FRA) is accountable to communities for the service it provides. This service covers a broad range of actions and responsibilities including resilience, prevention, protection and response.
- 1.2 Accountability is demonstrated by having the required scrutiny arrangements in place. Performance is assessed across a number of key areas with our suite of indicators providing for both qualitative and quantitative monitoring of organisational performance. Although no longer a statutory requirement, the National Indicators (NI) data continue to be collected. Performance figures are monitored on a daily basis, with a comprehensive review of performance against NIs and Key Performance Indicators (KPIs) being undertaken each Quarter. As well as formally presenting the outcomes to the Fire Authority, the results are published on the Internet to give the latest information to the public. The overall summary of reports is published each summer as part of the Annual report.
- 1.3 A key element of the National Framework is greater transparency. With FRAs ultimately accountable to their local communities, there is a requirement to be transparent about decisions and actions taken, and engage with communities so local people can scrutinise and influence service delivery. Our open approach towards data and information, plus actions in accordance with the Freedom of Information Act, provides this transparency for our communities.
- 1.4 A further element of our regulatory framework is DCLG guidance on statements of assurance for FRAs. The priorities in the Service plan are a means for us to achieve our community fire safety objectives, which in turn serve to drive our performance measures. Publishing our statement of assurance provides an accessible way for communities, Government, Local Authorities and other partners to make a valid assessment of our performance.
- 1.5 The current suite of indicators from a Service Delivery perspective are related to Fire Protection, Fire Prevention and a number of Response activities.

## **2. REPORT**

- 2.1 The Head of Service Delivery will be in attendance to give a brief presentation on this report.
- 2.2 The Service re-structure provided an opportunity for a re-energised intelligence driven Service Delivery model necessary to meet the demands of a changing risk profile within Nottinghamshire, enhancing and enabling:
  - resources deployed and centred on identified risk;
  - the distinction and ownership of analysis, evaluation and delivery;
  - fire fighter safety;
  - fact-based evaluation;

- clear standards and expectations;
- improved control and management of resources;
- continual improvement.

- 2.2 The governance arrangements of the Service include scrutiny and reporting performance. The reporting process covers Protection, Prevention and Response indicators. Preparedness and additional Response functions within Service Delivery need to be included which are now in the draft IRMP. Response interventions start with the emergency call to Fire Control, effective Response enabled by effective, appropriate preparedness and resilience.
- 2.3 Currently information resulting from a number of processes and procedures is collected and stored in different formats and locations. Some of the information used for management purposes, some for monitoring, some for measurement. The current reporting is negative in nature. Work is in progress to determine what Service Delivery are to measure and why.
- 2.4 The Response element could include fire survival numbers, attendance times, weight of attack (PDA), incidents of particular interest, number of rescues, customer and other agency feedback, Incidents attended, Fire Investigation findings.
- 2.5 For preparedness the report could include off the run statistics, risk inspections and plans completed, operational exercises completed, equipment related matters, ridership levels and resilience matters. For Fire Protection the report could be enhanced to include the number of enforcements, prohibitions and risk information received from others. For Prevention the definition and report could include Road Traffic Collision data and interventions.
- 2.6 To manage the information Service Delivery have a robust framework in place, intelligence is gleaned from numerous sources of different timescales including analysts, partner agencies, incident log books, Fire Protection, Arson Task Force, local knowledge, national and regional matters, monthly planners, Performance Indicator monitoring. The information is captured and stored in a number of formats including CFRMIS and PB Views.
- 2.7 The members of the Risk Reduction Teams, the Corporate Performance Team and the Thematic Leads interpret and analyse the data and intelligence. To prevent duplication of effort and to provide the requisite standards, scrutiny and support, there is a performance meeting timeline in place. Including quarterly joint meetings, Group Manager review and Service Delivery Scrutiny meeting.
- 2.8 Reports are populated and amended at each stage under the headings Action Plan, Progress and Interventions. All interventions are evaluated to create a library of potential solutions to matters arising. An appendices of embedded interventions is being created, focus and attention will then be drawn to new initiatives. The final report is populated by the Head of Service Delivery, formatted by Corporate and forwarded to CMB, then Performance Committee, all reports can be seen via the City Council website.

- 2.9 Clear standards and expectations are provided at each stage of the process, the resources of the Risk Reduction Teams are flexible, moved around the Service to meet demand, the risk may not be a Fire Prevention matter the teams may be utilised for other critical work e.g. operational planning or supporting RDS availability, hence the terminology is Risk Reduction Teams and not Community Safety Teams.
- 2.10 The challenge moving forward is to determine and provide the necessary sources of intelligence, evidence and dependencies. Some information will be used for management purposes, other for performance reporting purposes.

### **3. FINANCIAL IMPLICATIONS**

Targeting resources improves the Services efficiency and effectiveness. With a reduction in resources and a more challenging economic climate, the Service must focus on the intelligence driven interventions that have the greatest level of success. This will ensure that the level of service provided to those deemed to be at a greater risk is maximised within the community.

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

There are no Human Resources and Learning and Development implications arising from this report.

### **5. EQUALITIES IMPLICATIONS**

The Service needs to take different actions to meet the varying needs of each community. Each initiative is evaluated and the results shared and used as future good practice. This process will continually improve the Services knowledge and understanding or the diverse communities it serves.

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

The Service must use and share data with others to achieve shared outcomes as directed by the Crime and Disorder Act 2003. The processes in place ensure that this opportunity is maximised.

### **7. LEGAL IMPLICATIONS**

Robust management of performance and risk ensures compliance with the Health and Safety at Work etc. Act 1974 and the Fire and Rescue Services Act 2004. This process provides assurance that data is processed in a timely manner and utilised to inform future activity.

## **8. RISK MANAGEMENT IMPLICATIONS**

- 8.1 Through the performance monitoring and reporting mechanisms, Nottinghamshire and the City of Nottingham Fire Authority are able to clearly see the progress being made towards its targets, as laid down within the NFRS Integrated Risk Management Plan (IRMP).
- 8.2 By ensuring that this mechanism remains in place and is further developed allows open scrutiny of the Governance and Improvement arrangements for performance within the Authority and fully supports the discharge of its responsibilities and duties under the Fire and Rescue Service Act 2004, via the IRMP process.

## **9. RECOMMENDATIONS**

It is recommended that Members note the contents of this report and support the procedures in place to monitor performance and reduce risk.

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

None.

Frank Swann  
**CHIEF FIRE OFFICER**