



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Nottinghamshire and City of Nottingham
Fire and Rescue Authority

FIRE COVER REVIEW 2015

Report of the Chief Fire Officer

Date: 25 September 2015

Purpose of Report:

To present the Fire Authority with the findings of Fire Cover Review 2015 and to request that the Community Safety Committee consider its implications.

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1. BACKGROUND

- 1.1 In 2004 a new Fire and Rescue Services Act was introduced. This Act served to reinforce the provisions of responsibility for Local Authorities and Fire and Rescue Authorities that were contained within the 1947 Act, but removed any central restrictions on decision making or requirement to adhere to national standards of fire cover.
- 1.2 The Act introduced the concept of integrated risk management planning (IRMP), where the Local Authority responsible for its fire and rescue service would deliver a plan as to how it was going to use its resources to reduce risk and best serve the needs of its community. This was enshrined within the Act and the associated Fire and Rescue Services National Framework.
- 1.3 Nottinghamshire Fire and Rescue Service (NFRS) delivered its first integrated risk management plan in 2004 following guidance issued by the then Office of the Deputy Prime Minister. This delivered some changes to operational service delivery and refocused many resources upon the prevention rather than the response side of the Service.
- 1.6 During preparation for the 2010-2013 Service Plan, the Service used the IRMP process to consult widely on whether it should review its fire cover arrangements. Commencing in the spring of 2009, the Service engaged with its staff and communities on a range of issues, including the concept of a fire cover review (FCR).
- 1.7 The outcomes of the consultation were incorporated into the IRMP process and the Service's 2010-2013 Plan was formally adopted by the Fire Authority at its meeting in February 2010, coming into force from April 2010. Section 7.3, Response, specifically detailed that the Service was to review its fire cover and how it was to carry out the process.
- 1.8 The FCR entitled "Your Service – Our Vision" took place during 2010 and its findings were presented to the Fire Authority at its meeting of 25 February 2011 for consideration.
- 1.9 An Authority agreed implementation programme saw the recommendations of the FCR published through a previous report entitled 'Balancing the Budget' at the Fire Authority meeting in February 2014. This programme is now approaching completion and a range of projects have been implemented across the Service. These projects have assisted the Authority in reducing its budget over the five year life cycle of FCR 2010.
- 1.10 Following the delivery of FCR 2010 it was agreed that the process would be completed on a five yearly basis, as this ensures the Fire Authority maintains an IRMP relevant in delivering public services and that operational activity data be published routinely provides transparency to communities.

2. REPORT

- 2.1 The 2015 Fire Cover Review (Appendix A) is an integral part of the current 2014-19 IRMP, released in early 2014 following extensive public consultation and commenced in September 2014.
- 2.2 It is now five years since the last FCR and another five-year data sample has been available for the Service which clearly shows the requirement for NFRS to respond to operational incidents has decreased year on year. The Service attended a total of 13,135 incidents in 2010 against 9,469 incidents in 2014. This figure represents a further 27.9% decrease in incidents over a four year period since the last FCR.
- 2.3 The scope of the 2015 FCR established key objectives that examined how the operational response of NFRS currently looks in the backdrop of a changing environment. NFRS aims for this review to ensure communities within the City and County of Nottinghamshire are continuing to receive a high quality service from a well-regarded public body.
- 2.4 Within the scope of the project the agreed work packages were:
- The national perspective;
 - Nottinghamshire context;
 - Project methodology;
 - Environmental considerations;
 - Station findings; and
 - District profiles.
- 2.5 A review of the methodology used in the 2010 FCR was carried out to check that the methods and systems used were still relevant and fit for purpose. This review confirmed that not only was the methodology sound but also that more and more Services across the country were using the same systems and approach that NFRS used.
- 2.6 As part of the 2015 FCR project, a document review of other Services' IRMPs and resource projects has also been undertaken. It was recognised from the previous FCR that it was important to access the experiences of other FRSs throughout the country.
- 2.7 Risk mapping has been used to support the future decision making process in relation to resource provision for NFRS. This risk mapping approach is becoming common across the UK FRS and the model selected by NFRS is already applied in other fire and rescue services. It categorises risk from fire and other emergencies and complements the work already undertaken within Nottinghamshire.

- 2.8 Historical incident data has been included over a significant time period, in this case five years is seen as statistically robust .To maintain a focus on life risk, the most appropriate incident data sets have been used in the assessment, these include:
- All dwelling fires;
 - All incidents where injuries have occurred;
 - Incidents where there has been a recorded fire death;
 - Special service calls involving any risk to life;
 - Any fire in non-domestic premises which has been the result of a deliberate act.
- 2.9 Nottingham Trent University will once again undertake to validate the processes and methodology used in the 2015 FCR building on that of the 2010 FCR. This has been key to providing the Fire Authority with confidence in its decision making and ensured appropriate transparency is applied.
- 2.10 The contents of the latest review contains considerable detailed information that is worthy of analysis, and it is recommended within this report that the Chief Fire Officer produces a further report to the Community Safety Committee to facilitate debate and produce analysis of what implications or opportunities may exist.

3. FINANCIAL IMPLICATIONS

There are no financial implications directly associated with this report, however, by the very nature of a Fire Cover Review the outcomes will inform the Fire Authorities strategy when looking at future options for the delivery of the Service on a risk based approach.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

There are no specific human resources or learning and development implications associated with this report. Any options that are developed out of this FCR may present human resources and learning and development implications. These will be presented to the Human Resources committee and ultimately the Fire Authority as appropriate.

5. EQUALITIES IMPLICATIONS

There are no equalities implications arising directly from this report, however these will be considered fully and equality impact assessments completed as part of future work regarding any outcomes of the 2015 FCR.

6. CRIME AND DISORDER IMPLICATIONS

There are no crime and disorder implications arising from this report.

7. LEGAL IMPLICATIONS

7.1 The obligations placed upon the Fire Authority under Part 2, Section 7, Paragraph 2 of the Fire and Rescue Services Act 2004 outlines the following:

*“In making provision . . . a Fire and Rescue Authority must in particular –
(a) Secure the provision of the personnel, services and equipment necessary efficiently to meet all normal requirements.”*

7.2 In addition, Paragraph 1.6 of the Fire and Rescue Services National Framework 2008-11, which is issued under Part 3, Section 21 of the Fire and Rescue Services Act 2004, states:

“Each Fire and Rescue Authority must produce a publicly available IRMP covering at least a three year time span which:

. . . demonstrates how prevention, protection, and response activities will be best used to mitigate the impact of risk on communities in a cost effective way.”

7.3 The Service’s current three year plan and the outcomes of the FCR fully comply with the legal obligations as laid down by the Fire and Rescue Services Act. Additionally, consideration has also been given to other aspects of law, for example, as a Category 1 responder under the Civil Contingencies Act 2004, Health and Safety at Work Act and employment.

8. RISK MANAGEMENT IMPLICATIONS

8.1 The FCR 2015 provides an updated analysis of the risks that the demographics of the County present and helps to demonstrate that a robust and effective process has been undertaken.

8.2 This approach informs the Authorities strategic risk register to ensure these

9. RECOMMENDATIONS

That Members request the Chief Fire Officer to present a report to the Community Safety Committee for consideration.

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

None.

John Buckley
CHIEF FIRE OFFICER

2015

FIRE COVER REVIEW

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SECTION 1

INTRODUCTION

- 1.1 Fire Cover Review (FCR) 2010 was a project to deliver one element of the Fire Authority's agreed Service Plan. The FCR 2015 looks to present the Fire Authority with an updated picture of the operational arm of Nottinghamshire Fire and Rescue Service (NFRS).
- 1.2 It is now five years since the last FCR and another five-year data sample has been available to use when presenting a review of the current response function. This new set of data again clearly shows the requirement for NFRS to respond to operational incidents has decreased year on year. The Service attended a total of 13,135 incidents in 2010 against 9,469 incidents in 2014, this figure represents a further 27.9% decrease in incidents over a four year period since the last FCR.
- 1.3 Much was made of the standards of fire cover that all UK fire and rescue services (FRSs) previously provided under a generic approach. However, the implementation of the integrated risk management planning process effectively challenged this and all FRSs, including NFRS, are now far more advanced in risk assessment, analysis methods and the application of resulting control measures.
- 1.4 The report looks to set the context in which the Service now operates. This includes the changing environment, economic, legislative and demographic profile of the county and the updated risk profile. The review also needs to consider the interdependencies that exist between other Service projects and plans that will impact on the way the Service looks in the future, including but not exclusively:
 - Medium term estates plan;
 - Specialist rescue team review;
 - Watch manager review;
 - Retained duty system review;
 - Flexi duty officer review;
 - Fire investigation review.
- 1.5 In simple terms, the FCR is a risk assessment. The inputs and outcomes are a result of a risk analysis utilising the Service's activity levels over the last five years. This risk assessment finds the Service in general good health and identifies that the majority of operational stations are located appropriately. However, like any updated risk assessment, changes to the risk outcome and subsequent areas of priority will emerge during the life time of this FCR.

- 1.6 The FCR 2015 project, like the 2010 project, has devoted a significant amount of attention on the critical need to base its findings on evidence, as this is clearly where the majority of attention from interested parties will be focused. In reply to such future challenge, a number of modelling systems were researched and ultimately procured in the run up to the FCR 2010. The approach and methodology used were also independently evaluated by a team from Nottingham Business School and Nottingham Trent University and are deemed as still fit for purpose to carry out the FCR 2015.
- 1.7 The provision of fire cover within the City and County of Nottinghamshire and the model applied has evolved over many years and will continue to evolve as society and risk change and interface with one another. Previous standards of fire cover had been in place for the best part of 60 years following the Riverdale committee work in 1936 and (1947) introduced in a post-war environment, periodically reviewed with reports in 1958 and 1985. The standards were to take account of the following:
- Congested urban areas;
 - Smaller towns with mainly residential property, more widely spaced, and few, if any important risks; and
 - Mainly rural areas with scattered villages and hamlets and remote homesteads.
- 1.8 The UK risk profile and considerations have moved considerably since this model was applicable or valid. They have still provided sound foundations on which to build and develop new approaches to the identification of risk and the subsequent planning and response to emergencies.
- 1.9 The FCR 2015 Project is one element of NFRS's 2014–19 Integrated Risk Management Plan (IRMP) as follows:
- “NFRS believes that despite future challenges forced across the public sector, the Service is positioning itself to continue improving upon years of success in the prudent use of public funding.*
- Through the scrutiny of the Fire Authority the Service will continue to build upon its intelligence-led approach to do the ‘right things’ in the discharge of our duties and with the support and collaboration of others.’*
- The Service will review its current ‘risk mapping’ methodology to ensure its continued validity and that it best reflects the city, county and deployment of resources and services delivered”*
- 1.10 The scope of FCR 2015 established key objectives that deliver its aim, as set by NFRS's Strategic Management Team (SMT). It received full approval from the Fire Authority following their consultation, in that, the review should examine how the operational response of NFRS currently looks in the backdrop of a changing risk environment. NFRS aims for this review to assure the communities within the City and County of Nottinghamshire that they are continuing to receive a high quality service from a well-regarded public body.

- 1.11 The City and County will see large amounts of change in land use and building development in the coming years, formerly covered by the Regional Spatial Strategy and supporting Aligned Core Strategies. These growth points need consideration by NFRS to ensure it is able to provide the right level of service which has a longer-term vision for local residents, in those areas that currently and in the future will present the greatest levels of risk.
- 1.12 This means NFRS must take account of fire cover requirements in terms of the years ahead and not be limited to the short-term nature of one IRMP. This will enable a far more accurate reflection of need within the capital programme for buildings and vehicle fleet.
- 1.13 The Service's focus on the financial commitments of the public sector has grown. Given the funding it is likely to have access to in future years, the Service will need to examine options which address the dwindling budget while maintaining a balanced and proportionate approach to risk. The continuing approach to public sector austerity is unlikely to change during the current administration. For NFRS this is likely to mean a reduction in funding in the region of £6 million from the current budget.

SECTION 2

FCR 2015 PROJECT AIM, OBJECTIVES AND DELIVERABLES

- 2.1 The FCR 2015 is an integral part of NFRS's current 2014-19 IRMP having been widely consulted upon between November 2013 and February 2014. The IRMP was released in early 2014 setting ambitious plans and challenging targets.
- 2.2 The FCR 2015 project was instigated in September 2014 by the Service's Chief Fire Officer (CFO) and is supported by the Fire Authority. The project received corporate sign up through the Corporate Management Board (CMB) and also the Service Managers Forum (SMF).
- 2.3 Following project briefing workshops with SMT on 9 November 2014 and SMF on 28 January 2015 the project initiation document was presented to SMF at its March meeting with the project being formally authorised at this point. A light touch refresh of the original FCR was considered, however because of the options that were adopted from the 2010 review, there needed to be a completely new review.
- 2.4 The agreed scope of the FCR 2015 was to:
- Undertake a strategic FCR of the resources of NFRS;
 - Review the external environment to examine emerging issue that could affect the delivery of NFRS response options;
 - Ensure that NFRS is able to satisfy existing and future/anticipated obligations as a public sector fire and rescue service; and
 - Be able to demonstrate value for money to the communities and taxpayers of Nottinghamshire.
- 2.5 Within the scope of the project the agreed work packages were:
- The national perspective;
 - Nottinghamshire context;
 - Project methodology;
 - Environmental considerations;
 - Station findings; and
 - District profiles.
- 2.6 This is to be presented in the form of a FCR which offers a picture of the current operating context that NFRS carries out its response functions.

SECTION 3

EXPECTED BENEFITS

- 3.1 As per NFRS policy and procedural approach within its agreed project framework, and specifically the work proposal, which clearly states the expected benefits/desired outcomes which are re-iterated in the following points, and will:
 - 3.1.1 Identify the current service delivery model in relation to the existing allocation of resources which address risk internally and externally to the City and County of Nottinghamshire.
 - 3.1.2 In pursuit of its statutory obligations, Service interventions delivered will reflect the future needs of the Service, community and county in relation to community risk within its operating parameters.
 - 3.1.3 Ensure the Service is able to satisfy existing and future/anticipated legal obligations as a public body and further, an emergency service.
 - 3.1.4 Ensure that NFRS is able to provide the most appropriate level of service whilst ensuring that it is effective, efficient and economic (value for money).
 - 3.1.5 To ensure that the Fire Authority is fully appraised, through the provision of appropriate information and evidence of the basis on which the operational response of the organisation is currently constructed.

SECTION 4

NATIONAL PERSPECTIVE

The following section provides a national context and overview within which NFRS must operate to fully comply with its duties, it does not however contain all associated statute and supporting regulation that as an emergency service apply within the workplace as a public body, it is taken that these are already in place and considered within core activity.

4.1 The Fire and Rescue Services Act 2004

4.1.1 The Fire and Rescue Services Act 2004 provides the statutory umbrella under which NFRS discharges its functions. The Act specifies that fire and rescue authorities must make provision for:

- Promoting fire safety;
- Fighting fires;
- Protecting people and property from fires;
- Rescuing people from road traffic incidents; and
- Dealing with other specific emergencies, as designated by order from the Secretary of State.

4.1.2 The Fire and Rescue Services Order 2007 sets out under Section 9 that the Secretary of State requires that FRAs must make provision for:

- The removing of chemical, biological, or radio-active contaminants from people in the event of an emergency and containing, for a reasonable period, any water used for these purposes and to ensure that reasonable steps are taken to prevent or limit serious harm to the environment;
- Provide the provision in its area for the purpose of rescuing people who may be trapped in the event of a collapsed building/structure and from major transport incidents such as trains or aircrafts and protecting them from serious harm; and
- Obliges FRAs to use their specialist CBRN or USAR resources outside their own areas.

4.1.3 The immediate and medium term position for all public service providers will see increasing pressure to reduce operating costs. Indeed, all local authorities will be required to find more innovative and collaborative means of delivering services.

4.1.4 The FRS will need to look at what it actually delivers first and foremost, before looking into how it delivers those services. NFRS will not be exempt from this process and will look to identify its key functions and those areas that it can highlight savings outside of its front line services. A key point to note is being clear as a Service, as what is actually frontline.

- 4.1.5 FCR 2015 has sought to ensure that the review will demonstrate the Service is maintaining the legal compliance of NFRS in the discharge of its duties. It also recognises that, based upon risk, NFRS must provide an adaptive service which addresses risk in an appropriate and proportionate manner.
- 4.1.6 It is essential to recognise that the response function of any FRS must work intrinsically with its prevention and protection functions and increasingly its partners. This is the central element to positively influencing upon the continued reduction of risk within Nottinghamshire.
- 4.1.7 NFRS's operating environment has clearly evolved over time and all public service providers must be able to reflect and serve their communities in the most efficient and effective manner by appropriately deploying the resources at their disposal.
- 4.1.8 The Fire and Rescue Services Act 2004 also provides the facility to combine an individual Fire Authority with another – for example, Devon and Somerset – its aim to make better use of available facilities and resources, and improve service delivery to communities – eg: economies of scale.
- 4.1.9 The Fire Authority has previously taken the principled position that it wishes NFRS to remain an independent organisation and therefore not plan for combinations in the immediate or medium term operating environment. This will however, place some degree of pressure upon NFRS to implement changes in practice, requiring better use of resources for this to continue indefinitely.
- 4.1.10 This is also of specific relevance when considering geo-political boundaries and the provision of resources close to those boundaries – eg: Heanor fire station (Derbyshire) and Eastwood fire station (Nottinghamshire). Where, for the absence of such a boundary, a single FRS may not have two stations located in such proximity.

4.2 National Framework Document

- 4.2.1 It is the responsibility of the Secretary of State to ensure NFRS has clear direction in terms of expectations. This section extracts the legal obligations that NFRS seek to discharge within its IRMP.
- 4.2.2 The Fire and Rescue National Framework is contained within Part 3 - Administration (Sect. 21) Fire and Rescue Services Act 2004. The following sections are a direct lift from the Act and clearly detail the UK FRSs' responsibilities as being:

- *The Secretary of State must prepare a Fire and Rescue National Framework.*
 - *The Framework-*
 - *Must set out priorities and objectives for fire and rescue authorities in connection with the discharge of their functions;*
 - *May contain guidance to fire and rescue authorities in connection with the discharge of any of their functions;*
 - *May contain any other matter relating to fire and rescue authorities or their functions that the Secretary of State considers appropriate.*
- *The Secretary of State must keep the terms of the Framework under review and may from time to time make revisions to it.*
- *The Secretary of State must discharge his functions under subsections (1) and (3) in the manner and to the extent that appear to him to be best calculated to promote-*
 - *Public safety;*
 - *The economy, efficiency and effectiveness of fire and rescue authorities, and*
 - *Economy, efficiency and effectiveness in connection with the matters in relation to which fire and rescue authorities have functions.*
- *In preparing the Framework, or any revisions to the Framework which appear to him to be significant, the Secretary of State –*
 - *Must consult fire and rescue authorities or persons considered by him to represent them;*
 - *Must consult persons considered by him to represent employees of fire and rescue authorities;*
 - *May consult any other persons he considers appropriate.*
- *The Framework as first prepared, and any revisions to the framework which appear to the Secretary of State to be significant, have effect only when brought into effect by the Secretary of State by order.*
- *Fire and rescue authorities must have regard to the Framework in carrying out their functions.*

4.2.3 The Fire and Rescue Service National Framework Document) 2012 is the approach Government has taken to set its priorities to the UK FRS:

- Identify and assess the full range of foreseeable fire and rescue related risks their areas face, make provision for prevention and protection activities and respond to incidents appropriately;
- Work in partnership with their communities and a wide range of partners locally and nationally to deliver their service; and
- Be accountable to communities for the service they provide.

4.2.4 The current National Framework Document sets out high level expectations. It does not prescribe operational matters. These are best determined locally by fire and rescue authorities, working in partnership with their communities, local citizens, businesses, civil society organisations and others.

4.2.5 Given the financial environment of the immediate years ahead, NFRS must take the initiative to ensure its organisational structure is able to flex internally and better interface with its peer fire and rescue authorities – this being achieved with better use of its own and access to other Services' resources.

4.3 **Integrated Risk Management Planning**

4.3.1 The IRMP process, introduced following the 'Bain' review into the UK FRS, is designed to allow for individual FRSs to assess risk at a local level and introduce control measures that are risk-based in relation to the outcomes of that local assessment.

4.3.2 This has seen a wider range of approaches to the provision of services by FRSs nationally, including its response to incidents once they have/are actually occurring. The approach of risk based fire cover has evolved over many years with the priority and central element changing over time also. For example, standards of fire cover (pre-Bain) made great emphasis on building density, and therefore, city centres would receive higher levels of resource allocation. It can also apply where the central and driving element is actual risk to people within specific building types.

4.3.3 NFRS has not removed the previous standards in a practical sense as the direct result of IRMP, in that, NFRS has not moved all of its stations as the result of this change in approach. IRMP does apply a mainstream and understandable risk management approach – ie: it aims to be proportionate in its response to risk and could be argued is no different to older standards in that respect, it is the variables included that change.

4.3.4 In support of FCR 2015, the project team has been fully cognisant of the need to support NFRS's IRMP.

- 4.3.5 Each FRS is duty bound to produce an IRMP to ensure they deliver their duties under the Act. This has seen a variety of approaches deployed across the wider UK FRS and continues to attract attention from interested parties connected to the FRS.
- 4.3.6 IRMP nationally has seen the progressive removal and replacement of the national standards of fire cover. Within Nottinghamshire this is delivered by the current attendance measure of 90% of incidents will receive an attendance within 10 minutes.
- 4.3.7 NFRS is coming to the end of year one in the current 2014-19 IRMP and the delivery of options generated by the FCR 2010 work which followed consultation. The outcomes of this review will be shared with stakeholders and other interested parties.
- 4.3.8 It is also recommended that the IRMP annual update should reflect and communicate the fire and rescue authority's intentions about any proposed changes to the emergency response provision that are generated out of the FCR 2015.

4.4 Civil Contingencies Act 2004

- 4.4.1 Part 1 of the Civil Contingencies Act 2004 ("the Act") establishes a consistent level of civil protection activity across the UK. Greater consistency is sought too in the way the function is carried out between the local Category 1 and 2 responders as partners covered by the Act and in different parts of the country.
- 4.4.2 The Act provides a basic framework defining what tasks should be performed and how co-operation should be conducted. The Government does not consider that it is necessary to radically change the way things were done prior to civil protection being placed on a statutory basis. It aims to consolidate and strengthen what exists.
- 4.4.3 Working to a common framework, local responders will make their own decisions in the light of local circumstances and priorities about what planning arrangements are appropriate in their areas.
- 4.4.5 The definition of "emergency" - "emergency" is defined in Part 1 of the Act as:

"An event or situation which threatens serious damage to human welfare in a place in the UK, the environment of a place in the UK, or war or terrorism, which threatens serious damage to the security of the UK".

- 4.4.6 The definition of "emergency" is concerned with consequences, rather than with cause or source. Therefore, an emergency inside or outside the UK is covered by the definition, provided it has consequences inside the UK.

4.4.7 An emergency is considered to have consequences inside the UK if the serious damage is within the territorial sea of the UK. The territorial sea is the area of sea up to 12 nautical miles to seaward of the UK coast (or, more accurately, to seaward of the coastal baseline established by statute).

4.4.8 A place in the UK may be anything from a small village to a town square to a large city. It may also include a part of a region or an entire region.

4.4.9 Determination of when an emergency has occurred, or is likely to occur, is addressed in three ways. The Act provides:

- A specification of the kinds of event or situation which may cause “damage”; and
- Two tests for determining whether an event or situation threatening such damage constitutes an emergency (one of which must be met).

4.4.10 The Regulations require:

- Category 1 responders to adopt a standard procedure for making the decision to activate a business continuity or emergency plan.

4.4.11 Damage – the Act sets out a list of events or situations, which may be considered to pose a threat of damage to human welfare, the environment or security.

4.4.12 **Two tests as to whether a response is required**

A Category 1 responder must perform its duties under the Act only in relation to two situations, either of which poses a considerable test for that organisation’s ability to perform its functions. In this way, the Act narrows the range of events or situations to which the duties apply to those, which test the Category 1 responder – ie:

- Where the Category 1 responder: would consider it necessary or desirable to act to prevent, reduce, control, or mitigate the emergency’s effects, or otherwise take action; and
- Would be unable to act without changing the deployment of its resources or acquiring additional resources.

One of these two tests must be met for the main duties of the Act to apply.

4.4.13 The Civil Contingencies Act 2004 is familiar to NFRS and its involvement in the proliferation of structures build up around its framework to discharge duties under it. These include the Civil Contingencies Secretariat (CCS), Regional Resilience Forums (RRF)

and ultimately Local Resilience Forums (LRF), all with specific contributory working/liaison groups.

4.4.14 From a national risk perspective, the National Risk Register (NRR) serves to identify key themes and issues that local bodies should factor into the production of the Community Risk Registers (CRR).

4.4.15 Locally, NFRS continues its proactive involvement with the LRF and nothing in this review should prevent that from developing, it is both a statutory duty and provides NFRS access to partners to assist with the delivery of key messages, which should be used as a vehicle to address vulnerability that will increase community resilience.

4.5 National Security

4.5.1 Within the UK FRS, involvement is continuing in the support of the National Security Strategy and the Governmental approach to Counter Terrorism Strategy (CONTEST). The clear role NFRS has is to support other agencies within the key strands of – prevent, protect, prepare and pursue. This was further updated following the Defence and Security Review, undertaken by the previous Coalition Government. This is delivered by NFRS's interactions with the LRF and provision of the national resilience assets that have now been transferred to NFRS under the long-term capability management programme.

4.5.2 Many FRSs have already established strong links into this area, for example, London Fire Brigade, since the introduction and development of inter-agency liaison Officers (ILOs). NFRS has introduced and maintained this function delivered through the Officer cadre.

4.5.3 To assist the UK FRS, Department for Communities and Local Government (DCLG) has implemented the National Co-ordination and Advisory Framework (NCAF) with a co-ordinating role via the Chief Fire and Rescue Adviser (CFRA).

4.5.4 The purpose of the NCAF is to enable the provision of support and advice to the FRS and central government during incidents that are of national significance and/or require national co-ordination. The NCAF will provide a clear and coherent methodology for co-ordinating national resource mobilisation when preparing for and responding to such incidents.

4.5.5 The framework has been designed for co-ordination, advice and to ensure there is the provision of national support to the affected FRS. This document should be considered as the overarching document for the NCAF structure. However, it does not imply that all of the components will be automatically activated during every incident that requires a national response. The NCAF structure has been designed to be flexible enough to adapt to the nature, scale and requirements of the incident and to support those managing it.

- 4.5.6 This document seeks to strengthen FRS resilience in the preparation of, and the response to, incidents of national significance and/or require national co-ordination. It will be subject to continuous review following lessons learnt from such incidents.
- 4.5.7 The framework is designed to provide national advice and co-ordination in order to support the safe and speedy resolution of any emergency which may have national significance, whether national assets are deployed or not.
- 4.5.8 The Fire and Rescue Service National Framework 2008-11, provides information on the role of the CFRA and identifies some of the responsibilities of that Officer for national co-ordination and advice during incidents which have national significance. It also identifies the role of the National Strategic Advisory Team and the DCLG Emergency Room.
- 4.5.9 This framework supplements and augments existing response arrangements – it does not replace them. The responsibility for resolving such incidents effectively and safely is still one that belongs to the local FRS together with the adoption of safe systems of work, such as the national incident command system. However, the introduction of this framework does offer additional support with the intention of taking away some of the added burdens associated with such incidents from the affected FRS, and helping them to resolve the incident more effectively.

4.6 Organisational Security

- 4.6.1 Fire and Rescue Service Circular 64/2009 "Implementation of the Protective Security Strategy" informs fire and rescue authorities of the issues surrounding the implementation of a Fire and Rescue Protective Security Strategy developed under CONTEST and based on the Security Policy Framework (SPF).
- 4.6.2 Whilst adoption of the Protective Security Strategy is not mandatory, there is a clear onus on fire and rescue authorities to support CONTEST by adopting and implementing the strategy – although it is strongly emphasised that implementation of the SPF should be proportionate to the risks involved.
- 4.6.3 In parallel with any legal (or business) imperatives to comply with the (relevant) mandatory requirements, fire and rescue authorities must also consider carefully the need for the FRSs to be seen as trusted partners in their dealings with the police and security agencies in the effective delivery of CONTEST and other security-related objectives, such as interoperability.
- 4.6.4 As part of the National Security Framework, NFRS is required to implement a wide range of tasks that better prepare and protect the Service. As a Category 1 responder within the Civil Contingencies

Act 2004 and a contributor to the Critical National Infrastructure (CNI), NFRS has a number of key areas to which it needs to focus attention in coming years.

4.7 Sustainable Communities Act (2007)

- 4.7.1 The Sustainable Communities Act (2007) aims to promote the sustainability of local communities. It begins from the principle that local people know best what needs to be done to promote the sustainability of their area, but that sometimes they need central government to act to enable them to do so.
- 4.7.2 It provides a channel for local people to ask central government to take such action. It is also a new way for local authorities to ask central government to take action, which they believe would better enable them to improve the economic, social or environmental well-being of their area. This could include a proposal to transfer the functions of one public body to another.
- 4.7.3 The scope of the Act is very broad, covering economic, social and environmental issues. It does not limit the type of action that could be put forward, provided the action is within that broad scope. It is for local people to decide what they think needs to be done to promote the sustainability of their area.
- 4.7.4 The Act is designed to strengthen the role of communities. It provides a simple process by which the ideas generated by local communities are fed through their local authority and a body known as the “selector” (currently the Local Government Association) to central government.
- 4.7.5 As it will not be possible for all suggestions to be put direct to central government, local authorities and the selector will have a “short-listing” role. The government will consult the selector and try to reach agreement on which of the proposals on the short-list should be implemented. The government will respond to all of the suggestions that are short-listed by the selector and will publish an action plan setting out how it will take forward the suggestions that it adopts.
- 4.7.6 As well as enabling local communities and local authorities to make suggestions for government action, the Sustainable Communities Act also ensures that communities are better informed about the public funding that is spent in their area. Local spending reports provide quick and easy access to information about where public money is spent. This will enable local authorities, their partners and communities to take better-informed decisions about the priorities they choose to pursue to promote the sustainability of their local community.

4.8 Localism

- 4.8.1 FCR 2015 has considered the position held by an emergency service, such as NFRS, and the great value communities place upon the specific response element once an emergency is occurring.

4.8.2 It is a continuing objective for all FRSs to reduce the need for this response to be necessary. In reviewing and determining this, NFRS must ensure that their consultation reaches all those affected by any future changes and that those affected are engaged, communicated with and understand how any recommendations that do get presented are generated, based upon risk exposure and actual need in the society of today and beyond.

4.8.3 The Government has communicated its intention to promote and support the decentralisation of power – eg: ‘Big Society’ stating:

“The Big Society is what happens whenever people work together for the common good. It is about achieving our collective goals in ways that are more, more local and more personal”.

“The best contribution Central Government can make is to devolve power, money and knowledge to those best placed to find solutions to local needs: elected representatives, frontline public service professionals, social enterprises, charities, co-ops, community groups, neighbourhoods and individuals”.

4.8.4 IRMP is a process by which NFRS delivers on those expectations, by planning a response model for many years ahead – a complex system that extends beyond any one locality and beyond the County boundary. Emergency response is NFRS’s service delivery model at the end of an unfortunate chain of events, whereby earlier preventative and protective measures would reduce and in some cases negate the need for NFRS response.

4.8.5 The Localism approach contains six key actions, as follows:

- Lift the burden of bureaucracy;
- Empower communities to do things their way;
- Increase local control of public finance;
- Diversify the supply of public services;
- Open up government to public scrutiny; and
- Strengthen accountability to local groups.

4.8.6 These provide avenues by which NFRS may be challenged, by working with interested parties and the diverse, established partnership network, NFRS will continue to make significant progress in driving down risk, that may ultimately require an emergency response, for each reduced incident is a real, tangible success for the Service and society.

4.9 **Community Resilience**

4.9.1 Community resilience is a composite of many elements. The previous section also has potential to build this resilience in relation to fire and emergency risk within Nottinghamshire.

4.9.2 The risk mapping produced by FCR 2015 and the resultant ‘Risk

Map' (Appendix A) clearly identifies areas of highest risk and their location relative to communities. This has also reinforced the work by NFRS in identifying vulnerability and how this must be proactively addressed rather than reactively by emergency response.

- 4.9.3 Clearly, FCR 2015 is not suggesting an emergency response model is unnecessary, on the contrary, it will remain integral, but will seek to be appropriate. It is accepted that response is a tool to mitigate the impact of incidents and lessen the degree of loss where this is achievable and practicable to do so, once the chain of events lead to this.
- 4.9.4 There is a wider distinction between risk and vulnerability, in that vulnerability actually is referring to the potential for casualty, destruction, damage, disruption or other form of loss in a particular element. Therefore, risk is a combination with probable level of loss to be expected from a predictable magnitude of hazard (which can be considered as the manifestation of loss).
- 4.9.5 With this in mind then, risk assessment and the attached mapping details, there is a social vulnerability which encompasses the susceptibility that a social group may have through their interactions with the physical environment.
- 4.9.6 The preventative and protective work of NFRS with its delivery partners therefore is the route to reducing the vulnerability of communities, will improve their resilience to any future shock, and will provide a clear coping capacity that may well prevent future incident occurrences.

eg: "the capacity of a system, community or society potentially exposed to hazards to adapt, by resisting or changing in order to reach and maintain an acceptable level of functioning and structuring. This is determined by the degree to which the social system is capable of organising itself to increase its capacity for learning from past incidents for better future protection and improve risk reduction measures".

4.10 Health and Safety

- 4.10.1 The Health and Safety Executive (HSE) has consistently worked with the UK FRS to assist the industry to understand its working environment and the impact this has upon employees, with a view to managing the workplace better.

- 4.10.2 This has resulted in the joint publication of the policy statement '*Balancing operational health and safety in the fire and rescue service*'. Endorsed by key stakeholders, the statement recognises the '*special nature*' of the Service and the necessary risks taken to secure the wider benefit to public safety. This does not exempt the Service from its statutory duties, but is recognition of the role and risk staff are expected to take in times of emergency response.
- 4.10.3 As part of the collaboration and previously identified between the HSE and UK FRS, had been the need to ensure that the enforcing body was consistent across the whole Service in relation to inspection and likely issue of enforcement actions. This resulted in eight targeted inspections of FRSs, these coincided with serious incidents in which fire fighter fatalities have resulted.
- 4.10.4 The HSE's consolidated report highlights two specific areas that were consistent across the UK FRS:
- Competence assessment for fire fighters at all levels, including management; and
 - A proportionate approach to risk assessment.
- 4.10.5 The future context of any inspections has also been detailed by the HSE and will include the following:
- HSE are led to believe that due to a decrease in the occurrence of serious large fires that fire fighters have less direct exposure to the risks they create; nevertheless, this remains the most common setting for fire fighter deaths;
 - The extent to which FRS can create realistic and effective training opportunities to compensate for the comparative shortage of live exposure is extremely important; and
 - The topics covered during the inspections have a common link to effective control and management of risk on the incident ground.
- 4.10.6 Of further interest to FCR 2015 are those areas that the HSE detail under 'other matters' and ones that NFRS must consider in the review process as they directly impact on the decision making process that will provide the response model of the future, in that, individual FRSs need to consider further:
- The extent to which fire fighters should or should not take risks to save property;
 - Whether retained duty staff can fulfill all of the operational duties of a fire fighter, given the time they have available for training;

- Clarity about how FRS can meet public expectations on water rescue; and
- How best to develop and implement consistent national guidance and improve inter-operability on those matters that affect every FRS.

4.10.7 Also in need of consideration is the health and safety review, commissioned by the previous Coalition Government and completed by Lord Young, with a view that this area and its regulation has gone too far and is now affecting commercial enterprise and stifling activity across the whole of the UK. Of particular note is the content in relation to Police and Fire Service recommendation.

'That police officers and fire fighters should not be at risk of investigation or prosecution under health and safety legislation when engaged in the course of their duties if they have put themselves at risk as a result of committing a heroic act. The HSE, Association of Chief Police Officers and Crown Prosecution Service should consider further guidance to put this into effect.'

4.10.8 What this actually means for health and safety management at this stage remains unclear, but when analysing impact potential, FRSs could face wide scale barriers and concerns. However, the practices of the UK FRS have been developed through many years of experience and NFRS will continue to comply with the laws of the land in terms of risk management. But, will also continue to reduce the risk faced by its employees and those affected by its activities to as low as is reasonably practicable in the pursuance of the Fire and Rescue Services Act 2004.

4.10.9 Regardless of what the previous details mean, the FCR findings have paid regard to these statements and how they may affect the future response model and how the Service plans and manages its business generally.

4.11 Working Time Regulations

4.11.1 The Working Time Directive applies to all workers, with certain exceptions such as those who are self-employed or fall within the confines of Article 20.

4.11.2 The Service has to take all reasonable steps in keeping with the protection of the workers' health and safety, to ensure that workers do not work for more than an average of 48 hours in each seven days (Reg. 4). The hours to be counted include overtime.

4.11.3 Working time is defined in Regulation 2 as:

- 'Working' at the 'employer's disposal' and 'carrying out his activities or duties' (NB: all three of these elements must be satisfied);
- Periods when the worker is receiving relevant training; and
- Any additional period specified in a relevant agreement for the purposes of these Regulations.

4.11.4 Travel to work is not working time unless it is actually part of the work activity.

4.11.5 The belief is that the Service would not be exempt under Article 20, as this would require the individuals to have “autonomous decision-making powers” or be a “family worker” or “officiating at religious ceremonies”. In terms of the definition of “autonomous decisions”, this is usually in relation to Executive Managers (for example the Strategic Management Team).

4.11.6 The implications of this are that the duty system must not exceed 48 hours on duty (currently this does not include stand-by hours) averaged over a 17 week period. There is currently an opt-out of this provision for individuals.

4.11.7 However, work is on-going within Europe to review the regulations and this may present some significant issues for the UK FRS, specifically around Officer provision, RDS personnel and dual contract employees.

4.11.8 The findings of this report offers NFRS an opportunity to pre-plan some of those issues, indeed, by better allocation of resources it has the potential to enhance service provision in some areas and aspects as well as pre-empt legislative impacts.

4.11.9 This planning should also consider the implementation of crewing models seen around the UK and have the capacity to see a varying of contract agreements that would include the expansion of part-time working.

4.12 Part Time Workers Regulations

4.12.1 The Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000 (SI 2000/1551) aims to end less favourable treatment of part-timers in order to support the development of a flexible labour market, by encouraging the greater availability of part-time employment, and increasing the quality and range of jobs, which are considered suitable for part-time work or job-sharing.

4.12.2 The Part-time Workers (Prevention of Less Favourable Treatment)

Regulations 2000 came into force in July 2000. The regulations ensure that part-timers are not treated less favourably in their contractual terms and conditions than comparable full-timers, unless different treatment is justified on objective grounds.

- 4.13.3 Less favourable treatment of a part-timer will be justified on objective grounds if it can be shown that it is necessary and appropriate to achieve a legitimate business objective.

4.13 Drivers Regulations

- 4.13.1 The EC Drivers' Hours and Tacograph Rules for Goods Vehicles (Regulation 561/2006) provide that driving time is limited and that proper break and rest periods are taken to prevent road traffic accidents.
- 4.13.2 In particular the rules apply to drivers of heavy goods vehicles with an overall weight over 3.5 tonnes and passenger service vehicles capable of carrying more than nine people (including the driver), or traveling more than 50 kilometres from base. The regulations also apply to occasional drivers, even if they only drive for a few hours a day or a couple of days a week. It is a legal requirement for drivers of in-scope vehicles to comply with the regulations.
- 4.13.3 The EU rules do not provide an exemption from the daily and weekly rest requirements for fire fighters employed on the retained duty system or other duty systems, who drive vehicles that fall within the scope of the legislation in their primary or secondary employment.
- 4.13.4 Breach of the EC Drivers' Hours rules can result in a level 4 fine. Deliberate falsification of records can result in up to two years imprisonment and/or a fine.
- 4.13.5 NFRS has already seen the impact of this particular regulation, for example, individuals were met with to review their continued employment by NFRS again, the impact of this has the potential to be seen greatest within RDS employees who drive for their primary employment. The clear impact being this may, albeit in a minority of instances, affect RDS appliance availability.

4.14 Equalities

- 4.14.1 NFRS has now received its 'Excellent' status under the FRS Equalities Framework and as part of FCR 2015, the wider equalities issues have been considered, predominantly in relation to at risk groups.
- 4.14.2 To support this, an initial equality impact assessment (EIA) has been created that has indicated a full EIA is to be generated also. This review already recognises that part-time workers are impacted upon.

4.14.3 The equalities agenda is far broader and the methods now accessed to target key areas extend beyond operational crews. For example, NFRS now employs risk reduction officers and education specialists, as well as working with an ever growing partnership network.

4.15 Alternative Crewing Models

4.15.1 As with FCR 2010, the 2015 project has contacted a number of peer FRSs to ascertain how they had completed similar FCRs, this exercise has identified a range of alternative crewing models that are deployed across the country. These systems effectively provide alternatives to the traditional response models that Nottinghamshire currently deploy within the Wholetime and Retained duty systems and may provide valuable insight for future Fire Authority consideration.

4.15.2 Fundamentally all of the crewing models provide an appropriate and proportionate operational response model at any one location that take account of call demand and societal factors that combine to identify the levels of local risk, all these factors are currently central to the risk modelling approach and supports the findings of both FCR 2015 and earlier 2010 publication.

4.16 Pre-Determined Attendance

4.16.1 Pre-determined attendance (PDA) is a well-recognised and developed approach to incident mobilisations and systems of work right across the FRS. FCR 2015 has not looked to review PDAs specifically. However, as the review has progressed it has become apparent that some PDAs may need to be reviewed in the future dependent on changes to the operational response model. As an example the introduction of any alternative crewed vehicle would require a full review of PDAs to look at what incidents they would be able to attend and consequently where the PDA could be adjusted.

SECTION 5

NOTTINGHAMSHIRE CONTEXT

5.1 NFRS's Vision - 'A safer Nottinghamshire by putting safety at the heart of the community'

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

5.1.2 Fortunately, NFRS's partners in the councils, police, health, education and other local services are also striving to achieve similar improvements. NFRS is therefore working in close partnership with them to pool efforts and make a greater difference than could possibly be achieved by working alone.

5.1.3 This overall aim is supported by six objectives, which highlight the work NFRS needs to do in order to achieve its aim.

5.2 NFRS Objectives

5.2.1 The following six objectives underpin all NFRS activities during the lifespan of the 2014-2019 IRMP. NFRS has identified the areas of work it believes will help it to achieve its aim and make a positive difference to people's lives, which gives NFRS a very clear focus on its priorities for the future.

5.2.2 Everything NFRS does over the next five years links into one or more of these objectives, so that its efforts are strengthened and will maximise opportunities to make improvements.

5.2.3 **Objective 1: Service Delivery**

We will:

Deliver a professional, effective and value-for-money emergency response service to all those who live, work and travel in the county of Nottinghamshire.

5.2.4 **Objective 2: Employees and Workforce**

We will:

Maintain, support and develop our workforce to ensure an environment in which we can deliver a professional and effective service to the people of Nottinghamshire.

5.2.5 **Objective 3: Improvement and Governance**

We will:

Continuously improve upon previous achievements and assure our stakeholders that the organisation has an appropriate infrastructure for governance to support future success.

5.2.6 **Objective 4: Engagement and Partnerships**

We will:

Develop and maintain effective strategic and community partnerships.

5.2.7 **Objective 5: Environment**

We will:

Reduce the Service's impact on the environment through a combination of measures including considering the environment when making decisions, investing in technology and delivering training and education initiatives.

5.2.8 **Objective 6: Inclusion and Equality**

We will:

Provide services tailored to meet the needs of our communities.

5.3 **Local Context**

5.3.1 **Geography** – Nottinghamshire lies in the heart of England and covers an area of 835 sq miles, with a population of just over one million people and a workforce of 360,000.

5.3.2 **Population** – the largest concentration of people is found in the Greater Nottingham conurbation, the suburbs of which lie mostly in the County. In total, including Nottingham City (314,300) Greater Nottingham has a population in excess of 801,400. The other main County towns are Mansfield (77,551), Kirkby-in-Ashfield (26,927), Sutton-in-Ashfield (45,848), Newark (37,084), Worksop (41,820) and Retford (22,023).

5.3.3 **Demographics** – Nottingham itself is a city of contrasts. It remains in the top ten highest rate of employment growth of any major UK city, and has an attractive and successful city centre. It is a leading city in the East Midlands region, its shopping facilities are ranked as amongst the best in England (outside London) and it has a vibrant and growing leisure and cultural scene.

- 5.3.4 However, it also has some of the worst areas of deprivation and under-achievement in the country. Greater Nottingham is a big conurbation – one of the ten largest in the country – but only half the population live within the city boundaries. Nottingham is ranked as the 20th out of 326 most deprived districts in the UK, with health, education and crime above the national average.
- 5.3.5 Despite its wealth and commercial success, many Nottingham city residents live in areas of deprivation. In fact, over 60% of Nottingham's population lives in an area of deprivation and 13 of the 20 city wards are within the 10% most deprived nationally, with pockets of deprivation in other wards.
- 5.3.6 This presents a problem for NFRS and similar authorities when comparing performance within authorities which are more affluent. Many of the incidences of fire are manifestations of deep social problems, which exist in more deprived areas. NFRS is working hard to develop links and partnerships at district level to deal with these issues.
- 5.3.7 Although the performance indicators NFRS uses are primarily an output measure, a substantial amount of resources in prevention work are invested. Due to the socio-economic and deprivation factors, the performance indicators are only a high level measure and do not fully represent the preventative work that goes into solving the problems of these areas.

5.4 **Economy**

- 5.4.1 Nottinghamshire has successfully managed the changes forced upon it during the last 20 years. These changes have had a major influence upon mining and some manufacturing industries, and the communities they supported. Overall, unemployment has been relatively low. However, labour market disparities remain, with qualification and skills levels causing concern. In 2008, the recession began to impact upon the local economy and employment, and substantial numbers of job losses were reported.
- 5.4.2 Nottinghamshire has become economically diverse and innovative, however some areas of the county share problems which are faced by the wider East Midlands region, primarily that of a low skills/low innovation/low wage economy.

5.5 **Nottinghamshire Fire and Rescue Service Role**

- 5.5.1 NFRS employ 937 people working to provide services to the public, including fire fighters, fire control operators, IT professionals, estates management, finances, HR professionals and safety advisors.

- 5.5.2 The Service currently has 24 fire stations positioned geographically across the county, staffed by whole-time and retained duty fire fighters. In 2014/15 NFRS attended 9,468 incidents, 3,490 of these were fires, 4,116 were false alarms and 1,862 responses were to other emergency incidents (SSCs).
- 5.5.3 The Fire Authority is an independent body comprising 18 elected councillors from the City and County Councils. These councillors ensure that the FRS meets both its statutory obligations and provides a value-for-money service to the public. This is achieved by a robust committee structure providing scrutiny in areas such as Finance, Human Resources and Community Safety.

5.6 Partnership and Community Engagement

- 5.6.1 NFRS is working in partnership with other agencies to reduce the effect of fire-related crime in respect of arson. The Service has specific initiatives in relation to young people such as the Prince's Trust, and the Bendigo project, which are intended to promote community cohesion and sustainable communities. NFRS's district structure makes the delivery function co-terminus with the boundaries within the county and city, and has helped to embed district management within the Local Strategic Partnerships (LSPs).
- 5.6.2 NFRS continues to build strong partnerships with the media within the county and city via the corporate communications team. They are key to communicating aims, objectives and key fire safety messages to the communities of Nottinghamshire.

5.7 The Challenges Faced

- 5.7.1 Over the past ten years, fire authorities have operated in a challenging industrial relations environment where many change initiatives were resisted by the Service. This did impede progress in some respects, although it did not prevent overall improvement in service delivery. Industrial relations continue to be positive across the Service partly because of the informal access the Trade Unions have to senior officers and because of the more formal uniformed panel chaired by the Deputy Chief Fire Officer.
- 5.7.2 Historically NFRS has managed its financial resources well. This is evidenced by unqualified and external audit reports, a strong position with regard to balances, a sustainable capital plan and a planned approach to budget reductions.
- 5.7.3 However the financial landscape is changing and in 2010/2011 the Authority had a budget of £48.132m whereas in 2015/2016 it has fallen to £41.213m a reduction in cash of nearly £7m per annum, allowing for inflation this is a real terms decrease of over £11m.

5.7.4 NFRS has plans to meet budget reduction targets during 2015/2016, however the financial outlook going forward to 2019/2020 is not encouraging. Recent forecasts show that a further £4m will need to be removed from budgets before 2016/2017 and yet another £4m before 2019/2020. This will put the organisation under significant budget pressure.

5.8 **Modernisation**

NFRS has met the challenges of modernisation by leading from the front in many respects. Improvements were made to working practices ahead of most Services, many of whom continue to wrestle with the challenges NFRS overcame some time ago. The Service has already implemented significant and innovative changes to the organisation and intends to continue with others that will lead to an even more efficient and effective service in line with the objectives set out in the IRMP 2014-19.

5.9 **Sustainable Communities and Aligned Core Strategy**

5.9.1 Sustainable community strategies are key long-term planning documents for improving the quality of life and services in a local area. Every council is expected to have one – developed and agreed with its LSP.

5.9.2 The purpose of a sustainable community strategy is to set the overall strategic direction and long-term vision for the economic, social and environmental wellbeing of a local area – typically 10-20 years – in a way that contributes to sustainable development in the UK. It tells the ‘story of the place’ – the distinctive vision and ambition of the area, backed by clear evidence and analysis. Given this, it is obvious that the sustainable community strategies of the local authorities will need reflecting in the aligned core strategies, which will set out how their spatial planning elements will be delivered.

5.9.3 Greater Nottingham’s LSPs are based on the various councils’ administrative areas, for instance, the Rushcliffe LSP covers the Rushcliffe Borough Council area, and the Ashfield LSP covers the Ashfield District Council area. A LSP is a body consisting of many key local stakeholders and service providers who have a responsibility to progress the quality of life at a local level, such as health representatives, or representatives of the police.

5.9.4 A council will need to have full regard to the vision outlined in the corresponding area’s sustainable community strategy when preparing its core strategy. Therefore, it is important to demonstrate how the two respective documents will complement one another. Clearly showing the general conformity between both strategies is a requirement of the Planning Inspectorate’s ‘Tests of Soundness’, and is needed for a core strategy to be found ‘sound’ and be able to progress on to adoption.

- 5.9.5 All councils have been required as part of the Local Government Act 2000 to prepare community strategies. However, these are now defined as *sustainable* community strategies, with the publication of the UK's Sustainable Development Strategy giving this decision additional impetus.

5.10 Land Use Planning Information

- 5.10.1 From the Aligned Core Strategies and infrastructure plans for the county, it is evident that sustained building and land use growth and development will continue across the area. Many of the strategic plans identify proposals and allocations up to and beyond 10 years. Therefore any planning as part of the FCR should not be restricted to short term considerations only.
- 5.10.2 As previously identified in the FCR 2010, these growth points need consideration by NFRS to ensure it is able to provide the right level of service in those areas that present the greatest levels of risk.
- 5.10.3 The Localism Act 2011 has given local authorities new freedoms and flexibility through decentralisation. Regional strategies with centralised targets have now been revoked by The Regional Strategy for the East Midlands (Revocation) Order 2013. Neighbouring local authorities have a duty to co-operate with each other including on planning issues. The Aligned Core Strategies – Local Plan for Broxtowe, Gedling and the City is an example of this.
- 5.10.4 **Summary of Significant Planned Growth and Development by Area**

Broxtowe, Gedling and City

(Aligned Core Strategies – Local Plan, September 2014)

Boots (City) and Boots/Severn Trent Land (Broxtowe)

Strategic location, 6+ years. 126 ha. 1,150 housing units. Approx. 200,000 sqm business and commercial space.

Field Farm, North of Stapleford (Broxtowe)

Allocated land. To commence within first 5 years of plan period. 28 ha. 450 housing units.

Land in the Vicinity of the Proposed HS2 Station at Toton (Broxtowe)

Strategic location. 3 -15 years. Minimum of 73 ha. Minimum of 500 housing units with any increase to be determined through the Broxtowe's part 2 Local Plan. Minimum of 18,000 square metres B class employment space with details to be determined through Broxtowe's part 2 Local Plan. Minimum of 16 ha open space, safeguarded route for a Net extension and vehicle access arrangements for the HS2 station, and additional land for community facilities including education and limited local retail provision.

Awsworth (Broxtowe)

Strategic location. 6+ years. Up to 350 housing units.

Brinsley (Broxtowe)

Strategic location. 6+ years. Up to 150 housing units.

Eastwood (Broxtowe)

Strategic location. 6+ years. Up to 1,250 housing units.

Kimberley (including parts of Nuthall and Watnall - Broxtowe)

Strategic location. 6+ years. Up to 600 housing units.

Teal Close (Gedling)

Allocated land. To commence within first 5 years of plan period.

Development area approximately 48 ha. 830 housing units. 7 ha employment use. Other uses - local centre, community building, care home, education, formal and informal recreation and green infrastructure.

Gedling Colliery/Chase Farm (Gedling)

Strategic location. 8-14 years. At least 600 housing units. At least 2 ha employment uses.

North of Papplewick Lane (Gedling)

Allocated land. To commence within first 5 years of plan period.

Development area approximately 10 ha. Up to 300 housing units.

Other uses - education, green infrastructure.

Top Wighay Farm (Gedling)

Allocated land. To commence within first 5 years of plan period. Site

area 35.6 ha. 1,000 housing units. 8.5 ha (B1,B8) employment uses.

Other uses - education, health and green infrastructure.

Bestwood Village (Gedling)

Strategic location. 6+ years. Up to 560 housing units.

Calverton (Gedling)

Strategic location. 6+ years. Up to 1,055 housing units.

Ravenshead (Gedling)

Strategic location. 6+ years. Up to 330 housing units.

Stanton Tip – Hempshill Vale (Nottingham City)

Strategic location. 6+ years. Site area 42 ha. 500 housing units. 4-6 ha employment land. Other uses - local scale retail, community uses and green infrastructure.

Waterside Regeneration Zone (Nottingham City)

Strategic location. Mid to late plan period (2020-2028). Site area 100 ha. 3,000 housing units. Employment uses B1, B2, B8. Other uses - health, education, community, retail, sport, markets, public open space and green Infrastructure.

Southside Regeneration Zone (Nottingham City)

Strategic location. Timescale throughout plan period to 2028. Site area 38 ha. No. of housing units to be confirmed. B1 and B2 employment uses. Other uses - transport hub, health, retail, community, public open space and green Infrastructure (and appropriate city centre uses).

Eastside Regeneration Zone (Nottingham City)

Strategic location. Timescale throughout plan period to 2028. Site area 38 ha. No. of housing units to be confirmed. B1 and B2 employment uses. Other uses - retail, health, education, community, public open space and green Infrastructure (and appropriate city centre uses).

Rushcliffe

There are a minimum of 9,400 new homes planned to be built in Rushcliffe between 2011 and 2026, as follows (periods are April to March):

2011 to 2016	2016 to 2021	2021 to 2026
1,625	4,475	3,300

Table 1

The following strategic sites, which include housing, business, industrial and storage or distribution use have 'allocated' status and are expected to begin to deliver by 2015. (Rushcliffe Core Strategy, March 2012).

Strategic allocation at Melton Road, Edwalton

The area is identified as a strategic site for housing for 1,200 dwellings, around 4,500m² of B1 and related business development, a neighbourhood centre and other community facilities as appropriate, all of which will be constructed within the plan period to 2026.

Strategic allocation at land north of Bingham

The area is identified as a strategic site for housing of around 1,000 dwellings and an appropriate mix of B1, B2 and B8 employment development, a neighbourhood centre and other community facilities as appropriate, all of which will be constructed within the plan period to 2026.

Strategic allocation at former RAF Newton

The area is identified as a strategic site for additional housing for around 550 dwellings, protection of existing B8 employment located within the former aircraft hangars, and the provision of additional employment land for B1, B2 and B8 purposes. In addition, a primary school, community centre, public open space and other facilities as appropriate. 165 dwellings have already been built and are occupied.

Strategic allocation at former Cotgrave Colliery

The area is identified as a strategic site for housing for around 470 dwellings and the provision of around 4.5 hectares of B1, B2 and B8 employment development, all of which will be constructed within the plan period to 2026.

Strategic allocation South of Clifton

The area is identified as a strategic site for mixed-use development including around 2,500 dwellings, around 20 hectares of employment development, a neighbourhood centre and other community facilities as appropriate, all of which will be constructed within the plan period to 2026. The development shall be appropriately phased to take into account improvements to the A453 and completion of the NET extension.

Transport Infrastructure

Existing planned transport schemes with committed funding are:

- Nottingham Express Transit Phase 2 (extensions to Clifton and Chilwell);
- Nottingham Midland Station Hub;
- Nottingham Ring Road improvement scheme;
- A46(T) improvements between Newark and Widmerpool;
- A453(T) widening from the M1 to A52(T) at Clifton;
- Nottingham Ring Road Improvement Scheme.

Ashfield

The Ashfield Emerging Local Plan which was due to be adopted in 2014 has been withdrawn and a new plan will be produced in due course. This makes it difficult to predict land use and development at this time. The council have been contacted and will provide an update when the information is available.

Mansfield

The Local Plan is currently in development and is due for submission in 2016. From Mansfield District Council website (6 Jan 2015):

To date the strategic policies have been agreed by the Council. These involve:

- Maintaining a proactive approach to growth and regeneration in the District;
- Utilising the locally agreed housing requirement of 391 units pa over the plan period, committing to finding 54ha of employment land to meet employment needs, and 29,800 sqm of new retail and leisure floor space to support the role and function of our town and district centres;
- Recognising the permitted urban extension to the south of Mansfield (at Lindhurst) - the overarching planning strategy being to balance this growth with an urban concentration approach, focusing development on sustainable locations within the urban areas;
- Recognising key environmental, transport, and other infrastructure assets through the approach to green infrastructure, historic environment, and transport policies;
- Emphasising the importance of the Mansfield urban area, and the Warsop urban area with policies that aim to support their role and promote major development sites in need of regeneration and renewal.

Bassetlaw

The core strategy housing growth target for the area from 2010 to 2026 is 6,384 housing units. However, due to completions, sites already under construction and adjusted margins, the residual housing target from 2013 is 3,574.

Area	Target from 2010	Residual target from 2013
Worksop	1,993	1,600
Retford	1,574	359
Harworth Bircotes	1,560	1,587
Carlton in Lindrick and Langold	268	313
Tuxford	301	0
Misterton	89	0
Other centres	599	157

Table 2

(Bassetlaw Core Strategy & Development Management Policies DPD 2011)

The employment land growth target to 2028 is 106 ha with a residual target from 2013 of 100.5 ha.

Area	Target from 2010	Residual target from 2013
Worksop	48	46.8
Retford	21	20.1
Harworth Bircotes	37	33.6

Table 3

Newark and Sherwood

There are five main identified areas in the district identified in the Core strategy. These are Newark, Southwell, Nottingham Fringe, Sherwood and Mansfield Fringe.

The housing requirements for Newark & Sherwood District between 2006 and 2026 are 14800 dwellings. When discounting dwelling completions and commitments in settlements which are not central to the delivery of the Spatial Strategy, the total number of dwellings to be allocated by the District Council between 2006 and 2026 in the Sub-Regional Centre, Service Centres and Principal Villages is in the region of 14162 dwellings. (Adopted A&DM).

70% of overall housing growth is planned in the sub-regional centre of Newark, 20% across service centres and 10% across principal villages.

The employment land requirement for Newark & Sherwood District between 2006 and 2026 is in the range of 210-220 hectares. This figure is distributed amongst the five areas of the District, and in allocating sites for employment development, in the Core Strategy for Strategic Sites in line with Spatial Policy 5, and all other employment sites in the Allocations & Development Management DPD the following figures will be achieved:

Area	Overall employment land to be provided (in hectares)	Guideline new allocations required (in hectares)
Newark Area	150-157	80-87
Southwell Area	1-8	6-7
Nottingham Fringe Area	1	Up to 1
Sherwood Area	29	0
Mansfield Fringe Area	24-25	10-11
Total	211-220	97-106

Table 4

SECTION 6

PROJECT METHODOLOGY

6.1 This section of the report is aimed at providing readers with the framework within which the report has been produced and the vast scope and detail which has been researched and collated to deliver this report. A review of the methodology used in the FCR 2010 was carried out initially to check that the methods and systems used were still relevant and fit for purpose. This review confirmed that not only was the methodology sound but also that more and more Services across the Country were using the same systems and approach that NFRS used.

6.1.1 Throughout the FCR 2015 work, the NFRS project management framework has been utilised to allow the project team and its contributors to understand what outputs / deliverables have been agreed and who has a role in producing those deliverables.

6.1.2 As part of the review process, a risk log for the project has also been developed by the FCR 2015 Project Manager. The risks are identified within the monthly highlight report which was submitted through SMF.

6.1.3 The project has also been monitored and classed within a traffic light status against the project parameters of time, cost, quality and scope. Any escalations are submitted through SMF.

6.2 FRS Review

6.2.1 As part of the FCR 2015 project, a document review of other Services' IRMPs and resource projects has been undertaken. It was recognised from the previous FCR that it was key to access the experiences of other FRSs throughout the country. These reviews have proved to be invaluable in the formulation of this report.

6.2.2 It was found in the document reviews that the project team had either investigated, dismissed or were integrating all of the areas considered by other FRSs.

6.2.3 A lesson that was recognised in the previous FCR and has been continued to do so, is the need to use technology in the process. For example, computer modelling, covered later within this section, as well as how FRSs have been able to implement their recommendation.

6.3 Historical Incident Data

Setting the statistical foundation for FCR 2015 places significant reliance upon the demands faced by NFRS over previous years and what period of data should have been included and represented. In consultation with the Service's Information Systems and Performance teams and taking into account the views of other FRSs having completed similar work, the resulting period for reference has been agreed as five years. Being both robust and meaningful, this period runs from January 2010 to December 2014.

6.4 Computer Modelling

- 6.4.1 Throughout the FCR project, it remained in clear focus the need to ensure that planning assumptions and resulting recommendations should be based upon sound data.
- 6.4.2 When IRMP was introduced in 2004 the use of the computer modelling system Fire Service Emergency Cover Toolkit (FSEC) was mandatory. This was subsequently changed within the National Framework 2008/11 document to non-mandatory use.
- 6.4.3 This presented a number of challenges to many FRSs and further identified gaps during the FCR 2010 project in Nottinghamshire's ability to routinely and systematically assess demand and apply appropriate and proportionate resources beyond the traditional standards set from earlier national reviews into standards of fire cover. The following sections have been included to remove that area of concern for NFRS and ensure a robust process is accessible.
- 6.4.4 To address and resolve these issues the FCR 2010 project identified a system that was subsequently used to form and support the process. It should also be noted and is covered in more detail later, that all these elements of the process were subjected to external scrutiny and validation.
- 6.4.5 FCR 2015 has progressed since the previous FCR project by implementing a similar system, but identified there was no longer a need for the use of FSEC or GeognoSIS. However, all elements of the process will be subjected to external scrutiny and validation.

6.5 CadCorp Workload Modeller (CWM)

- 6.5.1 CWM application is a programme, created for use with CadCorp SIS Map Modeller, which stores incident-related data in an Access database for analysis and modelling.
- 6.5.2 NFRS, via the Information Systems Team already use CadCorp products and the procurement of the CWM module allowed a smooth development and transition of NFRS staff to apply CWM and support FCR 2015 within its timescales.
- 6.5.3 CWM is not a new venture for NFRS, it was identified as being able to fill key gaps within the previous FCR project.
- 6.5.4 There are three functional areas to CWM:

Load 'raw' incident data into an Access database (an 'open' format) so the data:

- Can be viewed in Map Modeller as view points datasets;

- Can be manipulated by CWM (for analysis and modelling);
- Is available for any other analysis.

Incident analysis tools for:

- Response (appliance attendance) time to callouts;
- Allocation of incidents or callouts to stations;
- Unit utilisation of appliances by time or station.

Modelling tools to:

- Predict where appliances should be based to meet demand;
- Simulate the turnout of appliances to meet demand.

6.5.5 The main output of the analysis tools and the modelling prediction is in the form of Excel workbooks. The output of a modelling simulation is a new table in the database, which can be analysed with the incident analysis tools. The application uses a data model, which is populated by incident data and is completed with information on stations, appliances, and vehicle classes amongst other things.

6.5.6 This application has allowed for better triangulation of data that would support any recommendations.

6.5.7 Current and future analysis using CWM can detail the predicted shift in workloads (incidents) given the changing appliance fleet number and location in relation to call demand.

6.5.8 An example of this would be the creation of Highfields fire station and the impact that this had upon surrounding stations, in that, the workload received merely increased figures to that experienced by those stations some 3 to 5 years earlier.

6.6 Routing Tools

6.7.1 Routing calculations are fundamental to many aspects of modelling and analysis within the FRS. Applications of routing include:

- Establishing station turnout footprints;
- Dynamic appliance mobilising;
- Scenario and workload modelling;
- Fire cover planning;
- Resilience strategy development; and
- Attendance standard evaluation

6.6.2 Many of these applications feed directly into the FCR. It therefore stands to reason that the integrity of data, assumptions and methodologies employed are of paramount importance. NFRS has developed a methodology to make best use of available data, tools and expertise in order to create an increasingly accurate representation of real world scenarios.

- 6.6.3 Traditionally, routing has been performed using the Integrated Transport Network (ITN) dataset and routing tools within CWM. Road speeds are set according to the type of road (eg: motorway, A-road, B-road; the “descriptive terms” field in ITN) and calculations are performed and collated to predict travel times between one point and another along the road network. Limitations have arisen due to the huge variety of roads fitting under the same “descriptive terms” category; dual carriageway A-roads in rural locations were assigned the same speed as single carriageway A-roads in dense urban areas, for example. The challenge was therefore set to establish an improved method for assigning road speeds to ITN sections on a more individual and considered basis.
- 6.6.4 The first level of improvement involved creating a distinction between urban and rural roads, in order to assign different speeds for the same type of road in different rural/urban situations. It followed the same methodology as traditional routing, but worked from a newly created “speed” column within the ITN dataset rather than setting speeds within the routing tools in the GIS.
- 6.6.5 The system then improved further by using actual observed speeds of NFRS fire appliances attending the incidents, rather than generalised traffic speeds. All NFRS fire appliances are tracked using the Automatic Vehicle Location System (AVLS) which sends live location and speed information to a data warehouse where it is stored for analysis. Routing calculations can then produce an average speed for the corresponding sections of road using the vehicle status data points produced from all appliances.
- 6.6.6 Another descriptor of “nature of road” (eg: dual carriageway, roundabout) was added into the breakdown, giving individually calculated average speeds for each combination of:
- Situation (urban/rural);
 - Road type (“descriptive terms” ITN field); and
 - Nature of Road (“nature of road” ITN field)
- These values were used to assign speeds to roads with insufficient AVLS data to be calculated on an individual basis.
- 6.6.7 FCR 2015 has used the routing tools to create isochrones which aids the display of travel times. It provides a clear and understandable picture of how NFRS meets or has the potential to meet its current 10 minute attendance measure across the county.
- 6.6.8 NFRS use the isochrones to identify those areas that can or cannot be reached so that a better response model can be applied, thereby making fuller use of resource by geographic location. NFRS, by better planning, will continue to provide an effective level of cover and potentially reduce its cost profile.

6.6.9 The isochrones contained within the district profiles use the actual mobilisation times of each appliance (an average taken over the previous 5 years) as well as a call handling time of 90 seconds. For example, if an appliance has a mobilisation time of 3 minutes, the '10 minute from the time of call' isochrones would actually have a travel time of 5.5 minutes.

6.7 Mosaic

6.7.1 NFRS recognises that social composition within Nottinghamshire has a direct bearing on service delivery. Therefore, in order to aid the identification of those groups at risk, the sophisticated, nationally recognised profiling tool, Mosaic Public Sector™ is used. Mosaic Public Sector™ UK is a household-based consumer classification system, which is widely used by organisations in the commercial and public sector to analyse the socio-economic composition of UK consumers at household address or postcode. Central and local government uses Mosaic Public Sector™ to identify areas of real social deprivation and to allocate remedial resources more effectively across the UK.

6.7.2 Throughout this review the data has highlighted the need to allocate resources based on many factors and that there is a tangible relationship between incidents and levels of deprivation or conversely affluence, for example, between the city centre or Mansfield and say the general Rushcliffe district.

6.8 Risk Mapping

6.8.1 The use of the following approach to risk mapping has been used to support the future decision making process in relation to resource provision for NFRS. This risk mapping approach is becoming common across the UK FRS and the model selected by NFRS is already applied in other fire and rescue services. It has supported their IRMP process and enabled the evaluation of risk that has been accepted and clearly illustrates risk in a visual, understandable manner. It clearly categorises risk from fire and other emergencies and is complimentary to work already undertaken within NFRS.

6.8.2 The risk mapping approach includes population factors over the area of Nottinghamshire, for example, deprivation and illustrates an objective evaluation of risk, further supporting previous work around district profiling.

6.8.3 As the risk mapping model has been developed by another FRS it has benefited from being reviewed and tested over time and is fully inclusive of the knowledge and experience gained of the factors which affect the likelihood of emergencies occurring and brings evidential data together with professional judgement within NFRS.

- 6.8.4 The purpose of this section of the report is to communicate the methodology applied, that in turn has produced the risk map (Appendix A) for NFRS.
- 6.8.5 The evaluation of risk is a well-recognised function of all UK FRSs and contained in the current Fire and Rescue Service National Framework and further assists NFRS in the discharge of duties under the Fire and Rescue Services Act 2004 through the IRMP's iterative process.
- 6.8.6 NFRS's GIS team, taking the risk mapping approach, have developed the CWM to assist NFRS in the risk assessment process. This is able to clearly show Nottinghamshire and the risk it contains by location and is based upon actual NFRS incident data from the previous 5 years and computer scenario planning, for example, travel times and societal risk indicators.
- 6.8.7 This approach has before and will be subject to external scrutiny via Nottingham Trent University (NTU) on the validity of the process.
- 6.8.8 It was decided that such a map is the most readily accessible and understandable format for presenting this risk evaluation. It is also anticipated that this approach be communicated widely across NFRS in its support and use of risk reduction plans locally.
- 6.8.9 The risk mapping methodology was chosen as the result of field visits across a variety of UK FRSs to identify existing examples of good practice and cognisant of the timescales to which the FCR project would need to adhere to.
- 6.8.10 It is a key feature of such work that the data accessed should be statistically significant, as such, given the absence of such a previous approach since 2005, a reference period of five years of complete incident data has been agreed.
- 6.8.11 Future process data reference periods should be reviewed to ensure this length of reference period remains applicable but must ensure that the risk map remains valid. The current map draws data from 1 January 2010 to 31 December 2014.
- 6.8.12 For the Indices of Multiple Deprivation NFRS has used the most recently published version from the Office of National Statistics. In the current map, the IMD 2010 data has been used.

- 6.8.13 Risk mapping, when drawing on other FRSs' experiences is created using a relative ranking approach, correlating six datasets as described in the following sections.
- 6.8.14 This approach provides a consistent analysis of those risk factors affecting a specific and predetermined geographical area - the Lower Layer Super Output Area (LSOA). For each LSOA the value from each dataset is normalised by taking the percentage value. This ranks each of the LSOAs as a proportion of the total for each data set.
- 6.8.15 A weighting factor is then applied to each dataset, to reflect the significance of the effect on likelihood and severity of any potential outcomes of each factor relevant to each other.
- 6.8.16 The total value for each LSOA is then calculated by aggregating the weighted values from each dataset and relatively ranked from highest to lowest to equate to order of risk.
- 6.8.17 Risk category bands are defined on an inter-percentile range to reflect the three levels of risk defined within the assessment process. The bandings are calculated to reflect the priorities and professional assessment of risk.

6.9 Incident Data

- 6.9.1 Historical incident data has been included on the basis of past occurrences over a significant time period, in this case five years is a good indicator of the likely future pattern of events occurring.
- 6.9.2 To maintain a focus on life risk, the most appropriate incident data sets have been used in the assessment. Geo-coded datasets for the following incident types have been used:
- All dwelling fires;
 - All incidents where injuries have occurred;
 - Incidents where there has been a recorded fire death;
 - Special service calls involving any risk to life;
 - Any fire in non-domestic premises which has been the result of a deliberate act.
- 6.9.3 In addition to these datasets is the Indices of Multiple Deprivation 2010 (IMD 2010). The use of the IMD was chosen because of the proven causal factors of fire and other emergencies which are included within the calculations of the IMD score.
- 6.9.4 The IMD brings together 38 different indicators, which cover specific aspects or dimensions of deprivation: Income, employment, health and disability, education, skills and training, barriers to housing and services, living environment and crime.

6.9.5 These are weighted and combined to create the overall IMD 2010. Research documentation has been published by Communities and Local Government (then ODPM) which establishes the strong correlation between fire related injuries and death and deprivation. The IMD 2010 uses the LSOA as its standard unit of population measurement and as such supports the contributing datasets as a consistent measure.

6.10 **Geography**

6.10.1 LSOAs have been chosen as the basic geographical unit, upon which all calculations have been made. Comprising of an average of 1500 residents (minimum size - 1000 residents / 400 households), LSOAs avoid the problems caused by the inconsistent and unstable electoral ward geography. LSOAs are suited for statistical comparison as the effect of population numbers can be assumed to be a constant factor and so removed from the risk evaluation. This approach is also consistent with the method used by the Office of National Statistics.

6.10.2 LSOAs are not subject to frequent boundary changes, so are more suitable for meaningful comparison over time.

6.11 **Calculations**

6.11.1 The following methodology was applied when calculating the risk scores. Data for incidents was gathered from the command and control system and the IMD scores were sourced from the Office of National Statistics:

- Using CadCorp Geographic Information System (GIS), each dataset was analysed by LSOA;
- The scores for each dataset of each LSOA were exported into Microsoft (MS) Excel, where each score was calculated as a percentage score per dataset, per LSOA;
- The dataset weighting was then applied; and
- The weighted results in each LSOA were aggregated and ranked to deliver the final risk score.

6.12 **Risk Weightings**

6.12.1 The risk weightings applied within the model are drawn from national research which has established links between the various factors within the model. It is a sophisticated model and uses the six, most relevant, risk criteria.

6.12.2 Probability dictates that for every occurrence of fire, there is a chance that a small number of people will be injured and an even smaller proportion will become fatalities. Fires in dwellings have been reflected as the best indicator of likelihood, outcome and risk within the model.

6.12.3 The weighting of each of the variables for injuries and fatalities in fires

have been balanced to represent the likelihood of these outcomes occurring. Fatalities are very lightly weighted to reflect the extremely low level of occurrence, which could have a disproportionate effect on risk and to reflect that at such low levels fatalities are not statistically reliable as a strong indicator of risk.

6.12.4 For consistency with the findings of national research NFRS has reflected the well-established strong correlation of fires occurring with socio-geographic data in respect of where people live and the relative deprivation within that particular area, as the second best indicator of risk within the model. Special services which involve life risk are primarily road traffic collisions, however rescue from height, water and extrications from other machinery are also included in the data.

6.12.5 NFRS has assumed within the model that all of these life risk incidents are actually potential injuries or worse. They are weighted to reflect the likelihood of any person suffering a severe outcome. The weighting takes into account the far higher level of occurrence of road traffic collisions which have no significant life risk outcome.

6.12.6 Deliberate fires in non-domestic dwellings represent additional risk to life as they are events which are not a normal occurrence. However these events rarely occur and the likelihood of a severe outcome has been established as very low through national research and the legislated fire safety provisions. NFRS has reflected this through the weighting which has been applied.

The weighting factors used within the model were:

Dataset	Weighting Factor
All dwelling fires	1.9
All injuries occurring in premises	0.46
Special services involving life risk	0.35
All fire deaths	0.04
All deliberate non domestic fires	0.05
IMD 2010	1.5

Table 5

6.13 Risk Categorisation

6.13.1 To ensure consistency with the response standards the existing three tier approach to risk was maintained:

- Low;
- Medium; and
- High.

6.13.2 Areas designated as low risk represent areas where there is an extremely small chance of fires or other emergencies occurring and the outcomes are generally likely to be less severe.

6.13.3 The medium risk areas are those areas where the hazards have already been identified and addressed to ensure they are as low as reasonably practicable.

6.13.4 High risk areas identify those areas where the focus in prevention and response will be until NFRS has reduced the risks within these areas to a medium level.

6.13.5 The banding which accurately represents our professional evaluation of risk is:

- Low - the 42.5 percentile and below of LSOAs ranked by risk score;
- Medium - between the 42.5 and 91.5 percentile of LSOAs ranked by risk score; and
- High - the 91.5 percentile and above of LSOAs ranked by risk score.

6.13.6 The results for the risk score for each LSOA were mapped according to location within Nottinghamshire.

6.14 **Risk Map Review**

The map is to be reviewed on an annual basis to ensure that it reflects the current risks in Nottinghamshire against the baseline of 2010. This will be co-ordinated with the production of the IRMP. However, if any circumstance arises which materially affects the outcomes NFRS will produce a revised map to reflect these changes.

6.15 **Risk Methodology Review**

Work will continue to validate and further develop this methodology to ensure NFRS is accurately reflecting reality and maintain consistency with validated national research and guidance. The methodology will be managed as a corporate function in line with the NFRS Service Plan process to ensure this development is co-ordinated.

6.16 Definitions of Incident Data

Descriptions of the datasets used in risk map calculations:

Dataset	Description
All dwelling fires*	All fires in dwellings regardless of motive
All injuries occurring in premises**	All fires where injuries to members of the public have occurred
Special services involving life risk	All special service calls where there has been a risk to life
All fire deaths	All fatalities which are directly attributed to fire, caused by any motive in a premises
All deliberate non domestic fires	All fires in non-domestic premises started deliberately
IMD 2010	Social factors

Table 6

* Dwellings are defined as: - single dwelling house, houses of multiple occupancy, high rise flats over 4 stories, houses converted to flats, selected other sleeping accommodation, caravans, trailers, motor vehicles, railway rolling stock and water craft used as permanent dwellings.

** Injuries are defined as - any physical injury requiring hospital treatment immediately following the incident, not including treatment at the scene or precautionary checks at hospital.

6.17 Indices of Multiple Deprivation 2010 - Overview

6.17.1 The Index of Multiple Deprivation 2010 (IMD 2010) is a measure of multiple deprivation at the small area level. The IMD 2010 contains seven domains of deprivation including:

- Income (22.5%);
- Employment (22.5%);
- Health deprivation and disability (13.5%);
- Education, skills and training (13.5%);
- Barriers to housing and services (9.3%);
- Crime (9.3%); and
- Living environment (9.3%)

6.17.2 The percentage figures in brackets refer to the weighting that is applied to each of the domains to calculate the IMD score. An IMD score is calculated for each of the 32,482 LSOAs in England. The higher the score, the more deprived the LSOA.

6.17.3 There are 673 LSOAs in Nottinghamshire.

6.18 **Future Analysis**

6.18.1 FCR 2015 must not be seen as an end in itself, merely one stage in the on-going process of how NFRS deals with risk reduction. This review has identified the need to apply a far more holistic approach to information and knowledge management that will drive the Service's future performance.

6.18.2 This review has maintained previous methods of risk assessment and these will need to be subject to on-going monitoring and review. It is therefore an expectation of this review, that future analysis will form a major part of the Service's on-going IRMP, for example, its annual update.

6.18.3 Updates should also ensure they fully interact with NFRS's performance management and improvement approach, including its governance of, for example, Fire Authority committees.

6.18.4 A key element for future analysis, via monitoring, is to ensure NFRS is aware and informed of the impacts that result from any changes, as the change of inputs will affect risk and performance, providing a corporate evaluation of their success.

6.19 **Scrutiny and Validation**

6.19.1 To ensure that the approach taken for the FCR 2015 project is valid, it must be subject to robust scrutiny. The following section of the report identifies how NFRS works in partnership with Nottingham Trent University (NTU) to undertake the process.

6.19.2 NFRS procured independent consultants to scrutinise and validate the processes and methodology undertaken and applied by NFRS in its FCR 2010. The intention was to quality assure the processes undertaken, not to comment or advise on the conclusions or the development of the Service's policy. NFRS also required advice on the option appraisal process applied during the course of the development of the project. This advice has been procured from NTU.

6.19.3 This process is once again being undertaken to re-validate and scrutinise the processes and methodology used in the FCR 2015 which in itself is not dissimilar to that of the FCR 2010.

6.19.4 The requirements for scrutinisation and validation are as follows:

- Check that the methods applied to data collection are appropriate to the project and associated tasks and provide statistically significant evidence that is accurate, valid and timely and that conclusions can be reasonably and accurately drawn from the processes applied;
- Quality assure the data gathered by NFRS for FCR 2015 and confirm that it is appropriate to meet the project's aims and objectives and provide confidence to NFRS strategic managers and Fire Authority that any subsequent outcomes are based upon robust evidence and processes;
- Identify any areas of weakness within the review and report on any potential improvements to the process or the data quality;
- Ensure that any assumptions embedded in the process are clearly articulated, appropriate to the review undertaken and have been robustly tested.

6.19.5 NTU is not required to provide comments or recommendations to NFRS on the outcome of the review or any subsequent conclusions or decisions arising from the review. These remain a matter for NFRS.

6.19.6 The scope of the task is concluded with submission of the final report relating to the process undertaken. Any decisions on the implementation process and any additional work arising out of NTU recommendations do not form part of the current requirements. NFRS needs to decide upon any recommendations that it deems appropriate to implement and any further work in relation to implementation will be subject to a new project phase and require a new specification too.

6.19.7 To enable NTU to reasonably achieve the specification requirements, NFRS provides access to its data and systems that hold, process and report that data. These include, but are not limited to: IRS data, Workload Modeller, risk mapping and Mosaic.

SECTION 7

ENVIRONMENTAL CONSIDERATIONS

- 7.1 It would be remiss of any review of fire cover to discount the impact of both climate change and NFRS's approach to incident management combined (including response). Therefore this section highlights the need to consider the environmental aspects of future planning scenarios with a far greater lead in time. This will clearly allow NFRS as a public body to contribute longer term to its immediate and wider role in sustainability.
- 7.2 The Service has invested heavily into corporate/strategic environmental management agenda, however this has been driven by compliance in a non-operational sense.
- 7.3 Climate change is predicted to continue for many years. The changes will have environmental, economic and societal implications. The implications for FRSs vary from most other businesses as not only do they have to ensure their own business continuity in times of adversity, they have to be able to respond to the needs of the community and meet an increased demand upon their resources.
- 7.4 Climate change was considered in the FCR 2010 under Section 8 Environmental Considerations (see pages 93-98 inc. FCR 2010). The implications contained within the previous report are still relevant. This is because climate change modelling scenarios typically project decades in to the future and the evidence since 2010, locally and nationally, does not imply any variation or give reasons for altering these predictions.

Recent Evidence

- 7.5 The data relating to flooding incidents that is available from the Incident Recording System (IRS) is limited as it only relates to the effects of flooding and does not identify the cause. There are correlations with built up areas and a higher number of flooding incidents but this could be reasonably expected as there are more people and properties in these areas.
- 7.6 In reviewing flooding incidents, it can be seen that one or more occurrences in a day happens throughout the year. However, when days with four or more flooding related incidents are considered the profile changes.
- 7.7 During the period 2009-2014 (with the exception of 2011), there are two distinct times of the year which have seen a significant amount (four or more per day) of flooding related incidents – June/July/August and November/December. Although the IRS does not provide the cause, heavy storms and rainfall during the summer months and freezing weather which caused internal leaks in winter are amongst the main factors.

7.8 The number of secondary fires in the county each year from 2005 to 2014 is shown in the table and chart below:

Year	No of Secondary Fires
2005	5,102
2006	5,491
2007	4,380
2008	3,816
2009	3,875
2010	3,438
2011	4,081
2012	1,962
2013	1,978
2014 (to 10/12/14)	1,866

Table 7

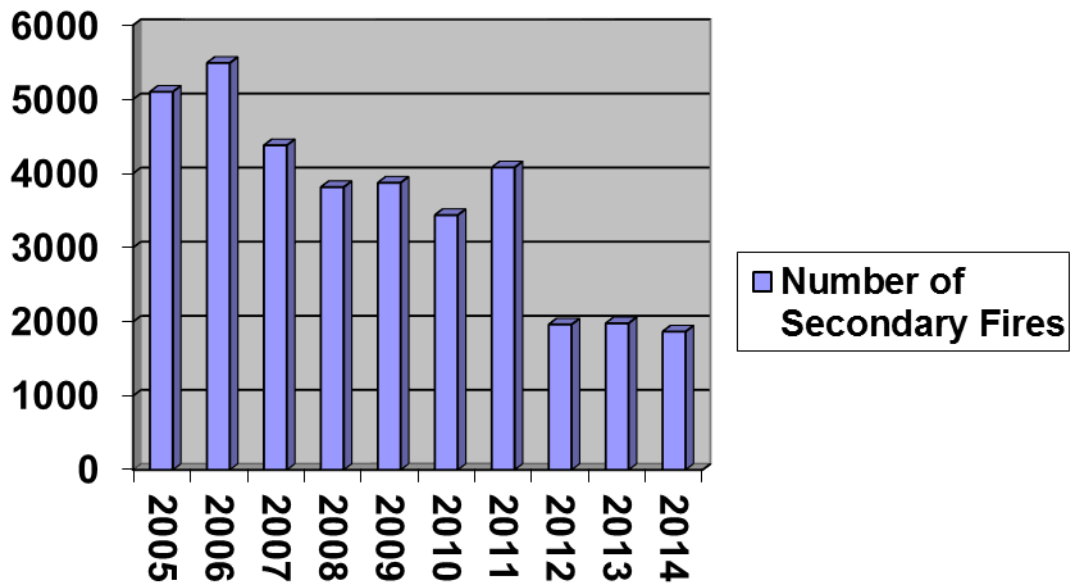


Chart 1

7.9 There is a general downwards trend in the total number of secondary fires in the county since 2005. There are spikes in the data, namely 2006, 2009 and 2011. In 2012, 2013 and 2014 (up to 10/12/14) the total number of secondary fires was less than 2,000 per year compared with a peak of 5,491 in 2006.

- 7.10 The evidence from NFRS data shows that the number of calls to secondary fires has declined over 10 years. Climate change modelling suggests that there will continue to be increased workloads for fire and rescue services at times when there are extreme variances in temperature, long hot summers, freezing winters and storms.
- 7.11 Historically, large positive anomalies have been found in years of hot summers such as 1989, 1990 and 1995 where the national figures show that the numbers of additional secondary fires have been 28,804, 37,459 and 88,636 respectively. The months of June, July and August are particularly affected. The actual impact upon NFRS is difficult to predict as it will depend upon the size, type, duration, intensity, etc., of future weather events.

Operational Considerations

- 7.12 The strategic positioning of fire stations is important when considering incidents occurring as a result of adverse weather conditions as other services and infrastructure can be compromised.
- 7.13 As the River Trent dissects the county it is only crossable by bridges at several points. If these crossing points are affected then it is quite possible that some fire service resources will not be able to easily access certain areas.
- 7.14 From a geographical point of view, Newark, West Bridgford, Collingham, Bingham and East Leake fire stations are the only stations that lie on the east side of the Trent and these areas are more likely to be isolated when compared to the relative wealth of resources on the west side.

Opportunities from Climate Change

- 7.15 NFRS has rescue and salvage capabilities from its existing resources. There is potential to build upon these resource capabilities to support and collaborate with other agencies to meet the demands created by climate change and the resulting extreme weather events.
- 7.16 National resilience capabilities such as urban search and rescue, high volume pumping and detection, identification and monitoring of hazardous substances have been in place for a number of years, so too has partnership working on behalf of the Environment Agency in dealing with spillages and hazardous materials.
- 7.17 In relative terms NFRS provides and mobilises well-equipped and skilled resources to the scene of incidents quickly. NFRS has a sliding scale command and control capability to support operational activity, which can adapt to the requirements of an incident, including multi-agency work. There is an opportunity to become the lead agency on all incidents of this type which will reinforce the status of NFRS and increase its importance in the local and regional multi-agency arena.
- 7.18 There is the potential to develop the skills of existing staff to support the activities of other agencies at operational incidents to work towards true collaboration in this area.

7.19 NFRS already carries out fire safety prevention and protection work. There are potential opportunities to expand upon this in conjunction with partner agencies to include resilience type protection and prevention work with businesses and communities. Although statutory responsibilities do not exist at present, NFRS is in a position to provide valuable support to local authorities as they manage their duties and create local arrangements.

SECTION 8

STATION FINDINGS

- 8.1 The appendices to this document contain activity data and current station locations. The following section of FCR 2015 provides a narrative that supports the five-year data sample and communicates NFRS's interpretation of that data and the proposals for its future station locations and fire appliance provision.
- 8.2 A five-year data sample is chosen to analyse within NFRS's approach to risk mapping and workload modelling systems. This is both significant and robust as a sample size that spans a sufficient timeframe to both reflect historical performance and go some way to predicting future activity and risk.
- 8.3 The outcomes will challenge NFRS, in that they are a change from the status quo position, to which interested parties have acclimatised. The steady state is clearly valid and relevant where risk and demand also adheres to these conditions, or legislation and regulation adhere to the status quo, or provides NFRS sufficient exemption from general legislation – eg: Working Time Regulations.
- 8.4 As neither risk nor legislation has remained static, it is understood that the response model is unable to remain static, for example, where the Service sees an increase in response times in medium or high-risk areas, and continue to be under pressure to meet the current attendance measure of 10 minutes.
- 8.5 FCR 2015 at the outset made some assumptions, based upon many years of fire service evolution, in that, given the disposition of its communities (population) generally its fire stations would be found in appropriate locations. This report has concluded that this assumption is generally reflective of the county, but given the continuing drop in call demand and reducing levels of risk across the city and county, the number and mix of its response resources are not the optimum for responding to the county's current risk profile and geography.
- 8.6 This report has clearly detailed the techniques used to support this review, however, given the subject, these will generate scrutiny. All communities and interested parties would prefer to see a fire station located nearby, or certainly for it to remain where they remember it to have been and any attempt to change this will give rise to concern in relation to public safety and ultimately loss of life.
- 8.7 Key to deciding where a fire station is located, is not just a matter of risk, but how communities perceive and understand the level of risk to which they may (or not) be exposed (eg: vulnerability). The risk mapping process should therefore be used to inform and educate internally and externally, and seek to provide confidence and detailed information upon which reasoned opinion can be formed.

- 8.8 FCR 2015 has examined the current high, medium and low risk categories that are used to ascertain what these different risk categories look like in reality. With the diminishing number of incidents and the continued impact that the Service's prevention activities have, the actual level of risk that exists within the county based on this analysis could be seen as low.
- 8.9 It should also be clear, that whether the outcomes are part of a FCR or budgetary cuts, the process of risk assessment would still be the method by which NFRS would identify those issues. For example, a station in a low risk area with two appliances would still be highlighted within its findings.
- 8.10 During the past decade NFRS has developed and implemented its sustainable capital building programme in relation to its fire stations. This will continue, but a reviewed timetable may need to be developed dependent on the future resource options that are chosen.
- 8.11 The allocation of fire appliances had been based upon models that exceed sixty years of age, having received periodic updates (eg: standards of fire cover) and former parish based services. NFRS is no longer formed in this way – it is a Fire Authority that deals in risk, regardless of political boundary (eg: city and county).
- 8.12 Risk can be addressed in a number of ways. NFRS like all FRSs have three main areas, prevention, protection and response. The latter is used when all other measures and systems have been breached, avoided, missed or failed. NFRS's aim is to prevent an incident before the risk is realised and requires reactive intervention to attempt to mitigate the impacts of the incident.
- 8.13 As the 'Operational Activity' publications clearly show, NFRS has on average six fire appliances active out of the thirty available at the height of routine daily activity and well established methods for the mobilisation, command and control of additional resources if required, this includes the eventuality for larger scale incidents or numbers of incidents that occur simultaneously. As our data highlights such large scale events are not frequent and it should be remembered that NFRS are part of the national approach to mutual assistance through the National Coordination and Advisory Framework (NCAF) specifically designed to support individual services that may experience higher demands, for example, wide spread flooding.
- 8.14 It should also be remembered that all FRSs operate to Section 13/16 arrangements with neighboring Fire Authorities and these are routinely reviewed as part of the general IRMP process to ensure that the impact of any changes to the allocation of operational resources can be assessed and remain fit for purpose.
- 8.15 NFRS's call demand profile is also important to note (eg: what is attended and when). This evidence can be seen clearly within the operational activity report. What is seen is that the Service attends most incidents during the day, when communities, roads and businesses are most active, and almost half of incidents are of a secondary type. This is in comparison to the same resources being available regardless of demand during a 24-hour period.

- 8.16 The following section is broken down by site and should be read in conjunction with the National Perspective and the Nottinghamshire context detailed in previous sections and the district specific profiles to provide the necessary context.
- 8.17 In relation to its peers, NFRS still has areas for improvement with performance, but is closing the gap. For example, 'all fires or primary fires'. The City of Nottingham sees the highest percentage of incidents, with city stations accounting for 34% of the total.
- 8.18 It would be simplistic to draw conclusions that any reduction to those appliances would be detrimental however, with thirteen appliances serving the Greater Nottingham area and falling call numbers, mean the Service sees a year on year increase in capacity.
- 8.19 In 2014, NFRS attended 4116 (approx 41% of total) false alarms, 3490 fires and 1862 special service calls. Of the fires the majority of incidents to property are made up of 'vehicles' and 'structures', 'sheds/garages' and the Service attended 1939 secondary fires in comparison to 1497 primary fires.
- 8.20 The demand curve and associated data also details the occurrence of fire fatalities and contrary to the widespread view that people die at night rather than day is not supported by FCR 2015. During the night period, 00:00 hrs and 07:00 (2010-15) NFRS saw 11 fire fatalities and 07:00-24:00 saw 21 fire fatalities.
- 8.21 The busiest stations, Central and Stockhill, see incident activity in the region of 1603 and 1047 respectively, as a comparison this is a reduction in calls by 25% at Central and 28% at Stockhill compared to their incident activity when the FCR 2010 was carried out.
- 8.22 As would be assumed and expected, RDS sections are generally the quietest with some exceptions, such as Harworth in comparison to Retford. Collingham is the Service's quietest station (approx 70 incidents) with almost one third of their incidents over-border (Lincolnshire).
- 8.23 FCR 2015 has also made an analysis of response times, bearing in mind the Service currently has a performance measure of 10 minutes, the data within the District overview shows both good performance (city) and poorer performance. As the data excludes call handling, any time over 8.5 minutes would prove difficult to achieve the Service's current 10 minute target.
- 8.24 If this is indeed accurate, in 2014 the Service saw the following with average arrival times exceeding 10 minutes, again this excludes call-handling time. The cumulative effect seeing a Service return against its 90% target of 82% (2010-15).

8.25

Appliance	Time in Mins.		Appliance	Time in Mins.
T12P1	(8.83)		T12P2	(11.08)
TO5P2	(8.48)		T13P1	(12.44)
TO6P1	(8.92)		T14P1	(9.40)
TO7P1	(8.74)		T15P1	(10.83)
TO8P2	(8.44)		T16P2	(8.61)
T10P1	(9.71)		T17P1	(10.64)
T11P1	(11.0)		T28P1	(9.23)

Table 8

- 8.26 When referring to the DCLG Report (2014) on response, NFRS times are increasing but marginally less than that of the national picture. However, this is likely to continue in the years to come and the review findings attempt to address this should the Fire Authority wish to maintain this as a target.
- 8.27 In developing a response model, response times need to be contextualised in relation to their interaction with risk, locality, community type etc. and should not be used in isolation.
- 8.28 Two thirds of incidents are dealt with by one appliance, and this needs to be considered in relation to average peak unit utilisation (6/hour) and a general progressive fall in call demand, also relative to the Service's officer provision that sees the Station Manager (flexi duty system) attending 40-60 incidents per year and Area Managers approximately 1-5 per year.
- 8.29 GeognoSIS data and the response matrices also reveal some interesting issues, notably at Station 19 West Bridgford. This station, amongst other areas, serves the Rushcliffe district, which is the lowest risk area of the county. Only a minority of its calls are actually around the built up area of West Bridgford (30% over five years).
- 8.30 FCR 2015 has also provided a simple cost overview, the data includes premises and salary cost for 2014/15 only, and assumes that this cost is divided by the call/mobilisations per site, this has led to a cost ranking of all existing stations (Appendix B). The results of this are within the county overview and each district data profile, but as an example, Central is seen as the most efficient at approximately £694/mobilisation in comparison to Edwinstowe at approximately £3120/mobilisation.
- 8.31 Via the Service's finance department, a set unit cost of £158 for RDS appliances has been applied. This has allowed FCR 2015 to compare like with like when costing activity of these stations.

8.32 When referring to the FCR 2015 data (inc. risk mapping), Mansfield fire station is located in the middle of high and medium risk areas, indeed Mansfield is well known as being a highly deprived area (34th of 354 - IMD 2007). It has five out of the top 50 SOAs that are identified as high risk in both city and county. This level of risk is predominantly the product of the number of dwelling fires, injuries in premises and levels of deprivation.

8.33 **Station 01 – Mansfield**

8.33.1 Mansfield fire station is situated within the Mansfield district. Analysing data collected from risk mapping, LSOAs and IMD for FCR 2015, it can be established that Mansfield fire station is located in the middle of high and medium risk areas. Mansfield is well known as being a highly deprived area. Mansfield district is ranked 38th of 326 on the English Indices of Deprivation (2010). Mansfield district has 3 out of the top 50 LSOAs that are identified as high risk in both the city and county.

8.33.2 The following resources are currently located at Mansfield – 1 WDS appliance (T01P1), 1 aerial ladder platform (T01A1), 1 command support vehicle (T01C1), the community outreach vehicle (T01C2), fire investigation unit, and the north risk reduction team (RRT). The station is staffed by 30 wholtime personnel. Appliances at Ashfield, Warsop and Blidworth also support the area.

8.33.3 T01P1 'mobilisation to in attendance' times have increased from 7.38 minutes in 2010 to 7.69 minutes in 2014, giving an average of 7.47 minutes over the five year period. Mansfield attended a total of 1264 incidents in 2010 and 764 in 2014 with a total number of incidents of 4836 over the five year period. This is a 40% decrease in incidents from 2010-2104. In comparison, this is the 8th biggest decrease out of 30 appliances across the county. These figures are excluding call handling time and for the purpose of FCR 2015, a standard time of ninety-seconds is applied. This is reflected against the Service's attendance of 90% in 10 minutes.

8.33.4 As a cost model, taking the expense of having the current provision (staff costs and premises costs) divided by the number of mobilisations, sees a return of approximately £1765 per mobilisation in 2014 for Mansfield fire station, ranking it as the 8th most expensive out of 24 stations. Clearly, these are not reflective of all activities.

8.33.5 Travel isochrones detail that Mansfield WDS appliance, when mobilised from station and applying a 10 minute travel time, reaches well into the Ashfield area to the South West and to the North East edge of the area of Warsop. This detail is shown within the district overviews.

8.33.6 The NFRS property strategy is a plan designed to set out the long term goals, aims and aspirations for the organisation's property portfolio. Mansfield fire station is included within the property strategy and is expected to fall within the planning horizon of 2025. It

must always be acknowledged that this plan will be subject to change in order to reflect the operational requirements of the Service.

8.33 Station 02 – Blidworth

- 8.34.1 Blidworth fire station is located within the Newark and Sherwood district. Analysing data collected from risk mapping, LSOAs and IMD for FCR 2015, it can be established that Blidworth fire station is located in a low risk area. Newark and Sherwood district is ranked 147th of 326 on the English Indices of Deprivation (2010). Newark and Sherwood district has 1 out of the top 50 LSOAs that are identified as high risk in both the city and county.
- 8.34.2 Due to its location in relation to Ashfield and Mansfield, Blidworth is able to provide an appropriate and proportionate response and support function to these areas. They also provide cover across the centre of the county towards Southwell.
- 8.34.3 Blidworth fire station has one RDS appliance, and 15 RDS personnel.
- 8.34.4 The 'mobilisation to in attendance' time to incidents was 11.13 minutes in 2010, and 11.13 minutes in 2014, giving an average of 11.48 minutes over the 5 year period. Blidworth attended a total of 220 incidents in 2010 and 152 incidents in 2014 with a total number of incidents of 963 over the 5 year period. This is a 31% decrease in incidents from 2010-2014. In comparison, this is the 12th biggest decrease out of 30 appliances across the county. In terms of mobilisations, Blidworth has seen a decrease from 220 mobilisations in 2010, to 152 in 2014. As with all others, this excludes 'call handling times' and for the purpose of FCR 2015 a standard time of 90 seconds is applied.
- 8.34.5 In 2014 the appliance was 'off the run' due to staffing deficiencies for 2068 hours and due to mechanical reasons for 33 hours. This places them as the 4th most 'off the run' RDS section, out of 16 across the county.
- 8.35.6 As a cost model, taking the expense of having the current provision (staff costs and premises costs) divided by the number of mobilisations sees a return of approximately £1046 per mobilisation in 2014 for Blidworth fire station, ranking it as the 19th most expensive out of 24 stations. Clearly, these are not reflective of all activities.
- 8.35.7 Blidworth fire station is excluded from the NFRS property strategy and is not currently expected to fall within the planning horizon of 2025 for any significant capital project expenditure. It must always be acknowledged that this plan will be subject to change in order to reflect the operational requirements of the Service.

8.36 Station 05 – Ashfield

- 8.36.1 Ashfield fire station is situated within the Ashfield district. Analysing data collected from risk mapping, LSOAs and IMD for the FCR 2015, it can be established that Ashfield fire station is located in a predominately medium risk area. However, some high risk areas do feature. A near direct comparison can be made with Mansfield due to their close proximity to each other. Ashfield district is ranked 63rd of 326 on the English Indices of Deprivation (2010). Ashfield district has 5 out of the top 50 LSOAs that are identified as high risk in both the city and county.
- 8.36.2 The following resources are currently located at Ashfield – 1 WDS appliance (T05P1), 1 RDS appliance (T05P2), a high volume pump (HVP) which forms part of the national resilience assets, and the water/foam bowser. The station is made up of 28 wholetime personnel and 11 retained personnel. Appliances at Mansfield, Hucknall and Blidworth also support the area, along with Alfreton (Derbyshire) who provide cross border support.
- 8.36.3 The station (WDS and RDS combined) has seen a progressive reduction in mobilisations from 2010 to 2014, with 1324 to 794 respectively.
- 8.36.4 The ‘mobilisation to in attendance’ time to incidents for T05P1 was 7.27 minutes 2010, and 7.86 minutes in 2014, giving an average of 7.48 minutes over the 5 year period. T05P1 attended a total of 1072 incidents in 2010 and 684 incidents in 2014 with a total number of incidents of 4249 over the 5 year period. This is a 36% decrease in incidents from 2010-2014. In comparison, this is the equal 9th biggest decrease out of 30 appliances across the county. As with all others, this excludes ‘call handling times’ and for the purpose of FCR 2015 a standard time of 90 seconds is applied.
- 8.36.5 The ‘mobilisation to in attendance’ time to incidents for T05P2 was 9.99 minutes 2010, and 10.3 minutes in 2014, giving an average of 9.71 minutes over the 5 year period. T05P2 attended a total of 252 incidents in 2010 and 110 incidents in 2014 with a total number of incidents of 953 over the 5 year period. This is a 56% decrease in incidents from 2010-2014. In comparison, this is the 5th biggest decrease out of 30 appliances across the county. As with all others, this excludes ‘call handling times’ and for the purpose of FCR 2015 a standard time of 90 seconds is applied.
- 8.36.6 In 2014, T05P2 was ‘off the run’ due to staffing deficiencies for 2834 hours and due to mechanical reasons for 18 hours. This places them as the 3rd most ‘off the run’ RDS section, out of 16 across the county.
- 8.36.7 As a cost model, taking the expense of having the current provision (staff costs and premises costs) divided by the number of mobilisations sees a return of approximately £1604 per mobilisation

in 2014 for Ashfield fire station, ranking it as the 10th most expensive out of 24 stations. Clearly, these are not reflective of all activities.

8.36.8 Ashfield fire station is excluded from the NFRS property strategy and is not currently expected to fall within the planning horizon of 2025 for any significant capital project expenditure. It must always be acknowledged that this plan will be subject to change in order to reflect the operational requirements of the Service.

8.37 Station 06 – Edwinstowe

8.37.1 When referring to the FCR 2015 data (inc. risk mapping), Edwinstowe is situated within a low risk area, however the surrounding areas are medium risk. The levels of medium risk for the immediate area are predominantly as the result of a combination of special service calls and elements of deprivation. The only high risk within the entire district is found within Newark itself. Newark and Sherwood district is ranked 147th of 326 on the English Indices of Deprivation (2010). Newark and Sherwood district has 1 out of the top 50 LSOAs that are identified as high risk in both the city and county.

8.37.2 The station is adjacent to stations at Blidworth, Warsop, Worksop, Retford, Mansfield and Tuxford, with Service Development Centre in close proximity. It currently houses 1 WDS appliance, with 28 wholetime personnel.

8.37.3 The 'mobilisation to in attendance' time to incidents for Edwinstowe was 10.51 minutes 2013, and 9.98 minutes in 2014, giving an average of 10.25 minutes over the 2 year period that the station has been upgraded to a wholetime station. Edwinstowe attended a total of 469 incidents in 2013 and 378 incidents in 2014 with a total number of incidents of 847 over the 2 year period. This is a 19% decrease in incidents from 2010-2014. In comparison, this is the equal 23rd biggest decrease out of 30 appliances across the county. As with all others, this excludes 'call handling times' and for the purpose of FCR 2015 a standard time of 90 seconds is applied.

8.37.4 As a cost model, taking the expense of having the current provision (staff costs and premises costs) divided by the number of mobilisations sees a return of approximately £3120 per mobilisation in 2014 for Edwinstowe fire station, ranking it as the most expensive out of 24 stations. Clearly, these are not reflective of all activities.

8.37.5 Edwinstowe fire station is excluded from the NFRS property strategy and is not currently expected to fall within the planning horizon of 2025 for any significant capital project expenditure. It must always be acknowledged that this plan will be subject to change in order to reflect the operational requirements of the Service.

8.38 Station 07 – Warsop

- 8.38.1 When referring to the FCR 2015 data (inc. risk mapping), Warsop is situated in predominantly medium to low risk areas, contrasting to the Mansfield built area but reflective of the more rural areas of the total district. This level of medium risk can be attributed to the recorded levels of deprivation. Mansfield district is ranked 38th of 326 on the English Indices of Deprivation (2010). Mansfield district has 3 out of the top 50 LSOAs that are identified as high risk in both the city and county.
- 8.38.2 Warsop currently houses one RDS appliance, with 16 RDS personnel and is adjacent to Mansfield, Edwinstowe, Worksop and Shirebrook fire stations.
- 8.38.3 In 2014 the appliance was 'off the run' due to staffing deficiencies for 576 hours and due to mechanical reasons for 12 hours. This places them as the 12th most 'off the run' RDS section, out of 16 across the county.
- 8.38.4 The 'mobilisation to in attendance' time to incidents for Warsop was 8.81 minutes 2010, and 9.42 minutes in 2014, giving an average of 8.89 minutes over the 5 year period. Warsop attended a total of 315 incidents in 2010 and 96 incidents in 2014 with a total number of incidents of 913 over the 5 year period. This is a 70% decrease in incidents from 2010-2014. In comparison, this is the 2nd biggest decrease out of 30 appliances across the county. As with all others, this excludes 'call handling times' and for the purpose of FCR 2015 a standard time of 90 seconds is applied.
- 8.38.5 As a cost model, taking the expense of having the current provision (staff costs and premises costs) divided by the number of mobilisations sees a return of approximately £1343 per mobilisation in 2014 for Warsop fire station, ranking it as the 15th most expensive out of 24 stations. Clearly, these are not reflective of all activities.
- 8.38.6 Warsop fire station is excluded from the NFRS property strategy and is not currently expected to fall within the planning horizon of 2025 for any significant capital project expenditure. It must always be acknowledged that this plan will be subject to change in order to reflect the operational requirements of the Service.

8.39 Station 08 – Worksop

- 8.39.1 When referring to the FCR 2015 data (inc. risk mapping), Worksop is situated in predominantly medium to low risk areas. Bassetlaw district is ranked 82nd of 326 on the English Indices of Deprivation (2010). Bassetlaw district has 9 out of the top 50 SOAs that are identified as high risk in both the city and county.

- 8.39.2 Worksop station currently houses 1 WDS appliance and 1 RDS appliance. The station is also adjacent to Harworth, Retford, Warsop, Edwinstowe and Clowne (Derbyshire). The station is made up of 31 wholetime personnel and 16 retained personnel.
- 8.39.3 The 'mobilisation to in attendance' time to incidents for T08P1 was 6.59 minutes 2010, and 7.36 minutes in 2014, giving an average of 6.97 minutes over the 5 year period. T08P1 attended a total of 823 incidents in 2010 and 528 incidents in 2014 with a total number of incidents of 3331 over the 5 year period. This is a 36% decrease in incidents from 2010-2014. In comparison, this is the equal 9th biggest decrease out of 30 appliances across the county. As with all others, this excludes 'call handling times' and for the purpose of FCR 2015 a standard time of 90 seconds is applied.
- 8.39.4 The 'mobilisation to in attendance' time to incidents for T08P2 was 8.85 minutes 2010, and 9.80 minutes in 2014, giving an average of 9.32 minutes over the 5 year period. T08P2 attended a total of 292 incidents in 2010 and 154 incidents in 2014 with a total number of incidents of 1125 over the 5 year period. This is a 47% decrease in incidents from 2010-2014. In comparison, this is the 6th biggest decrease out of 30 appliances across the county. As with all others, this excludes 'call handling times' and for the purpose of FCR 2015 a standard time of 90 seconds is applied.
- 8.39.5 In 2014, T08P2 was 'off the run' due to staffing deficiencies for 1078 hours and due to mechanical reasons for 16 hours. This places them as the 9th most 'off the run' RDS section, out of 16 across the county.
- 8.39.6 As a cost model, taking the expense of having the current provision (staff costs and premises costs) divided by the number of mobilisations sees a return of approximately £1946 per mobilisation in 2014 for Worksop fire station, ranking it as the 7th most expensive out of 24 stations. Clearly, these are not reflective of all activities.
- 8.39.7 The NFRS property strategy is a plan designed to set out the long term goals, aims and aspirations for the organisation's property portfolio. Worksop fire station is included within the property strategy and is expected to fall within the planning horizon of 2025. It must always be acknowledged that this plan will be subject to change in order to reflect the operational requirements of the Service.

8.40 **Station 10 – Harworth**

- 8.40.1 When referring to the FCR 2015 data (inc. risk mapping), Harworth is situated in medium to low risk SOAs. The level of medium risk can be attributed to a combination of special service calls, deprivation and dwelling fires. Bassetlaw district is ranked 82nd of 326 on the English Indices of Deprivation (2010). Bassetlaw district has 9 out of the top 50 LSOAs that are identified as high risk in both the city and county.

- 8.40.2 Harworth station currently houses one RDS appliance, with a staffing level of 21 retained personnel. It is adjacent to fire stations at Misterton, Worksop, Retford, Maltby and Rossington (South Yorkshire). Of note in relation to Harworth, NFRS sees this becoming an increasingly 'dormitory style' area that services the South Yorkshire areas of Sheffield, Rotherham and Doncaster and is attracting a reasonable level of development.
- 8.40.3 If South Yorkshire review their Section 13/16 arrangements due to financial pressures, this may see an increased demand on the appliance at Harworth.
- 8.40.4 The 'mobilisation to in attendance' time to incidents for Harworth was 8.5 minutes in 2010, and 10.9 minutes in 2014, giving an average of 9.72 minutes over the 5 year period. Harworth attended a total of 334 incidents in 2010 and 185 incidents in 2014 with a total number of incidents of 1110 over the 5 year period. This is a 45% decrease in incidents from 2010-2014. In comparison, this is the 7th biggest decrease out of 30 appliances across the county. As with all others, this excludes 'call handling times' and for the purpose of FCR 2015 a standard time of 90 seconds is applied.
- 8.40.5 In 2014 the appliance was 'off the run' due to staffing deficiencies for 251 hours and due to mechanical reasons for 1 hour. This places them as the 16th most 'off the run' RDS section, out of 16 across the county.
- 8.40.6 As a cost model, taking the expense of having the current provision (staff costs and premises costs) divided by the number of mobilisations sees a return of approximately £1277 per mobilisation in 2014 for Harworth fire station, ranking it as the 17th most expensive out of 24 stations. Clearly, these are not reflective of all activities.
- 8.40.7 Harworth fire station is excluded from the NFRS property strategy and is not currently expected to fall within the planning horizon of 2025 for any significant capital project expenditure. It must always be acknowledged that this plan will be subject to change in order to reflect the operational requirements of the Service.

8.41 **Station 11 – Misterton**

- 8.41.1 When referring to the FCR 2015 data (inc. risk mapping) Misterton is situated in a medium to low risk area, but does see some minor impact from deprivation. Bassetlaw district is ranked 82nd of 326 on the English Indices of Deprivation (2010). Bassetlaw district has 9 out of the top 50 LSOAs that are identified as high risk in both the city and county.
- 8.41.2 The station currently houses one RDS appliance, with a staffing level of 13 retained personnel. T11V1 first responder vehicle (FRV) is also located at the station. Misterton is adjacent to fire stations at

Harworth, Retford, Gainsborough (Lincolnshire) and Epworth (Humberside) and the area is seeing some levels of development.

- 8.41.3 Given the dialogue with Lincolnshire, and their financial pressures, NFRS may well see increased demand for collaborative working in future years in this part of the county.
- 8.41.4 In 2014 the appliance was 'off the run' due to staffing deficiencies for 1300 hours and due to mechanical reasons for 13 hours. This places them as the 8th most 'off the run' RDS section, out of 16 across the county.
- 8.41.5 As a cost model, taking the expense of having the current provision (staff costs and premises costs) divided by the number of mobilisations sees a return of approximately £2215 per mobilisation in 2014 for Misterton Fire Station, ranking it as the 4th most expensive out of 24 stations. Clearly, these are not reflective of all activities.
- 8.41.6 The 'mobilisation to in attendance' time to incidents for Misterton was 10.52 minutes 2010, and 13.19 minutes in 2014, giving an average of 12.39 minutes over the 5 year period. Misterton attended a total of 165 incidents in 2010 and 60 incidents in 2014 with a total number of incidents of 496 over the 5 year period. This is a 64% decrease in incidents from 2010-2014. In comparison, this is the 3rd biggest decrease out of 30 appliances across the county. As with all others, this excludes 'call handling times' and for the purpose of FCR 2015 a standard time of 90 seconds is applied.
- 8.41.7 Misterton fire station is excluded from the NFRS property strategy and is not currently expected to fall within the planning horizon of 2025 for any significant capital project expenditure. It must always be acknowledged that this plan will be subject to change in order to reflect the operational requirements of the Service.

8.42 Station 12 – Retford

- 8.42.1 When referring to the FCR 2015 data (inc. risk mapping) Retford fire station is situated in a predominantly low risk area with medium risk as you travel further out from the station. Bassetlaw district is ranked 82nd of 326 on the English Indices of Deprivation (2010). Bassetlaw district has 9 out of the top 50 LSOAs that are identified as high risk in both the city and county.
- 8.42.2 Retford station currently houses one WDS and one RDS appliance and is adjacent to fire stations at Worksop, Harworth, Misterton, Tuxford and Edwinstowe. The station is made up of 29 wholetime personnel and 19 retained personnel. Given the low level of incident demand, this appears reflective of the low to medium risk area to which Retford serves.

- 8.42.3 The 'mobilisation to in attendance' time to incidents for T12P1 was 9.49 minutes 2010, and 10.52 minutes in 2014, giving an average of 9.48 minutes over the 5 year period. T12P1 attended a total of 477 incidents in 2010 and 357 incidents in 2014 with a total number of incidents of 2157 over the 5 year period. This is a 25% decrease in incidents from 2010-2014. In comparison, this is the equal 15th biggest decrease out of 30 appliances across the county. As with all others, this excludes 'call handling times' and for the purpose of FCR 2015 a standard time of 90 seconds is applied.
- 8.42.4 The 'mobilisation to in attendance' time to incidents for T12P2 was 10.58 minutes 2010, and 14.52 minutes in 2014, giving an average of 12.34 minutes over the 5 year period. T12P2 attended a total of 163 incidents in 2010 and 119 incidents in 2014 with a total number of incidents of 814 over the 5 year period. This is a 27% decrease in incidents from 2010-2014. In comparison, this is the equal 13th biggest decrease out of 30 appliances across the county. As with all others, this excludes 'call handling times' and for the purpose of FCR 2015 a standard time of 90 seconds is applied.
- 8.42.5 In 2014, T12P2 was 'off the run' due to staffing deficiencies for 240 hours and due to mechanical reasons for 15 hours. This places them as the 15th most 'off the run' RDS section, out of 16 across the county.
- 8.42.6 As a cost model, taking the expense of having the current provision (staff costs and premises costs) divided by the number of mobilisations sees a return of approximately £2529 per mobilisation in 2014 for Retford fire station, ranking it as the 3rd most expensive out of 24 stations. Clearly, these are not reflective of all activities.
- 8.42.7 The NFRS property strategy is a plan designed to set out the long term goals, aims and aspirations for the organisation's property portfolio. Retford fire station was included within the property strategy and was rebuilt in 2014, therefore it is excluded from the NFRS property strategy and is not currently expected to fall within the planning horizon of 2025 for any significant capital project expenditure. It must always be acknowledged that this plan will be subject to change in order to reflect the operational requirements of the Service.

8.43 Station 13 – Tuxford

- 8.43.1 When referring to the FCR 2015 data (incl. risk mapping) Tuxford fire station is situated in a medium to low risk area, including the adjoining Newark and Sherwood district. This level of risk based upon the five-year data can be attributed to special service calls mainly with some elements of dwelling fires and injuries occurring in premises in the immediate Tuxford area. Bassetlaw district is ranked 82nd of 326 on the English Indices of Deprivation (2010). Bassetlaw district has 9 out of the top 50 LSOAs that are identified as high risk in both the city and county.

- 8.43.2 Tuxford currently houses one RDS appliance, with a staffing level of 11. The station is also the base for the North Specialist Rescue Team, with T13R1 and T13R2 located at the station. The staffing levels of the SRT North are 22 wholetime personnel. The station is adjacent to stations at Edwinstowe, Retford and Newark.
- 8.43.3 The 'mobilisation to in attendance' time to incidents for Tuxford was 12.57 minutes 2010, and 12.45minutes in 2014, giving an average of 12.58 minutes over the 5 year period. Tuxford attended a total of 252 incidents in 2010 and 104 incidents in 2014 with a total number of incidents of 909 over the 5 year period. This is a 59% decrease in incidents from 2010-2014. In comparison, this is the 4th biggest decrease out of 30 appliances across the county. As with all others, this excludes 'call handling times' and for the purpose of FCR 2015 a standard time of 90 seconds is applied.
- 8.43.4 In 2014 the RDS appliance was 'off the run' due to staffing deficiencies for 1479 hours and due to mechanical reasons for 31 hours. This places them as the 6th most 'off the run' RDS section, out of 16 across the county.
- 8.43.5 As a cost model, taking the expense of having the current provision (staff costs and premises costs) divided by the number of mobilisations sees a return of approximately £1333 per mobilisation in 2014 for Tuxford fire station, ranking it as the 16th most expensive out of 24 stations. Clearly, these are not reflective of all activities.
- 8.43.6 Tuxford fire station is excluded from the NFRS property strategy and is not currently expected to fall within the planning horizon of 2025 for any significant capital project expenditure. It must always be acknowledged that this plan will be subject to change in order to reflect the operational requirements of the Service. This is in relation to the recommendations of the FCR 2015 and any needs of the IRMP.

8.44 Station 14 – Southwell

- 8.44.1 When referring to the FCR 2015 data (inc. risk mapping) Southwell fire station is situated in a predominantly low risk area with medium risk, mainly to the northern side. This level of risk can be attributed based upon the five year data sample and can be attributed to special service calls and to some degree dwelling fires, however, the latter has seen zero fire deaths and low numbers of injuries occurring in premises. Newark and Sherwood district is ranked 147th of 326 on the English Indices of Deprivation (2010). Newark and Sherwood district has 1 out of the top 50 LSOAs that are identified as high risk in both the city and county.
- 8.44.2 Southwell currently houses one RDS appliance, with 9 RDS personnel and is adjacent to fire stations at Newark and Blidworth. T14V1 First Responder Vehicle is also located at this station.

- 8.44.3 The 'mobilisation to in attendance' time to incidents for Southwell was 9.3 minutes 2010, and 11.32 minutes in 2014, giving an average of 10.73 minutes over the 5 year period. Southwell attended a total of 146 incidents in 2010 and 33 incidents in 2014 with a total number of incidents of 484 over the 5 year period. This is a 77% decrease in incidents from 2010-2014. In comparison, this is the 1st biggest decrease out of 30 appliances across the county. As with all others, this excludes 'call handling times' and for the purpose of FCR 2015 a standard time of 90 seconds is applied.
- 8.44.4 In 2014 the appliance was 'off the run' due to staffing deficiencies for 4220 hours and due to mechanical reasons for 10 hours. This places them as the 1st most 'off the run' RDS section, out of 16 across the county.
- 8.44.5 As a cost model, taking the expense of having the current provision (staff costs and premises costs) divided by the number of mobilisations sees a return of approximately £2890 per mobilisation in 2014 for Southwell fire station, ranking it as the 2nd most expensive out of 24 stations. Clearly these are not reflective of all activities.
- 8.44.6 Southwell fire station is excluded from the NFRS property strategy and is not currently expected to fall within the planning horizon of 2025 for any significant capital project expenditure. It must always be acknowledged that this plan will be subject to change in order to reflect the operational requirements of the Service.

8.45 **Station 15 – Collingham**

- 8.45.1 When referring to the FCR 2015 data (inc. risk mapping) Collingham fire station is situated in low risk areas, of the six elements which produce the risk mapping, based upon a five year data period, the review sees some minimal deprivation impact and low levels of special service calls. Newark and Sherwood district is ranked 147th of 326 on the English Indices of Deprivation (2010). Newark and Sherwood district has 1 out of the top 50 LSOAs that are identified as high risk in both the city and county.
- 8.45.2 Collingham currently houses one RDS appliance and is adjacent to fire stations at Newark and North Hykeham (Lincolnshire). The station is staffed by 12 RDS personnel.
- 8.45.3 The 'mobilisation to in attendance' time to incidents for Collingham was 9.61 minutes 2010, and 12.01 minutes in 2014, giving an average of 10.7 minutes over the 5 year period. Collingham attended a total of 77 incidents in 2010 and 56 incidents in 2014 with a total number of incidents of 353 over the 5 year period. This is a 27% decrease in incidents from 2010-2014. In comparison, this is the equal 13th biggest decrease out of 30 appliances across the county. As with all others, this excludes 'call handling times' and for the purpose of FCR 2015 a standard time of 90 seconds is applied.

- 8.45.4 In 2014 the appliance was 'off the run' due to staffing deficiencies for 1583 hours and due to mechanical reasons for 10 hours. This places them as the 5th most 'off the run' RDS section, out of 16 across the county.
- 8.45.5 As a cost model, taking the expense of having the current provision (staff costs and premises costs) divided by the number of mobilisations sees a return of approximately £2177 per mobilisation in 2014 for Collingham fire station, ranking it as the 5th most expensive out of 24 stations. Clearly, these are not reflective of all activities.
- 8.45.6 Collingham fire station is excluded from the NFRS property strategy and is not currently expected to fall within the planning horizon of 2025 for any significant capital project expenditure. It must always be acknowledged that this plan will be subject to change in order to reflect the operational requirements of the Service.

8.46 Station 16 – Newark

- 8.46.1 When referring to the FCR 2015 data (inc. risk mapping) Newark fire station is situated in an area of mixed risk, predominantly low to medium, however, it does also have areas of high risk around the town's built area. This level of risk can be attributed to the level of dwelling fires, injuries occurring in premises, special service calls and applicable levels of deprivation. Newark and Sherwood district is ranked 147th of 326 on the English Indices of Deprivation (2010). Newark and Sherwood district has 1 out of the top 50 LSOAs that are identified as high risk in both the city and county.
- 8.46.2 Newark currently houses one WDS, one RDS appliance, with a staffing level of 29 and 16 respectively. The site is also used for the storage and deployment of national resilience assets, including HVP, dis-robe and re-robe. Newark is also adjacent to fire stations at Southwell, Collingham, Bingham, North Hykeham and Brant Broughton (Lincolnshire).
- 8.46.3 The 'mobilisation to in attendance' time to incidents for T16P1 was 7.17 minutes 2010, and 8.43 minutes in 2014, giving an average of 7.87 minutes over the 5 year period. T16P1 attended a total of 565 incidents in 2010 and 441 incidents in 2014 with a total number of incidents of 2638 over the 5 year period. This is a 22% decrease in incidents from 2010-2014. In comparison, this is the equal 19th biggest decrease out of 30 appliances across the county. As with all others, this excludes 'call handling times' and for the purpose of FCR 2015 a standard time of 90 seconds is applied.
- 8.46.4 The 'mobilisation to in attendance' time to incidents for T16P2 was 9.43 minutes 2010, and 11.05 minutes in 2014, giving an average of 10.14 minutes over the 5 year period. T16P2 attended a total of 193 incidents in 2010 and 180 incidents in 2014 with a total number of

incidents of 828 over the 5 year period. This is a 7% decrease in incidents from 2010-2014. In comparison, this is the 30th biggest decrease out of 30 appliances across the county. As with all others, this excludes 'call handling times' and for the purpose of FCR 2015 a standard time of 90 seconds is applied.

- 8.46.5 In 2014, T16P2 was 'off the run' due to staffing deficiencies for 299 hours and due to mechanical reasons for 5 hours. This places them as the 14th most 'off the run' RDS section, out of 16 across the county.
- 8.46.6 As a cost model, taking the expense of having the current provision (staff costs and premises costs) divided by the number of mobilisations sees a return of approximately £2145 per mobilisation in 2014 for Newark fire station, ranking it as the 6th most expensive out of 24 stations. Clearly these are not reflective of all activities.
- 8.46.7 The NFRS property strategy is a plan designed to set out the long term goals, aims and aspirations for the organisation's property portfolio. Newark fire station is included within the property strategy and is expected to fall within the planning horizon of 2025. It must always be acknowledged that this plan will be subject to change in order to reflect the operational requirements of the Service.

8.47 Station 17 – Bingham

- 8.47.1 When referring to the FCR 2015 data (inc. risk mapping), Bingham fire station is situated in an area of predominantly low risk. Nationally the Rushcliffe borough is ranked 318th of 326 on the English Indices of Deprivation (2010), placing it in the top few per cent of the least deprived areas. Rushcliffe Borough has 0 of the top 50 SOAs that are identified as high risk in both the city and county.
- 8.47.2 Bingham currently houses one RDS appliance, with 11 personnel and is adjacent to stations at Newark and West Bridgford.
- 8.47.3 The 'mobilisation to in attendance' time to incidents for Bingham was 10.56 minutes 2010, and 12.15 minutes in 2014, giving an average of 11.46 minutes over the 5 year period. Bingham attended a total of 137 incidents in 2010 and 89 incidents in 2014 with a total number of incidents of 463 over the 5 year period. This is a 35% decrease in incidents from 2010-2014. In comparison, this is the 11th biggest decrease out of 30 appliances across the county. As with all others, this excludes 'call handling times' and for the purpose of FCR 2015 a standard time of 90 seconds is applied.
- 8.47.4 In 2014 the appliance was 'off the run' due to staffing deficiencies for 3590 hours and due to mechanical reasons for 8 hours. This places them as the 2nd most 'off the run' RDS section, out of 16 across the county.

- 8.47.5 The Service has attempted to address this and it resulted in a better establishment. The Service financed the re-location and use of a WDS Supervisory Manager under dual contract terms but this employee is no longer fulfilling this role.
- 8.47.6 As a cost model, taking the expense of having the current provision (staff costs and premises costs) divided by the number of mobilisations sees a return of approximately £1550 per mobilisation in 2014 for Bingham Fire Station, ranking it as the 11th most expensive out of 24 stations. Clearly, these are not reflective of all activities.
- 8.47.7 Bingham fire station is excluded from the NFRS property strategy and is not currently expected to fall within the planning horizon of 2025 for any significant capital project expenditure. It must always be acknowledged that this plan will be subject to change in order to reflect the operational requirements of the Service.

8.48 Station 18 – Central

- 8.48.1 When referring to the FCR 2015 data (inc. risk mapping), Central fire station is situated in an area dominated by medium and high risk SOAs. This level of risk can be attributed to dwelling fires, injuries occurring in premises, fire deaths, deliberate non-domestic fires and levels of deprivation within the City. Nationally, Nottingham City has been ranked 20th of 326 on the English Indices of Deprivation (2010). Nottingham has 29 of the top 50 LSOAs that are identified as high risk in both the city and county.
- 8.48.2 Central currently houses two WDS appliances, staffed by 53 personnel. The station is adjacent to stations at Highfields, West Bridgford, Stockhill, Arnold and Carlton.
- 8.48.3 The 'mobilisation to in attendance' time to incidents for T18P1 was 5.14 minutes 2010, and 6.3 minutes in 2014, giving an average of 5.65 minutes over the 5 year period. T18P1 attended a total of 2027 incidents in 2010 and 1600 incidents in 2014 with a total number of incidents of 8733 over the 5 year period. This is a 21% decrease in incidents from 2010-2014. In comparison, this is the 21st biggest decrease out of 30 appliances across the county. As with all others, this excludes 'call handling times' and for the purpose of FCR 2015 a standard time of 90 seconds is applied.
- 8.48.4 The 'mobilisation to in attendance' time to incidents for T18P2 was 4.8 minutes 2010, and 5.87 minutes in 2014, giving an average of 5.42 minutes over the 5 year period. T18P2 attended a total of 1578 incidents in 2010 and 1197 incidents in 2014 with a total number of incidents of 6815 over the 5 year period. This is a 24% decrease in incidents from 2010-2014. In comparison, this is the equal 17th biggest decrease out of 30 appliances across the County. As with all others, this excludes 'call handling times' and for the purpose of FCR 2015 a standard time of 90 seconds is applied.

- 8.48.5 As a cost model, taking the expense of having the current provision (staff costs and premises costs) divided by the number of mobilisations sees a return of approximately £694 per mobilisation in 2014 for Central fire station, ranking it as the least most expensive out of 24 stations. Clearly, these are not reflective of all activities.
- 8.48.6 The NFRS property strategy is a plan designed to set out the long term goals, aims and aspirations for the organisation's property portfolio. Central fire station is included within the property strategy and is currently being rebuilt on a site on London Road, Nottingham.

8.49 Station 19 – West Bridgford

- 8.49.1 When referring to the FCR 2015 (inc. risk mapping) West Bridgford fire station is situated in an area dominated by low risk SOAs, with some medium risk SOAs further into the Rushcliffe district. This risk can be attributed to lower levels of dwelling fires and special service calls. Nationally, the Rushcliffe borough is ranked 318th of 326 on the English Indices of Deprivation (2010), placing it in the top few per cent of the least deprived areas. Rushcliffe Borough has 0 of the top 50 SOAs that are identified as high risk in both the city and county.
- 8.49.2 West Bridgford currently houses one WDS appliances, following the reduction of their second fire appliance in 2013, and the station is now staffed by 28 wholtime personnel. West Bridgford fire station is adjacent to stations at Highfields, Bingham, East Leake and Central. The station also provides a house for T19H9 which is a national resilience assets Incident Response Unit (IRU).
- 8.49.3 The 'mobilisation to in attendance' time to incidents for T19P1 was 7.57 minutes 2010, and 9.31 minutes in 2014, giving an average of 8.41 minutes over the 5 year period. T19P1 attended a total of 981 incidents in 2010 and 866 incidents in 2014 with a total number of incidents of 4401 over the 5 year period. This is a 12% decrease in incidents from 2010-2014. In comparison, this is the 29th biggest decrease out of 30 appliances across the county. As with all others, this excludes 'call handling times' and for the purpose of FCR 2015 a standard time of 90 seconds is applied.
- 8.49.4 As a cost model, taking the expense of having the current provision (staff costs and premises costs) divided by the number of mobilisations sees a return of approximately £1401 per mobilisation in 2014 for West Bridgford fire station, ranking it as the 14th most expensive out of 24 stations. Clearly, these are not reflective of all activities.
- 8.49.5 West Bridgford will see minor development in future years, however the type of development is unlikely to increase upon the existing low levels of risk. The remainder of the total Rushcliffe district is likely and planned to see far more extensive development, including housing and infrastructure.

8.49.6 West Bridgford fire station is excluded from the NFRS property strategy and is not currently expected to fall within the planning horizon of 2025 for any significant capital project expenditure. It must always be acknowledged that this plan will be subject to change in order to reflect the operational requirements of the Service.

8.50 Station 20 – Stockhill

8.50.1 When referring to the FCR 2015 data (inc. risk mapping), Stockhill fire station is situated in an area dominated by high and medium risk SOAs. This level of risk can be attributed to dwelling fires, injuries occurring in premises, special service calls and levels of deprivation. Nationally, Stockhill as part of Nottingham City has been ranked 20th of 326 on the English Indices of Deprivation (2010). Nottingham has 29 of the top 50 LSOAs that are identified as high risk in both the city and county, many of these are served by Stockhill fire station.

8.50.2 Stockhill currently houses two WDS appliances, crewed by 49 wholetime personnel. The environmental protection unit T20H1 (EPU) is also located at the station. Stockhill is in proximity to stations at Central, Arnold, Hucknall and Eastwood.

8.50.3 The 'mobilisation to in attendance' time to incidents for T20P1 was 5.99 minutes 2010, and 6.96 minutes in 2014, giving an average of 6.65 minutes over the 5 year period. T20P1 attended a total of 1712 incidents in 2010 and 1302 incidents in 2014 with a total number of incidents of 7550 over the 5 year period. This is a 24% decrease in incidents from 2010-2014. In comparison, this is the 17th biggest decrease out of 30 appliances across the county. As with all others, this excludes 'call handling times' and for the purpose of FCR 2015 a standard time of 90 seconds is applied.

8.50.4 The 'mobilisation to in attendance' time to incidents for T20P2 was 6.49 minutes 2010, and 7.59 minutes in 2014, giving an average of 7.24 minutes over the 5 year period. T20P2 attended a total of 1208 incidents in 2010 and 911 incidents in 2014 with a total number of incidents of 5256 over the 5 year period. This is a 25% decrease in incidents from 2010-2014. In comparison, this is the equal 15th biggest decrease out of 30 appliances across the county. As with all others, this excludes 'call handling times' and for the purpose of FCR 2015 a standard time of 90 seconds is applied.

8.50.5 As a cost model, taking the expense of having the current provision (staff costs and premises costs) divided by the number of mobilisations sees a return of approximately £868 per mobilisation in 2014 for Stockhill fire station, ranking it as the 22nd most expensive out of 24 stations. Clearly, these are not reflective of all activities.

8.50.6 The NFRS property strategy is a plan designed to set out the long term goals, aims and aspirations for the organisation's property portfolio. Stockhill fire station is included within the property strategy

and is expected to fall within the planning horizon of 2025. It must always be acknowledged that this plan will be subject to change in order to reflect the operational requirements of the Service.

8.51 Station 23 – Stapleford

- 8.51.1 When referring to the FCR 2015 data (inc. risk mapping) Stapleford fire station is situated in an area of medium risk and low risk away from the site. This level of risk can be attributed to dwelling fires, injuries occurring in premises, fire deaths and deprivation. Nationally, Stapleford as part of Broxtowe borough is ranked 216th of 326 on the English Indices of Deprivation (2010). Broxtowe borough has 1 out of the top 50 SOAs that are identified as high risk in both the city and county.
- 8.51.2 Stapleford currently houses one RDS appliance with 17 retained personnel, however the section now also provides support for national resilience assets (IRU) and more recently NFRS's incident support unit (ISU). Stapleford is also adjacent to stations at Highfields, Eastwood, Long Eaton and Ilkeston (both Derbyshire).
- 8.51.3 The 'mobilisation to in attendance' time to incidents for Stapleford was 7.40 minutes 2010, and 8.08 minutes in 2014, giving an average of 7.64 minutes over the 5 year period. Stapleford attended a total of 231 incidents in 2010 and 189 incidents in 2014 with a total number of incidents of 930 over the 5 year period. This is a 18% decrease in incidents from 2010-2014. In comparison, this is the equal 25th biggest decrease out of 30 appliances across the county. As with all others, this excludes 'call handling times' and for the purpose of FCR 2015 a standard time of 90 seconds is applied.
- 8.51.4 As a cost model, taking the expense of having the current provision (staff costs and premises costs) divided by the number of mobilisations sees a return of approximately £861 per mobilisation in 2014 for Stapleford fire station, ranking it as the 23rd most expensive out of 24 stations. Clearly, these are not reflective of all activities.
- 8.51.5 In 2014 the appliance was 'off the run' due to staffing deficiencies for 1345 hours and due to mechanical reasons for 9 hours. This places them as the 7th most 'off the run' RDS section, out of 16 across the county.
- 8.51.6 Stapleford fire station is excluded from the NFRS property strategy and is not currently expected to fall within the planning horizon of 2025 for any significant capital project expenditure. It must always be acknowledged that this plan will be subject to change in order to reflect the operational requirements of the Service.

8.52 Station 24 – Eastwood

- 8.52.1 When referring to the FCR 2015 data (inc. risk mapping), Eastwood fire station is situated in an area of medium risk within its immediate

proximity and low risk beyond. This level of risk can be attributed to dwelling fires, injuries occurring in premises and levels of deprivation. Nationally, Eastwood as part of Broxtowe borough is ranked 216th of 326 on the English Indices of Deprivation (2010). Broxtowe borough has 1 out of the top 50 LSOAs that are identified as high risk in both the city and county.

- 8.52.2 Eastwood currently houses one RDS appliance with 17 RDS personnel. The station also provides a first responder function, T24V1, and support for the Service's Breathing Apparatus Unit (BAU). It is also adjacent to stations at Hucknall, Stockhill, Heanor and Ilkeston (both Derbyshire).
- 8.52.3 The 'mobilisation to in attendance' time to incidents for Eastwood was 7.83 minutes 2010, and 7.79 minutes in 2014, giving an average of 7.95 minutes over the 5 year period. Eastwood attended a total of 295 incidents in 2010 and 235 incidents in 2014 with a total number of incidents of 1256 over the 5 year period. This is a 20% decrease in incidents from 2010-2014. In comparison, this is the 22nd biggest decrease out of 30 appliances across the county. As with all others, this excludes 'call handling times' and for the purpose of FCR 2015 a standard time of 90 seconds is applied.
- 8.52.4 In 2014 the appliance was 'off the run' due to staffing deficiencies for 693 hours and due to mechanical reasons for 35 hours. This places them as the 10th most 'off the run' RDS section, out of 16 across the county.
- 8.52.5 As a cost model, taking the expense of having the current provision (staff costs and premises costs) divided by the number of mobilisations sees a return of approximately £1002 per mobilisation in 2014 for Eastwood fire station, ranking it as the 20th most expensive out of 24 stations. Clearly, these are not reflective of all activities.
- 8.52.6 The NFRS property strategy is a plan designed to set out the long term goals, aims and aspirations for the organisation's property portfolio. Eastwood fire station is included within the property strategy and is expected to fall within the planning horizon of 2025. It must always be acknowledged that this plan will be subject to change in order to reflect the operational requirements of the Service.

8.53 Station 25 - Hucknall

- 8.53.1 When referring to the FCR 2015 data (inc. risk mapping), Hucknall fire station is situated in area of medium risk, with some low risk areas to its northern edge with its border to the City area also being medium to high risk. This level of risk can be attributed to dwelling fires, injuries occurring in premises, special service calls and levels of deprivation. Ashfield district is ranked 63rd of 326 on the English Indices of Deprivation (2010). Ashfield district has 5 out of the top 50 LSOAs that are identified as high risk in both the city and county.

- 8.53.2 Hucknall currently has one RDS appliance, with a staffing level of 25 personnel. It is home to NFRS's driving school. Hucknall is adjacent to fire stations at Eastwood, Ashfield and Stockhill.
- 8.53.3 The 'mobilisation to in attendance' time to incidents for Hucknall was 8.26 minutes 2010, and 9.2 minutes in 2014, giving an average of 8.72 minutes over the 5 year period. Hucknall attended a total of 271 incidents in 2010 and 220 incidents in 2014 with a total number of incidents of 1378 over the 5 year period. This is a 19% decrease in incidents from 2010-2014. In comparison, this is the equal 23rd biggest decrease out of 30 appliances across the county. As with all others, this excludes 'call handling times' and for the purpose of FCR 2015 a standard time of 90 seconds is applied.
- 8.53.4 As a cost model, taking the expense of having the current provision (staff costs and premises costs) divided by the number of mobilisations sees a return of approximately £990 per mobilisation in 2014 for Hucknall Fire Station, ranking it as the 21st most expensive out of 24 stations. Clearly, these are not reflective of all activities.
- 8.53.5 In 2014 the appliance was 'off the run' due to staffing deficiencies for 514 hours and due to mechanical reasons for 22 hours. This places them as the 13th most 'off the run' RDS section, out of 16 across the county.
- 8.53.6 The NFRS property strategy is a plan designed to set out the long term goals, aims and aspirations for the organisation's property portfolio. Hucknall fire station is included within the property strategy and is expected to fall within the planning horizon of 2025. It must always be acknowledged that this plan will be subject to change in order to reflect the operational requirements of the Service. T

8.54 Station 26 – Arnold

- 8.54.1 When referring to the FCR 2015 data (inc. risk mapping) Arnold fire station is situated in an area of low to medium risk as part of the Gedling borough, however it borders and serves the City area, with medium to high risk. This level of risk can be attributed to dwelling fires, injuries in premises, special service calls and deprivation. Gedling borough is ranked 199th of 326 on the English Indices of Deprivation (2010). Gedling Borough has 0 out of the top 50 LSOAs that are identified as high risk in both the city and county.
- 8.54.2 Arnold currently houses one WDS appliance with 29 WDS personnel, following the reduction in fire appliances in 2013. The station also provides support to the Service's Command Support Unit (CSU) and national resilience assets (IRU). Arnold is adjacent to stations at Carlton, Central and Stockhill.
- 8.54.3 The 'mobilisation to in attendance' time to incidents for T26P1 was 5.78 minutes 2010, and 6.71 minutes in 2014, giving an average of

6.56 minutes over the 5 year period. T26P1 attended a total of 1289 incidents in 2010 and 1080 incidents in 2014 with a total number of incidents of 5610 over the 5 year period. This is a 16% decrease in incidents from 2010-2014. In comparison, this is the 27th biggest decrease out of 30 appliances across the county. As with all others, this excludes 'call handling times' and for the purpose of FCR 2015 a standard time of 90 seconds is applied.

8.54.4 As a cost model, taking the expense of having the current provision (staff costs and premises costs) divided by the number of mobilisations sees a return of approximately £1055 per mobilisation in 2014 for Arnold fire station, ranking it as the 18th most expensive out of 24 stations. Clearly, these are not reflective of all activities.

8.54.5 The NFRS property strategy is a plan designed to set out the long term goals, aims and aspirations for the organisation's property portfolio. Arnold fire station is included within the property strategy and is expected to fall within the planning horizon of 2025. It must always be acknowledged that this plan will be subject to change in order to reflect the operational requirements of the Service.

8.55 Station 27 – Carlton

8.55.1 When referring to the FCR 2015 data (inc. risk mapping) Carlton fire station is situated in an area of low to medium risk as part of the Gedling borough, however it borders and serves the City area, with a predominance of medium to high risk. This level of risk can be attributed to dwelling fires, injuries in premises, special service calls and deprivation. Gedling borough is ranked 199th of 326 on the English Indices of Deprivation (2010). Gedling borough has 0 out of the top 50 LSOAs that are identified as high risk in both the city and county.

8.55.2 Carlton currently houses one WDS appliance with 28 wholetime staff, following the reduction in fire appliances in 2012. The station also provides support to the services EPU and national resilience assets (IRU). Carlton is adjacent to stations at Arnold, Central and Southwell.

8.55.3 The 'mobilisation to in attendance' time to incidents for T27P1 was 6.37 minutes 2010, and 8.02 minutes in 2014, giving an average of 7.13 minutes over the 5 year period. T27P1 attended a total of 787 incidents in 2010 and 682 incidents in 2014 with a total number of incidents of 3612 over the 5 year period. This is a 13% decrease in incidents from 2010-2014. In comparison, this is the 28th biggest decrease out of 30 appliances across the county. As with all others, this excludes 'call handling times' and for the purpose of FCR 2015 a standard time of 90 seconds is applied.

8.55.4 As a cost model, taking the expense of having the current provision (staff costs and premises costs) divided by the number of mobilisations sees a return of approximately £1698 per mobilisation

in 2014 for Carlton fire station, ranking it as the 9th most expensive out of 24 stations. Clearly, these are not reflective of all activities.

8.55.5 Carlton fire station is excluded from the NFRS property strategy and is not currently expected to fall within the planning horizon of 2025 for any significant capital project expenditure. It must always be acknowledged that this plan will be subject to change in order to reflect the operational requirements of the Service.

8.56 Station 28 – East Leake

8.56.1 When referring to the FCR 2015 data (inc. risk mapping), East Leake fire station is situated in an area of predominantly low risk SOAs. This level of risk can be attributed to special service calls and isolated deprivation. Nationally, the Rushcliffe borough is ranked 318th of 326 on the English Indices of Deprivation (2010), placing it in the top few per cent of the least deprived areas. Rushcliffe borough has 0 of the top 50 LSOAs that are identified as high risk in both the city and county.

8.56.2 East Leake currently houses one RDS fire appliance, crewed by 14 RDS personnel and provides a first responder capability T28V1 and is adjacent to fire stations at West Bridgford, Bingham and Loughborough (Leicestershire).

8.56.3 The 'mobilisation to in attendance' time to incidents for East Leake was 9.12 minutes 2010, and 11.18 minutes in 2014, giving an average of 9.91 minutes over the 5 year period. East Leake attended a total of 108 incidents in 2010 and 84 incidents in 2014 with a total number of incidents of 421 over the 5 year period. This is a 22% decrease in incidents from 2010-2014. In comparison, this is the equal 19th biggest decrease out of 30 appliances across the county. As with all others, this excludes 'call handling times' and for the purpose of FCR 2015 a standard time of 90 seconds is applied.

8.56.4 As a cost model, taking the expense of having the current provision (staff costs and premises costs) divided by the number of mobilisations sees a return of approximately £1506 per mobilisation in 2014 for East Leake fire station, ranking it as the 12th most expensive out of 24 stations. Clearly, these are not reflective of all activities.

8.56.5 In 2014 the appliance was 'off the run' due to staffing deficiencies for 637 hours and due to mechanical reasons for 54 hours. This places them as the 11th most 'off the run' RDS section, out of 16 across the county.

8.56.6 East Leake fire station is excluded from the NFRS property strategy and is not currently expected to fall within the planning horizon of 2025 for any significant capital project expenditure. It must always be acknowledged that this plan will be subject to change in order to reflect the operational requirements of the Service.

8.57 Station 29 – Highfields

- 8.57.1 When referring to the FCR 2015 data (inc. risk mapping) Highfields fire station is situated in an area of low to medium risk as part of the Broxtowe borough, however it borders and serves the City area, with medium to high risk. This level of risk can be attributed to dwelling fires, fire deaths, injuries in premises, special service calls and deprivation. Nationally, Highfields fire station is part of Broxtowe borough and is ranked 216th of 326 on the English Indices of Deprivation (2010). Broxtowe borough has 1 out of the top 50 LSOAs that are identified as high risk in both the city and county.
- 8.57.2 Highfields currently houses one WDS appliance staffed by 29 personnel (following the reduction of a fire appliance in 2014), aerial ladder platform (ALP) T29A1 and the SRT South with T29R1, T29R2, T29R3 and T29B located at the station, the staffing levels of the SRT South are 22 wholetime personnel. T23S1 incident support unit (ISU) is located at the station but crewed by RDS personnel from Stapleford fire station. Highfields is adjacent to stations at Stapleford, Central, West Bridgford and Stockhill.
- 8.57.3 The 'mobilisation to in attendance' time to incidents for T29P1 was 6.35 minutes 2010, and 7.75 minutes in 2014, giving an average of 6.94 minutes over the 5 year period. T29P1 attended a total of 999 incidents in 2010 and 819 incidents in 2014 with a total number of incidents of 4458 over the 5 year period. This is an 18% decrease in incidents from 2010-2014. In comparison, this is the equal 25th biggest decrease out of 30 appliances across the county. As with all others, this excludes 'call handling times' and for the purpose of FCR 2015 a standard time of 90 seconds is applied.
- 8.57.4 As a cost model, taking the expense of having the current provision (staff costs and premises costs) divided by the number of mobilisations sees a return of approximately £1414 per mobilisation in 2014 for Highfields fire station (excluding T29P2 as this appliance is no longer in operation. The Specialist Rescue Team has also been excluded), ranking it as the 13th most expensive out of 24 stations. Clearly, these are not reflective of all activities.
- 8.57.5 Highfields fire station is excluded from the NFRS property strategy and is not currently expected to fall within the planning horizon of 2025 for any significant capital project expenditure. It must always be acknowledged that this plan will be subject to change in order to reflect the operational requirements of the Service.

SECTION 9

DISTRICT PROFILES

Ashfield District Overview

Ashfield District			
Stations	05 Ashfield	25 Hucknall	
Pumping Appliances	T05P1 (WDS) T05P2 (RDS)	T25P1 (RDS)	
Prime Mover HVP / Hose Unit	T05T9		
High Volume Pump	TN980		
Water / Foam Bowser	T05W1 / T05S1		
Lower layer Super Output Area (LSOA)	High Risk	Medium Risk	Low Risk
	5	39	30
Incident Types	Average Per Year (2010 - 2014)	Total (2010 – 2014)	
False Alarms	347	1737	
Fires	492	2460	
Special Services	131	656	
RTC's	44	220	
Mobilisations	1309	6543	
English Indices of Multiple Deprivation 2010 (1 = Worst, 326 = Best)			
Ashfield	63	Mansfield	38
Bassetlaw	82	Newark & Sherwood	147
Broxtowe	216	Nottingham	20
Gedling	199	Rushcliffe	318
Population (2013 est.)		121,600	
Area (Square Miles)		42.3	

Bassetlaw District Overview

Bassetlaw District					
Stations	08 Worksop	10 Harworth	11 Misterton	12 Retford	13 Tuxford
Pumping Appliances	T08P1 (WDS) T08P2 (RDS)	T10P1 (RDS)	T11P1 (RDS)	T12P1 (WDS) T12P2 (RDS)	T13P1 (RDS)
First Responder Vehicle			T11V1		
SRT. WDS					T13R1 T13R2
Lower layer Super Output Area (LSOA)		High Risk	Medium Risk	Low Risk	
		9	30	31	
Incident Types	Average Per Year (2010 - 2014)		Total (2010 – 2014)		
False Alarms	399		1994		
Fires	635		3174		
Special Services	243		1216		
RTC's	78		390		
Mobilisations	1957		9784		
English Indices of Multiple Deprivation 2010 (1 = Worst, 326 = Best)					
Ashfield	63	Mansfield		38	
Bassetlaw	82	Newark & Sherwood		147	
Broxtowe	216	Nottingham		20	
Gedling	199	Rushcliffe		318	
Population (2013 est.)			113,700		
Area (Square Miles)			246.3		

Broxtowe Borough Overview

Broxtowe Borough			
Stations	23 Stapleford	24 Eastwood	29 Highfields
Pumping Appliances	T23P1 (RDS)	T24P1 (RDS)	T29P1 (WDS)
First Responder Vehicle		T24V1	
SRT. WDS			T29R1 T29R2 T29R3
Aerial Ladder Platform			T29A1
Incident Support Unit (Crewed by RDS Station 23)			T23S1
Boat			T29B1
Lower layer Super Output Area (LSOA)	High Risk	Medium Risk	Low Risk
	1	30	42
Incident Types	Average Per Year (2010 - 2014)		Total (2010 – 2014)
False Alarms	356		1780
Fires	312		1559
Special Services	338		1690
RTC's	48		238
Mobilisations	2069		10346
English Indices of Multiple Deprivation 2010 (1 = Worst, 326 = Best)			
Ashfield	63	Mansfield	38
Bassetlaw	82	Newark & Sherwood	147
Broxtowe	216	Nottingham	20
Gedling	199	Rushcliffe	318
Population (2013 est.)		111,200	
Area (Square Miles)		30.93	

Gedling Borough Overview

Gedling Borough			
Stations	26 Arnold	27 Carlton	
Pumping Appliances	T26P1 (WDS)	T27P1 (WDS)	
Breathing Apparatus Unit		T27S1	
Lower layer Super Output Area (LSOA)	High Risk	Medium Risk	Low Risk
	0	23	54
Incident Types	Average Per Year (2010 - 2014)	Total (2010 – 2014)	
False Alarms	300	1502	
Fires	316	1580	
Special Services	139	697	
RTC's	45	223	
Mobilisations	1993	9966	
English Indices of Multiple Deprivation 2010 (1 = Worst, 326 = Best)			
Ashfield	63	Mansfield	38
Bassetlaw	82	Newark & Sherwood	147
Broxtowe	216	Nottingham	20
Gedling	199	Rushcliffe	318
Population (2013 est.)		114,800	
Area (Square Miles)		46.3	

Mansfield District Overview

Mansfield District			
Stations	01 Mansfield	07 Warsop	
Pumping Appliances	T01P1 (WDS)	T07P1 (RDS)	
Aerial Ladder Platform	T01A1		
Command Support Vehicle	T01C1		
Community Outreach Vehicle	T01C2		
Fire Investigation Unit	-		
Lower layer Super Output Area (LSOA)	High Risk	Medium Risk	Low Risk
	3	37	26
Incident Types	Average Per Year (2010 - 2014)	Total (2010 – 2014)	
False Alarms	277	1385	
Fires	481	2406	
Special Services	119	597	
RTC's	35	177	
Mobilisations	1296	6482	
English Indices of Multiple Deprivation 2010 (1 = Worst, 326 = Best)			
Ashfield	63	Mansfield	38
Bassetlaw	82	Newark & Sherwood	147
Broxtowe	216	Nottingham	20
Gedling	199	Rushcliffe	318
Population (2013 est.)		105,300	
Area (Square Miles)		29.61	

Newark & Sherwood District Overview

Newark & Sherwood District					
Stations	02 Blidworth	06 Edwinstowe	14 Southwell	15 Collingham	16 Newark
Pumping Appliances	T02P1 (RDS)	T06P1 (WDS)	T14P1 (WDS)	T15P1 (RDS)	T16P1 (WDS) T16P2 (RDS)
First Responder Vehicle			T14V1		
Flood Response Unit					T16S1
Mass Re-robe Unit					TN581
Prime Mover					T16T8 T16T9
HVP Hose Unit					TN990
Lower layer Super Output Area (LSOA)		High Risk	Medium Risk	Low Risk	
		1	33	35	
Incident Types	Average Per Year (2010 - 2014)		Total (2010 – 2014)		
False Alarms	321		1604		
Fires	469		2347		
Special Services	254		1271		
RTC's	91		453		
Mobilisations	1401		7005		
English Indices of Multiple Deprivation 2010 (1 = Worst, 326 = Best)					
Ashfield	63	Mansfield	38		
Bassetlaw	82	Newark & Sherwood	147		
Broxtowe	216	Nottingham	20		
Gedling	199	Rushcliffe	318		
Population (2013 est.)			116,800		
Area (Square Miles)			251.5		

Nottingham Overview

Nottingham			
Stations	18 Central	20 Stockhill	
Pumping Appliances	T18P1 (WDS) T18P2 (WDS)	T20P1 (WDS) T20P2 (WDS)	
Environmental Protection Unit		T20H1	
FESS. Fire Emergency Support Service		T20S1	
Lower layer Super Output Area (LSOA)	High Risk	Medium Risk	Low Risk
	39	114	23
Incident Types	Average Per Year (2010 - 2014)	Total (2010 - 2014)	
False Alarms	2336	11682	
Fires	1594	7969	
Special Services	562	2808	
RTC's	108	538	
Mobilisations	5654	28270	
English Indices of Multiple Deprivation 2010 (1 = Worst, 326 = Best)			
Ashfield	63	Mansfield	38
Bassetlaw	82	Newark & Sherwood	147
Broxtowe	216	Nottingham	20
Gedling	199	Rushcliffe	318
Population (2013 est.)		310,800	
Area (Square Miles)		28.81	

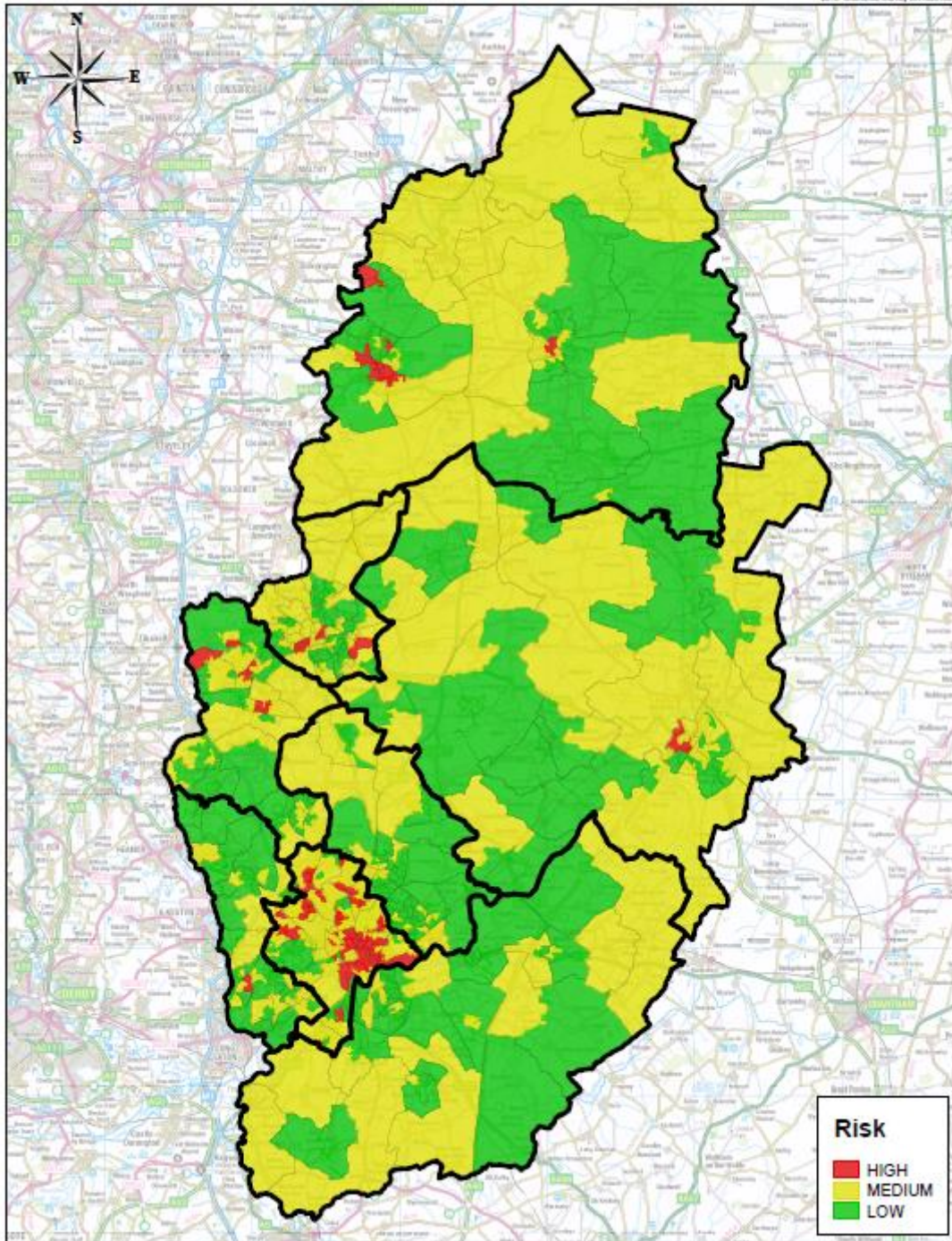
Rushcliffe Borough Overview

Rushcliffe Borough			
Stations	17 Bingham	19 West Bridgford	28 East Leake
Pumping Appliances	T17P1 (RDS)	T19P1 (WDS)	T28P1 (RDS)
IRU. Incident Response Unit		T19H9	
First Responder Vehicle			T28V1
Lower layer Super Output Area (LSOA)	High Risk	Medium Risk	Low Risk
	0	23	45
Incident Types	Average Per Year (2010 - 2014)		Total (2010 – 2014)
False Alarms	272		1359
Fires	225		1127
Special Services	231		1156
RTC's	68		340
Mobilisations	1509		7543
English Indices of Multiple Deprivation 2010 (1 = Worst, 326 = Best)			
Ashfield	63	Mansfield	38
Bassetlaw	82	Newark & Sherwood	147
Broxtowe	216	Nottingham	20
Gedling	199	Rushcliffe	318
Population (2013 est.)		112,800	
Area (Square Miles)		158	

NFRS Risk Map 2010 - 2014



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Appendix B

2014/15 Figures		WT actual staff costs	RDS actual staff costs	Total RDS Wages cost ranking (1 = least expensive, 16 = most expensive)	Premises costs	Total annual cost	Total cost ranking (1 = least expensive, 24 = most expensive)	No of mobilisations	Mobilisations ranking (1 = most mobilisations, 24 = fewest mobilisations.)	Cost per mobilisation.	Cost per mobilisations ranking (1 = least expensive, 24 = most expensive)	09/10 ranking	Ranking movement
Station													
Mansfield	1	1,161,746	0	0	165,481	1,327,227	19	752	7	1765	17	13	4
Blidworth	2	0	135,305	10	19,573	154,878	7	148	17	1046	6	2	4
Ashfield	5	1,042,687	100,289	3	92,027	1,235,003	17	770	6	1604	15	14	1
Edwinstowe	6	1,160,309	0	0	44,008	1,204,317	16	386	12	3120	24	5	19
Warsop	7	0	124,181	9	12,778	136,959	6	102	19	1343	10	4	6
Worksop	8	1,149,177	114,626	8	71,784	1,335,587	20	686	9	1946	18	15	3
Harworth	10	0	197,715	16	30,949	228,664	12	179	16	1277	8	9	-1
Misterton	11	0	112,097	6	23,026	135,123	5	61	23	2215	21	18	3
Retford	12	1,027,759	142,560	11	66,299	1,236,618	18	489	11	2529	22	23	-1
Tuxford	13	0	111,933	5	44,021	155,954	8	117	18	1333	9	11	-2
Southwell	14	0	76,873	1	21,413	98,286	1	34	24	2890	23	8	15
Collingham	15	0	114,492	7	20,453	134,945	4	62	22	2177	20	24	-4
Newark	16	1,112,312	156,693	12	97,662	1,366,667	21	637	10	2145	19	22	-3
Bingham	17	0	98,876	2	36,005	134,881	3	87	21	1550	14	19	-5
Central	18	1,813,504	0	0	176,819	1,990,323	24	2,868	1	694	1	1	-
West Bridgford	19	1,100,016	0	0	103,019	1,203,035	15	859	5	1401	11	16	-5
Stockhill	20	1,841,826	0	0	110,118	1,951,944	23	2,248	2	868	3	3	-
Stapleford	23	0	167,505	13	27,156	194,661	9	226	14	861	2	12	-10
Eastwood	24	0	185,869	15	38,507	224,376	11	224	13	1002	5	7	-2
Hucknall	25	0	171,216	14	43,703	214,919	10	217	15	990	4	6	-2
Arnold	26	1,097,549	0	0	64,044	1,161,593	13	1,101	4	1055	7	10	-3
Carlton	27	1,048,000	0	0	123,987	1,171,987	14	690	8	1698	16	20	-4
East Leake	28	0	109,930	4	22,663	132,593	2	88	20	1506	13	21	-8
Highfields	29	1,621,910	0	0	302,662	1,924,572	22	1,361	3	1414	12	17	-5
Average		1,264,733	132,510		73,257	793,963		600		202			

SECTION 11

GLOSSARY

ALP	Aerial Ladder Platform
BAU	Breathing Apparatus Unit
CCS	Civil Contingencies Secretariat
CFO	Chief Fire Officer
CFRA	Chief Fire and Rescue Advisor
CMB	Corporate Management Board
CRR	Community Risk Register
CWM	CadCorp Workload Modeller
DCLG	Department for Communities and Local Government
EIA	Equality Impact Assessment
EPU	Environmental Protection Unit
FCR 2010	Fire Cover Review 2010
FCR	Fire Cover Review 2015
FF	Fire Fighter
FRS	Fire and Rescue Service
FSEC	Fire Service Emergency Cover
GIS	Geographic Information System
HSE	Health and Safety Executive
ILO	Inter-Agency Liaison Officer
IMD	Indices of Multiple Deprivation
LRF	Local Resilience Forum
IRMP	Integrated Risk Management Plan
LSOA	Lower Super Output Area
LSP	Local Strategic Partnership
NCAF	National Co-ordinating and Advisory Framework
NFRS	Nottinghamshire Fire & Rescue Service
NRR	National Risk Register
NTU	Nottingham Trent University
RDS	Retained Duty System
RRF	Regional Resilience Forum

RSS	Regional Spatial Strategy
RTC	Road Traffic Collision
SMT	Strategic Management Team
SOA	Super Output Area
SSC	Special Service Call
WDS	Wholetime Duty System