



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Nottinghamshire and City of Nottingham
Fire and Rescue Authority

INTEGRATED RISK MANAGEMENT PLAN 2014-2019

Report of the Chief Fire Officer

Date: 28 February 2014

Purpose of Report:

To update Members on progress within the development of the Nottinghamshire Fire and Rescue Service Plan 2014-2019 and the results of the associated consultation process.

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1. BACKGROUND

- 1.1 This report builds on the previous Integrated Risk Management Plan (IRMP) updates provided to Members.
- 1.2 The principle of IRMP is now well embedded since its introduction and inclusion via legislation in the Fire and Rescue Services Act 2004 (FRSA 2004) and the associated Fire and Rescue Services National Framework Document (NFD).
- 1.3 Following advice from the Chief Fire Officer, the Authority agreed to move to a five year IRMP for the proposed 2014–2019 Plan. This reinforces the foundations and success of previous IRMP processes, but ensures the Service can take a longer term view.
- 1.4 This approach is fully supportive of the current NFD, as a minimum length of plan is set at three years, providing the Authority with the flexibility to implement longer term plans which can be reviewed on an annual/on-going basis
- 1.5 A copy of the 2014-19 Plan is attached to this report for Members to consider and is supported by the full report of Opinion Research Services (ORS) within the Authority's agreed consultation framework.

2. REPORT

- 2.1 Members will recall that one of the requirements of the Fire and Rescue Services NFD is to ensure that in developing its IRMP it must carry out effective consultation with the community and stakeholders at each stage of its planning.
- 2.2 During 2013, the Service completed a number of pre-plan consultation activities to inform the IRMP process, these events provided general information about the FRS to members of the public and sought to gauge public opinion on the FRS as a public servant.
- 2.3 From November 2013 to February this year, the Service engaged in its full IRMP consultation process, the consultation document was produced by the corporate team with on-going support and dialogue with all Service departmental managers.
- 2.4 This was distributed to all Fire and Rescue Services (FRSs) and local agencies/partners. In addition, a range of other consultation routes have been used, which include:
 - ORS, supported by Corporate Services, has held forums within both the City and County with 109 community members attending;
 - 230 paper/online survey responses;

- 24 on site/market place events were held to promote face-to-face contact with the public;
- Doctors' surgeries, libraries, police stations etc., were also used to provide literature;
- The Service has received 647 webpage hits;
- 5000 Twitter accounts have been reached directly;
- Facebook video has been seen by 500 people;
- All staff were contacted by email and offered the opportunity to comment on the proposals electronically and confidentially.

2.5 Appendix A of this report gives a detailed account of the consultation arrangements and returns as part of the ORS report. Key highlights that may be drawn from forums include:

- **Service Priority 1** – 93% of respondents supported the principle of NFRS aligning its resources to risk and regularly reviewing that risk;
- 65% supported collaborative work if that supported the maintenance of cover;
- **Service Priority 2** – 92% supported NFRS continuing to budget for staff development;
- **Service Priority 3** – 97% of respondents stated that it was important for them to be consulted on decisions affecting their FRS;
- 73% of respondents said that they would be prepared to pay a little more to maintain their FRS;
- **Service Priority 4** – 90% of respondents supported the principle of NFRS concentrating its efforts towards those most at risk;
- 94% of respondents thought NFRS should continue to spend some of its budget on preventative measures;
- **Service Priority 5** – 83% of respondents thought that NFRS should continue to try and reduce the impact it has on the environment;
- **Service Priority 6** – 63% of respondents reported that NFRS's approach to inclusion and equality is important.

2.6 Appendix B of this report provides Members with a copy of the proposed final IRMP for implementation; this has not been amended from the version approved by Policy and Strategy Committee on 1 November 2013 due to consistently positive outcomes from the consultation exercise and is therefore

recommended to the Authority for its adoption, subject to being updated to reflect the appointment of the next Chief Fire Officer.

3. FINANCIAL IMPLICATIONS

- 3.1 The Service continues to face financial pressure in the short/medium term and the proposed IRMP ensures sufficient flexibility exists to direct resources to the most vulnerable members of the community and maintains an effective and resilient response function.
- 3.2 A separate budget report is available for Member consideration and decisions on that paper are intrinsic to the IRMP and Service priority areas. In reality, the Authority may need to review plans to ensure expenditure remains within financial constraints.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

- 4.1 The proposed IRMP places a key emphasis through 'Priority 2 - Employees and Workforce' and the necessity to ensure a skilled/competent workforce is well placed to meet the requirements set within the IRMP, expectations of communities and challenges facing the wider FRS.
- 4.2 The Service will seek to appropriately resource the learning and development aspects of NFRS and maintain a framework of human resources to support the day to day activities of the Service.

5. EQUALITIES IMPLICATIONS

- 5.1 The proposed final IRMP ensures that equalities is a central foundation of the Plan, specifically within 'Service Priority 6 – Inclusion and Equality', further supported by 'Service Priority 2 – Employees and Workforce' and 'Service Priority 4 – Engagement and Partnerships'.
- 5.2 With the inclusion of these founding Service priorities, Members can be assured that both internal employees and communities are fully considered in the delivery of services.

6. CRIME AND DISORDER IMPLICATIONS

Extensive opportunity for partner agencies to engage in the consultation has been integral to the IRMP process. Such liaison is intended to have a positive impact within our communities and the Authority's duty within the Social Value Act 2012.

7. LEGAL IMPLICATIONS

Acceptance and implementation of the 2014-19 IRMP will fully discharge the statutory duty placed upon the Service by the National Framework Document. A delay in its implementation may be seen as a failure to comply with the requirements of this document and would expose the Authority to potential intervention and direction by the Secretary of State, under powers granted by Section 22 of the Fire and Rescue Services Act 2004.

8. RISK MANAGEMENT IMPLICATIONS

Effective community risk management is a key principle of the IRMP process. The production of the 2014-19 Plan acts to review the management of community risk across all Service activities. This includes both internal business process and external capabilities, and ensures a robust approach is taken to community risk management.

9. RECOMMENDATIONS

That Members accept the outcomes of the consultation process and approve the attached Integrated Risk Management Plan to be implemented from 1 April 2014.

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

None.

Frank Swann
CHIEF FIRE OFFICER



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Planning for a Safer Nottinghamshire Integrated Risk Management Plan 2014-2019

Report of Consultation Outcomes

Opinion Research Services
February 2014





As with all our studies, findings from this research are subject to Opinion Research Services' Standard Terms and Conditions of Contract

Any press release or publication of the findings of this research requires the advance approval of ORS. Such approval will only be refused on the grounds of inaccuracy or misrepresentation

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Acknowledgements

Opinion Research Services (ORS) is pleased to have worked with Nottinghamshire Fire and Rescue Service (NFRS) on the consultation reported here.

We are grateful to all those who undertook the survey – and to the members of the public who took part in the forums. The latter were patient in listening to background information before entering positively into the spirit of open discussions. They engaged with the service, with the issues under consideration and with each other in discussing their ideas readily.

We thank NFRS for commissioning the project as part of its programme of consultation. We particularly thank the senior officers who attended the deliberative sessions to listen to the public's views. Such meetings benefit considerably from the readiness of fire officers to answer participants' questions fully and frankly.

At all stages of the project, ORS' status as an independent organisation engaging with the public as objectively as possible was recognised and respected. We are grateful for the trust, and we hope this report will contribute usefully to thinking about NFRS's development at a time of serious financial constraints. We hope also that ORS has been instrumental in strengthening NFRS's public engagement and consultation through the forum participants.

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Executive Summary

The Commission

1. ORS was commissioned by Nottinghamshire Fire and Rescue Service (NFRS) to undertake a research programme which included an online and paper survey and six community forums (two in the City of Nottingham, two in the North of the County and two in the South of the County).
2. In this context, ORS' role was to design, facilitate and report the consultation between November 2013 and February 2014. We worked in collaboration with NFRS to develop the questionnaire and prepare informative stimulus material for the deliberative meetings before facilitating the discussions and preparing this independent report of findings.

Online and Paper Survey

3. The Consultation Document included simple, user friendly and informal consultation questions, with an ORS Freepost envelope for ease of return. As well as the main questions, detailed respondent-profiling information was requested. The consultation documents were widely distributed and the questions were available to complete on-line.
4. The questionnaire was available from 11th November 2013 until the 2nd February 2014 and was available to residents, representatives from business, public and voluntary organisations and NFRS employees. 132 online and 98 paper questionnaires were completed during this period.

Deliberative Forums

5. In total, there were 109 diverse participants at the forums, broken down as follows: North Nottinghamshire, Mansfield (19 participants); South Nottinghamshire, Arnold (23 participants); Nottingham City 1 (25 participants); South Nottinghamshire, Carlton (12 participants); Nottingham City 2 (14 participants); and North Nottinghamshire, Retford (16 participants).
6. Some participants had attended previous sessions in February and August 2013 and had been re-invited by ORS, and the remainder were new attendees. Those who had not attended previously were recruited by random-digit telephone dialling from ORS' Social Research Call Centre, which is the most effective way of ensuring all participants are independently recruited. As standard good practice, participants were recompensed for their time and efforts in travelling and taking part.
7. Care was taken to ensure that no potential participants were disqualified or disadvantaged by disabilities or any other factor, and the venues at which the forums met were readily accessible. The recruitment process was also carefully monitored to ensure that participants were diverse in terms of a wide range of pre-agreed criteria, including age, gender, social grade, ethnicity and long-term limiting illness.

8. The point or purpose of the deliberative sessions was to allow NFRS to engage with, and listen to, members of the public about some important issues – so that the participants would become more informed about the fire and rescue service and the current constraints upon it; but also so that the discussions could contribute to NFRS’s planning for the future. The sessions (and indeed the survey) primarily focused on the Service’s *Integrated Risk Management Plan 2014-2019*.

The Discussion Framework

9. ORS worked in collaboration with NFRS to agree a suitable agenda and informative stimulus material for the meeting, which covered all of the following topics:

Initial questions about risk and the NFRS budget

The changing profile of NFRS – including resources, strategic roles and incident profiles

The importance of prevention in the context of protection and response services

The current financial context

NFRS’ Service Priorities for 2014-19.

10. Each section of the discussion began with a short presentation devised by ORS and NFRS to inform and stimulate discussion of the issues, following which the above matters were reviewed in sequence. Participants were given extensive time for questions prior to being invited to make up their minds on each discussion topic. Due to time constraints, only four of the six priorities were discussed at each meeting, but all were taken into consideration across the six forums.

Executive Summary

11. While this Executive Summary seeks to give a balanced assessment of the discussion outcomes, readers are referred to the detail of the full report (Consultation Findings, page 22) for a more comprehensive account of the views expressed – in particular, for an account of people’s priorities, assumptions and reasons for these views.

Main Findings

Service Priority 1: Service Delivery

12. Questionnaire respondents and forum participants were informed of NFRS’ aim to *deliver a professional, effective and value-for money emergency response service to all those who live, work and travel in the county of Nottinghamshire* by continuing to use a risk-based approach. They were then asked to consider two key questions: do you support the principle of NFRS aligning resources to risk and regularly reviewing that risk? and would you support closer collaboration or mergers with other Fire and Rescue Services?

Participants' Views: Aligning Resource to Risk

Questionnaire Respondents

13. 93% supported the principle of Nottinghamshire FRS aligning its resources to risk and regularly reviewing that risk; only 7% did not support this principle.

Forum Participants

14. The principle of NFRS aligning resource to risk was overwhelmingly endorsed as a common sense, logical approach – particularly in the currently economic climate where resource allocation must be prioritised. However, most people placed a caveat on their support which was that the risk must be regularly and carefully reviewed, together with a flexible management approach so that if a risk is wrongly assessed it is realised and rectified.
15. There was some concern in North and South Nottinghamshire about the possibility of a risk-based approach resulting in fewer resources and lengthier response times in low-risk areas. Though most people readily accepted that attendance times to rural areas will be longer than those to urban areas, they did not wish to see the former increase to what they saw as 'unacceptable' levels – nor did those living in low-risk areas wish to see the risk-based approach used to justify the removal of 'their' resources.
16. The importance of 'managing expectations' was noted at the first Nottingham City forum. That is, participants said that people in low risk areas should be better informed of the risk-based approach to response times and of exactly what sort of attendance they can expect. This, it would felt, could encourage more people to take steps to improve their safety.

Participants' Views: Collaboration and Mergers

Questionnaire Respondents

17. Around two thirds (65%) said that if it resulted in maintaining fire cover, they would support closer collaboration or mergers with other Fire and Rescue Services; only 25% opposed this.

Forum Participants

18. Providing the quality of service delivery is maintained and monitored and proper protocols are put in place, most participants across all forums supported closer collaboration between NFRS and neighbouring Fire and Rescue Services.
19. Participants felt that collaboration would be beneficial in terms of sharing knowledge, resources and expertise - and would be most feasible and sensible in the following areas: training; procurement and other back-office functions; and specialist rescue. It was also said that closer collaboration could yield efficiency savings and potentially introduce fresh skills to NFRS from other organisations – and, of course, vice versa.
20. Closer collaboration between Fire and Rescue Services was particularly desirable in border areas: many participants saw potential in sharing resources such as fire stations here, particularly in making financial savings while maintaining adequate cover.

21. People sought reassurance that NFRS's collaboration is not restricted to Leicestershire and Derbyshire Fire and Rescue Services, but also includes South Yorkshire (with particular reference to offering assistance in North Nottinghamshire). It was also said that NFRS should not restrict itself to collaborating with neighbouring Services, but should be prepared to work with any that demonstrate good practice and can provide information on, for example, the risks associated with emerging communities.
22. While closer collaboration with other Fire and Rescue Services was generally endorsed, few people supported mergers with said organisations. Participants' main concerns were that mergers could result in: poorer service quality; resource reductions; declining morale among staff; and a loss of local knowledge and community focus.
23. People's past experience of mergers also led them to express cynicism about their potential success. The most commonly mentioned was the merging of local Ambulance Services into the East Midlands Ambulance Service (EMAS) – which has allegedly not improved service delivery within the region.
24. On a more practical level, many participants foresaw difficulties insofar as different services would inevitably have different priorities – and they questioned how joint finances would be arranged given that budgets and Council Tax precepts vary to such a degree.
25. The above is not to say there was no support for mergers with other Fire and Rescue Services: a minority agreed that NFRS should consider them now or in the future as they can be successful in terms of yielding efficiencies - providing they are properly managed and a good quality service is maintained. Also, while not supporting a full Fire and Rescue Service merger, some participants saw potential in combining some back office functions and control centres.

Service Priority 2: Employees and Workforce

26. Questionnaire respondents and forum participants were informed of NFRS' priority to *maintain, support and develop its workforce* by ensuring its employees have the capacity and skills to meet delivery objectives; and providing a workplace where its employees feel supported, valued and competent to undertake their roles. They were then asked to consider whether NFRS should continue to budget for staff development.

Participants' Views

Questionnaire Respondents

27. More than 9 in 10 (92%) respondents supported NFRS continuing to budget for staff development.

Forum Participants

28. It was generally agreed that an organisation's staff are its greatest asset – and that they must be constantly trained and developed to maintain professionalism, skills and competence. This was considered especially important in a time of financial constraints and staff redundancies, as the need to make significant savings inevitably results in the loss of experienced senior employees.

29. With particular reference to front-line staff, it was recognised that the firefighter role – and its associated risks and technology – is constantly evolving and that training and development must be provided to prepare staff for this.
30. Finally, it was said that any training must be appropriate and meaningful rather than ‘formulaic’ and ‘tick-box’.

Service Priority 3: Improvement and Governance

31. Questionnaire respondents and forum participants were informed of NFRS’ priority to *continuously improve upon previous achievements and assure its stakeholders that the organisation has appropriate infrastructure for governance to support future success* by: basing its decisions upon robust intelligence; and working alongside its partner agency service providers in a more collaborative manner. They were then asked to consider two key questions: how important is it for you to be consulted on decisions affecting your Fire and Rescue Service? and would you be prepared to pay more council tax (£69.69 p.a. for Band D) to maintain your Fire and Rescue Service?

Participants’ Views: Consultation

Questionnaire Respondents

32. Almost all (97%) respondents stated that it is important for them to be consulted on decisions affecting their Fire and Rescue Service.

Forum Participants

33. Though some had recently attended similar NFRS forums, most people at these events were first-time attendees and many explicitly stated that they had enjoyed their session and found it educative - particularly in terms of why the Service may seek to make changes in future.
34. In terms of future consultation, while few participants felt the need to be asked to comment on NFRS’s internal workings in a general sense – the vast majority of people would want to be consulted on any major service changes. While they had a good deal of faith in NFRS’s officers to make decisions in the public interest, they felt strongly about the need to be informed and given the opportunity to engage meaningfully on important issues.
35. Only a small minority did not consider it appropriate for NFRS to consult members of the public on any changes it seeks to make, simply because the latter do not have sufficient knowledge to make an informed judgement.

Participants’ Views: Council Tax Increase

Questionnaire Respondents

36. Just under three quarters (73%) of respondents said that they would be prepared to pay a little more to maintain their Fire and Rescue Service.

Forum Participants

37. The Band D charge of £69.69 a year for NFRS’s services was considered to be exceptional value for money and many participants would be prepared to pay a small amount more – and they felt most

people who could afford a small increase would also be prepared to pay it. However, a lack of understanding of the precepting process led some people to express concern that any additional revenue would not be received by the FRS – and they sought reassurance that this would be the case before they consented to paying more.

38. The significant number of participants who opposed a council tax rise did not do so in the belief that NFRS does not need the extra resource; rather they commented on the unaffordability of any rise (however small) for many people and favoured a rebalancing of council tax distribution as a whole.
39. One important consideration for NFRS is that some participants demonstrated little understanding of the difficult decisions that will have to be made in future, even after an explanation of the likely financial challenges facing the Service. As such, they assumed that additional Council Tax revenue would be used to enhance the service, rather than to lessen the impact of future funding reductions.

Service Priority 4: Engagement and Partnerships

40. Questionnaire respondents and forum participants were informed of NFRS' priority to *develop and maintain effective strategic and community partnerships* by working closely with its partners and community organisations to identify and keep safe the members of its most at-risk communities. They were then asked to consider two key questions: should NFRS concentrate its efforts towards those most at risk from fire and other injuries? and should NFRS continue to spend some of its budget on preventative measures?

Participants' Views: Concentrating on the Most At-risk

Questionnaire Respondents

41. 9 in 10 (90%) respondents supported the principle of NFRS concentrating its efforts towards those most at risk from fire and other injuries.

Forum Participants

42. Where discussed, participants agreed that NFRS must concentrate its efforts towards those most at risk – and that it should do this from both an economic and moral standpoint. As was said in Retford: *this is the most efficient use of resources and is the way to go from a humanitarian point of view as the consequences are possibly greater for those most at risk...*

Participants' Views: Preventative Measures

Questionnaire Respondents

43. The vast majority (94%) of respondents thought that NFRS should continue to spend some of its budget on preventative measures.

Forum Participants

44. Generally speaking, participants saw NFRS' prevention and education work as critically important in ensuring the continuing downward incident trend, and were emphatically in favour of the

Service continuing to spend some of its budget on it. In fact, there was much concern that less prevention work will result in a future upturn in incident numbers.

45. Despite the general positivity toward prevention work however, it was said that the contribution it actually makes in practice must be determined before making difficult decisions on service delivery, though it is a difficult thing to quantify.

Service Priority 5: Environment

46. Questionnaire respondents and forum participants were informed of NFRS' priority to *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*. They were then asked to consider whether NFRS should continue to try and reduce the impact it has on the environment.

Participants' Views

Questionnaire Respondents

47. More than four fifths (83%) of respondents thought that NFRS should continue to try and reduce the impact it has on the environment.

Forum Participants

48. Where discussed, most participants agreed that NFRS should consider the environment as much as possible within its operations, but not at the expense of service delivery and public protection.
49. It was also said, however, that in this day and age business considerations and the environment must be interlinked and that NFRS should not have different obligations in this respect to any other organisation or business. Further, there was a sense that NFRS would already be considering the environment in its day-to-day operations – for example by procuring the most fuel-efficient vehicles and ensuring its buildings are as energy-efficient as possible.

Service Priority 6: Inclusion and Equality

50. Questionnaire respondents and forum participants were informed of NFRS' priority to *provide services tailored to meet the needs of its communities* by working on the principle that to treat people equally, it may need to treat them differently. They were then asked to consider the importance of NFRS's approach to inclusion and equality.

Participants' Views

Questionnaire Respondents

51. More than three fifths (63%) of respondents reported that NFRS's approach to inclusion and equality is important. Around a quarter (23%) thought this to be neither important nor unimportant.

Forum Participants

52. The importance of changing the traditional perception of the FRS as a White male-dominated organisation was noted - and participants were generally happy with NFRS' approach to inclusion and equality. In fact, it was said that such considerations should now be mainstreamed within the organisation.
53. The aim to recruit a more diverse range of people to the organisation was particularly endorsed, providing that, ultimately, the most proficient people are offered roles within the Service – and that those perceived as 'different' are accepted by the existing workforce.

Project Overview

The Commission

54. On the basis of our long-standing experience with the UK fire and rescue service, and our status as the sole approved provider of research and consultation services under the terms of the Fire Services Consultation Association's National Framework Contract, ORS was commissioned by Nottinghamshire Fire and Rescue Service (NFRS) to undertake a research programme which included an online and paper survey and six community forums (two in the City of Nottingham, two in the North of the County and two in the South of the County).
55. The point or purpose of the deliberative sessions was to allow NFRS to engage with, and listen to, members of the public about some important issues – so that the participants would become more informed about the fire and rescue service and the current constraints upon it; but also so that the discussions could contribute to NFRS's planning for the future. The sessions (and indeed the survey) primarily focused on the Service's *Integrated Risk Management Plan 2014-2019*.
56. This consultation programme conforms to the Gunning Principles, which require, above all, that consultation should be at a 'formative stage', before authorities make decisions and finalise plans. The same principles also require that people should be given sufficient information and time to consider the issues in an informed manner, and also that their views should be taken conscientiously into account by the authority.
57. In this context, ORS' role was to design, facilitate and report the consultation between November 2013 and February 2014. We worked in collaboration with NFRS to develop the questionnaire and prepare informative stimulus material for the deliberative meetings before facilitating the discussions and preparing this independent report of findings.

Online and Paper Survey

58. The Consultation Document included simple, user friendly and informal consultation questions, with an ORS Freepost envelope for ease of return. As well as the main questions, detailed respondent-profiling information was requested. The consultation documents were widely distributed and the questions were available to complete on-line.
59. The questionnaire was available from 11th November 2013 until the 2nd February 2014 and was available to residents, representatives from business, public and voluntary organisations and NFRS employees. 132 online and 98 paper questionnaires were completed during this period.

Deliberative Research

Attendance and Representativeness

60. The forums were designed to inform and ‘engage’ the participants both with the issues and with NFRS – by using a ‘deliberative’ approach to encourage members of the public to reflect in depth about the fire and rescue service, while both receiving and questioning background information and discussing service delivery issues in detail. The meetings lasted for 2.5 hours.
61. In total, there were 109 diverse participants at the forums. The dates of the meetings and attendance levels by members of the public were as follows:

AREA	TIME AND DATE	NUMBER OF ATTENDEES
North Nottinghamshire (Mansfield)	6:30pm – 9:00pm Monday 16 th December 2013	19
South Nottinghamshire (Arnold)	6:00pm – 8:30pm Wednesday 17 th December 2013	23
Nottingham City 1	6:30pm – 8:30pm Wednesday 17 th December 2013	25
South Nottinghamshire (Carlton)	6:30pm – 8:30pm Tuesday 14 th January 2014	12
Nottingham City 2	6:30pm – 8:30pm Wednesday 15 th January 2014	14
North Nottinghamshire (Retford)	6:30pm – 8:30pm Thursday 16 th January 2014	16

62. The attendance target for the December forums was 20-25 people and for the January forums was 12-15, so the recruitment programme was largely successful. Some participants had attended previous sessions in February and August 2013 and had been re-invited by ORS, and the remainder were new attendees. Those who had not attended previously were recruited by random-digit telephone dialling from ORS’ Social Research Call Centre. Having been initially contacted by phone, all participants were then written to - to confirm the invitation and the arrangements; and those who agreed to come then received telephone or written reminders shortly before each meeting. Such recruitment by telephone is an effective way of ensuring that the participants are independent and broadly representative of the wider community.
63. Overall (as shown in the table below), participants were a broad cross-section of residents from the local areas and, as standard good practice, were recompensed for their time and efforts in travelling and taking part.

CRITERIA	OVERALL
Gender	Male: 53 Female: 56
Age	16-34: 28 35-54: 40 55+: 41
Social Grade	AB: 23 C1: 31 C2: 13 DE: 42
Ethnicity	10 BME
Disability/Limiting Long-term Illness	17

64. In recruitment, care was taken to ensure that no potential participants were disqualified or disadvantaged by disabilities or any other factors, and the venues at which the forums met were readily accessible. People's special needs were taken into account in the recruitment and venues.
65. Although, like all other forms of qualitative consultation, forums cannot be certified as statistically representative samples of public opinion, the meetings reported here gave diverse groups of people from Nottinghamshire the opportunity to comment in detail on NFRS's priorities for the next five years. Because the recruitment was inclusive and participants were diverse, we are satisfied that the outcomes of the meeting (as reported below) are broadly indicative of how informed opinion would incline on the basis of similar discussions. In summary, the outcomes reported here are reliable as examples of the reflections and opinions of diverse informed people reacting to the principles and priorities included in NFRS's *Integrated Risk Management Plan 2014-2019*.

Discussion Agenda

66. ORS worked in collaboration with NFRS to agree a suitable agenda and informative stimulus material for the meeting, which covered all of the following topics:

Initial questions about risk and the NFRS budget

The changing profile of NFRS – including resources, strategic roles and incident profiles

The importance of prevention in the context of protection and response services

The current financial context

NFRS' Service Priorities for 2014-19.

67. Each section of the discussion began with a short presentation devised by ORS and NFRS to inform and stimulate discussion of the issues, following which the above matters were reviewed in sequence. Participants were given extensive time for questions prior to being invited to make up their minds on each discussion topic. Due to time constraints, only four of the six priorities were discussed at each meeting, but all were taken into consideration across the six forums.

The Report

68. This report concisely reviews the sentiments and judgements of questionnaire respondents and forum participants about NFRS and the principles and priorities included in its *Integrated Risk Management Plan 2014-2019*. Verbatim quotations are used, in indented italics, not because we agree or disagree with them – but for their vividness in capturing recurrent points of view. ORS does not endorse the opinions in question, but seeks only to portray them accurately and clearly. The report is an interpretative summary of the issues raised by participants.

Note on NFRS's Consultation Activities

69. The questionnaire and forums reported here are elements of an extensive consultation programme undertaken by NFRS, details of which are below.

Highlights

70. NFRS ensured that all communication methods linked with each other (the face-to-face events being particularly essential). The consultation start and finish dates were announced in two press releases, which also detailed where people could get involved in activity, both on- and off-line.
71. Throughout the consultation period, the IRMP consultation web page received 647 hits, peaking in November and showing its lowest activity over the two-week Christmas period.
72. Members of the public were invited to see NFRS in person or link into activity through its website, Facebook and Twitter accounts. This work also included the first use of reportage video and photography to vary the way in which NFRS disseminated its messages.
73. NFRS also created a Twitter hashtag - #yourNFRS - to help group activity on that channel. This was consistent with the materials produced for the stands and roadshows to encourage the public to have a say about their Fire and Rescue Service.
74. To maintain support, activity has taken place on social media almost every week during the consultation period.

Key Achievements

75. Press releases achieved coverage in important local media outlets and a reporter from one paper attended one consultation event to cover the story.

76. Live tweeting from two of the closed ORS events led to information reaching 5,600 accounts directly and leaving a wider impression across 99,000 accounts through other people sharing NFRS material. Further to the numbers, this sparked people online (including councillors, the FRS community and members of the public) to debate the issues themselves.
77. A video was produced that aimed to: inform the public about the consultation as a whole; aid recognition of the consultation in the public domain; and record staff activity in consulting with the public. The video was publicised on Facebook and the Twitter feed also linked to it, which can be viewed at: <https://www.facebook.com/#!/photo.php?v=639908672718753>
78. Twitter advertising was trialled for the first time whereby several key tweets were promoted to Nottingham-based Twitter users. Twitter put the promoted tweets in front of 2446 users (impressions); 67 of those clicked on it for further information, one retweeted the information and four liked NFRS's page.
79. Each NFRS Facebook post was seen by up to 500 people and this number was noticeably higher when pictures from real-life events were posted.
80. The table below includes details of the consultation venues/locations and the numbers of documents handed to the public as part of the IRMP Consultation.

VENUE	DATE	TIME	FOOTFALL	WEATHER	STAFF	BOOKLETS	LEAFLETS	COMMENTS
Councillors						45		
Arnold Town Centre	29/11/13	1030 – 1245	Med	Cold/ raining	3	30	N/A	I'd be prepared to pay more council tax. FFs shouldn't work until 60. Fire Service needs more funding.
Sutton-in-Ashfield	02/12/13	1230 – 1530	Med	Cold	2	48	60	
Mansfield Market Place	03/12/13	1000 - 1130	Med	Cold/dry	6 + media	53	N/A	Medic on each pump. Do a wonderful job. Not enough stations around Mansfield. Do a wonderful job, I've never had to call them out but I know they are always there. FFs should be paid more. Fire Service fitted my smoke alarm. I've had a couple of near misses whilst cooking. If you have the money to do it.
Edwinstowe 'Main Road'	04/12/13	1230 – 1530	Low	Cold/sunny	2	32	N/A	I will read it after Christmas. No more fire stations to close. FFs can't work until 60. Government need to fund FS. Don't close Edwinstowe FS.
Newark and Southwell	11/12/13	1130 – 1530	Med	Cold/dry	2	63	N/A	Thanks for FFs. Would pay more council tax. My son loves Fireman Sam. Asked all about FS Have you rescued a cat? I had you to my home (thanks). Will you come to Newark again?

VENUE	DATE	TIME	FOOTFALL	WEATHER	STAFF	BOOKLETS	LEAFLETS	COMMENTS
Libraries HQ, Bilborough	12/12/13				2	300	N/A	Dropped off 3 boxes for library distribution.
Worksop	12/12/13	1000 – 1230	Low	Cold/dry	2	35	N/A	Mostly business' took on board booklet.
Mansfield	16/12/13	1300 – 1500	Low	Cold	2	30	35	
City area	17/12/13	1700 – 1900	Low	Cold	3	35	30	
Arnold	18/12/13	1700 – 1900	Low	Cold/dry	3	42	50	
Retford	19/12/13	1245 – 1500	Med	Cold/dry	2	37	N/A	Why are you here? Why do Government make you do it? How much does it cost? Are you closing Retford/Worksop?
City	06/01/14	1330 – 1530	N/A	N/A	2	67	Over 100	
Newark	08/01/14	1000 – 1500	Med	Cold	4	104	Over 100	Couldn't do without you. I don't want any cuts to FS. Do a good job. You guys know what you're doing more than those others. Don't close Collingham. We can't do without you.
Wilford Industrial Estate	09/01/14	1300 – 1530	N/A	N/A	2	65	100	20 booklets/30 leaflets left at Imperial Tobacco.
Carlton	14/01/14	1700 – 1900	Med	Cold/wet	2	36	36	
City	15/01/14	1700 – 1900	Med	Cold	2	40	50	
Retford	16/01/14	1700 – 1900	Low	Cold/dry	3	27	28	
Central Forecourt	17/01/14	1000 – 1500	Med	Cold/sunny	3	89	115	People should stop taking the FS for granted and take some responsibility for themselves Don't close Central

VENUE	DATE	TIME	FOOTFALL	WEATHER	STAFF	BOOKLETS	LEAFLETS	COMMENTS
Mansfield Marketplace	20/01/14	1000 – 1530	Med	Cold	5	110 (15 left with independent businesses)	104	I would like to see a National FS, a joint effort between all the UK FSs You do a brilliant job The idea of a five year plan is a great idea
Kirkby-in-Ashfield	22/01/14	1300 – 1530	N/A	Cold/dry	1	57	85	Booklets and leaflets left with businesses What is the underlying question in document Will we lose Ashfield when Derbys changes? What will it mean for us Will you still come to hospitals How will you cope with budget cuts next time Will you keep us in touch with what is happening
Harworth	23/01/14	1000 – 1530	Med	Cold/sunny	2	47	55	Can we bring stand/stay longer at Health Centre
Misterton	24/01/14	1000 – 1530	Med	Cold/sunny	2	31	53	Will Misterton go over to South Yorks? Can we save money by creating a new station joining Harworth/Misterton?
Broad Marsh Centre	29/01/14	08:00 – 18:00	Med	Inside	6	112	126	Consideration to work with EMAS To share sites would be a good idea Thank you for being there for us! I had a house fire, wanted to say thank you You are brilliant I have the upmost respect for the fire service
Broad Marsh Centre	30/01/14	08:00 – 18:00	Med	Inside	6	114	86	You deserve every penny you get I had smoke alarms fitted by you, thank you You're all very brave Best fire service in the world

Consultation Findings

Online and Paper Survey

Introduction

81. The Consultation Document included simple, user friendly and informal consultation questions, with an ORS Freepost envelope for ease of return. As well as the main questions, detailed respondent-profiling information was requested. The consultation documents were widely distributed and the questions were available to complete on-line.
82. The questionnaire was available from 11th November 2013 until the 2nd February 2014 and was available to residents, representatives from business, public and voluntary organisations and NFRS employees. The numbers of responses are shown in the table below:

Response group	Number
Total responses	230
Paper responses	98
Online responses	132

Respondent Profiles

83. The gender split was uneven, with 60% male and 40% female respondents. The split of age groups was also fairly uneven (16 to 44 (33%) and 45 and over (68%)).
84. The tables below and overleaf show the profile characteristics of respondents to the survey.

Gender	Number of respondents (unweighted count)	% of respondents (unweighted valid)
Female	82	40
Male	122	60
Not Known	26	-
Total	230	100

Age	Number of respondents (unweighted count)	% of respondents (unweighted valid)
16-44	67	33
45-54	53	26
55+	86	42
Not Known	24	-
Total	230	100

Disability	Number of respondents (unweighted count)	% of respondents (unweighted valid)
Yes	50	26
No	146	74
Not Known	34	-
Total	230	100

Interpretation of the Data

85. Where percentages do not sum to 100, this may be due to computer rounding, the exclusion of “don’t know” categories, or multiple answers.
86. Graphics are used extensively in this report to make it as user friendly as possible. The pie charts and other graphics show the proportions (percentages) of residents making relevant responses. Where possible, the colours of the charts have been standardised with a ‘traffic light’ system in which:

Green shades represent positive responses

Beige and purple/blue shades represent neither positive nor negative responses

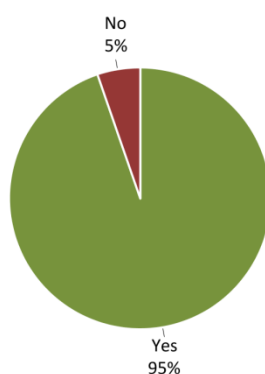
Red shades represent negative responses

The bolder shades are used to highlight responses at the ‘extremes’, for example, very satisfied or very dissatisfied.

Consultation Question Responses

87. 95% of respondents thought that Nottinghamshire FRS’s IRMP clearly **shows how risk is categorised** across Nottinghamshire.

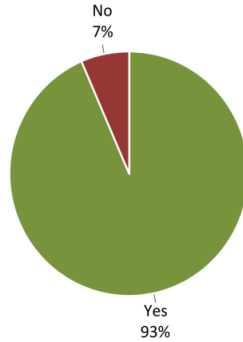
Figure 1: Does our IRMP clearly show how we categorise risk across Nottinghamshire?



Base: All Respondents

- 88. 93% supported the principle of Nottinghamshire FRS **aligning its resources to risk and regularly reviewing that risk**; only 7% did not support this principle.

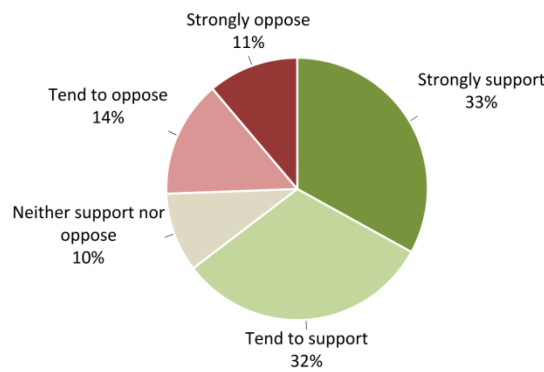
Figure 2: Do you support the principle of us aligning our resources to risk and regularly reviewing that risk?



Base: All Respondents

- 89. Around two thirds (65%) said that if it resulted in maintaining fire cover, they would support **closer collaboration or mergers with other Fire and Rescue Services**; only 25% opposed this.

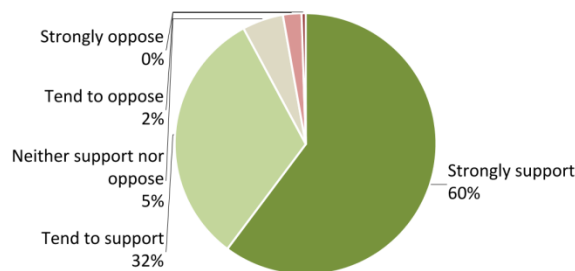
Figure 3: If it results in maintaining fire cover, to what extent would you support closer collaboration or mergers with other Fire and Rescue Services?



Base: All Respondents

- 90. More than 9 in 10 (92%) respondents supported **continuing to budget for staff development**.

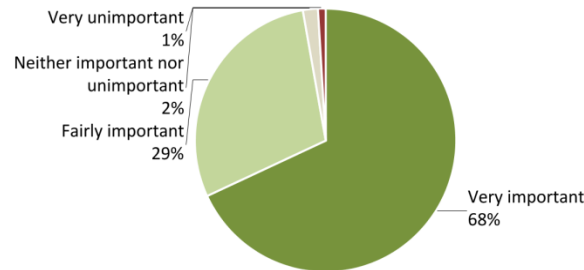
Figure 4: To what extent do you support us continuing to budget for staff development?



Base: All Respondents

91. Almost all (97%) respondents stated that it is important for them to be **consulted on decisions affecting their Fire and Rescue Service**.

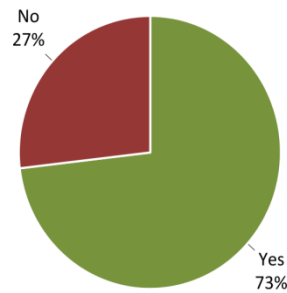
Figure 5: How important is it for you to be consulted on decisions affecting your Fire and Rescue Service?



Base: All Respondents

92. Just under three quarters (73%) of respondents said that they would be **prepared to pay a little more to maintain their Fire and Rescue Service**.

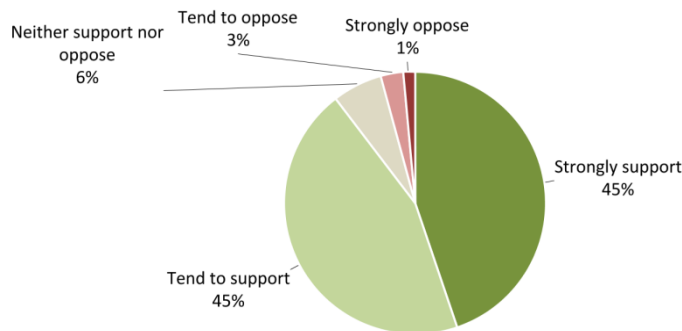
Figure 6: Would you be prepared to pay a little more to maintain your Fire and Rescue Service?



Base: All Respondents

93. 9 in 10 (90%) respondents supported the principle of NFRS **concentrating its efforts towards those most at risk from fire and other injuries**.

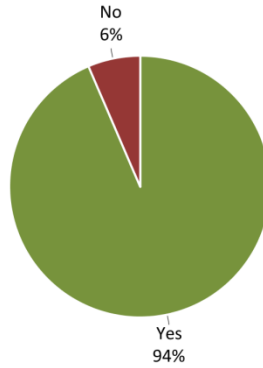
Figure 7: To what extent do you support the principle of concentrating our efforts towards those most at risk from fire and other injuries?



Base: All Respondents

94. The vast majority (94%) of respondents thought that NFRS should **continue to spend some of its budget on preventative measures**.

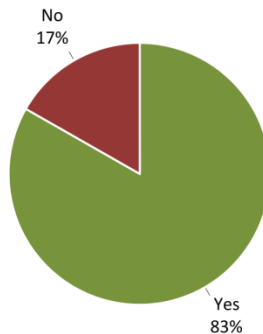
Figure 8: Should we continue to spend some of our budget on preventative measures?



Base: All Respondents

95. More than four fifths (83%) of respondents thought that NFRS should **continue to try and reduce the impact it has on the environment**.

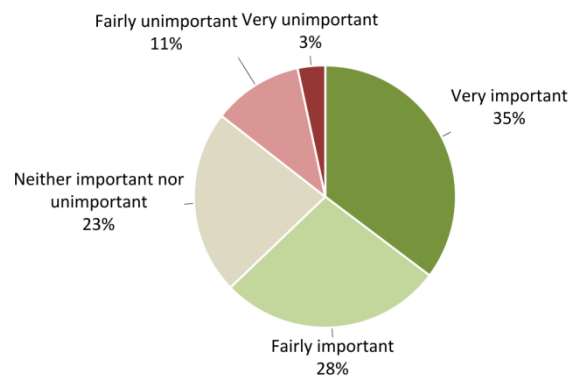
Figure 9: Should we continue to try and reduce the impact we have on the environment?



Base: All Respondents

96. More than three fifths (63%) of respondents reported that NFRS's **approach to inclusion and equality** is important. Around a quarter (23%) thought this to be neither important nor unimportant.

Figure 10: How important for you is our approach to inclusion and equality?



Base: All Respondents

Forums

Introduction

97. Following the introductory material, the forums addressed the *Integrated Risk Management Plan 2014-2019* priorities, which are centred around: Service Delivery; Employees and Workforce; Improvement and Governance; Engagement and Partnerships; the Environment; and Inclusion and Equality.
98. Overall, the sessions considered a wide range of important issues that are reported fully below. The report has been structured to address each of the areas of discussion in some detail. The views of the six meetings have been merged to give an overall report of findings, rather than six separate and rather repetitive mini-reports – but significant differences in views have been drawn out where appropriate.

Public Awareness of Risk and Finances

99. In order to investigate their background perception of fire risk in the community, participants were asked to ‘guesstimate’ the annual total death rate from fires across Nottinghamshire and also certain key facts about the finances of the service.
100. Perhaps not surprisingly, the number of fire deaths in Nottinghamshire each year was over-estimated, sometimes radically: there were several guesses in the hundreds and one at Mansfield was as high as 2,600. Overall, though, most of the guesses were in the range of 10 to 30 deaths per year – and although the actual number is lower at 5.2 deaths per year over the last five years, the estimates were typically more reasonable than those given in many other areas.
101. On the other hand, many people (again sometimes radically) under-estimated how much it costs to crew one 24/7 wholetime fire engine per year. About half of participants guessed as low as £100,000 to £300,000 (in fact, the most common guess across all forums was £250,000) – with the remaining half estimating at least £500,000. Several of these said £750,000 and the latter is a reasonable estimate, in fact.
102. Some participants guessed relatively accurately that NFRS’ annual budget is in the region of £45 to £50 million (the actual figure is £46 million), but most other estimates were either much higher (up to £125 million) or much lower (just £5 million).
103. When asked how much each band D household pays per year for NFRS services there were widely varied estimates: a small number guessed very accurately, but most estimates were much higher (at £100 to £250 per year) and people were pleasantly surprised to learn that the actual figure is currently £69.69. A minority, however, thought a Band D property pays less than £25 per year for NFRS services – with some even believing the cost to be as low as £5!
104. Overall, then, many people tended to overestimate both risk (expressed as the number of fire deaths) and the costs of running the Fire and Rescue Service. These trends are not unique to

Nottinghamshire and, indeed, the estimates given in these groups were no less accurate than those typically given elsewhere. In fact, in terms of fire deaths, Nottinghamshire participants were, on the whole, more accurate than those in most other areas.

Consultation Issues

Service Priority 1: Service Delivery

Context

105. Participants were informed of NFRS' priority to *deliver a professional, effective and value-for money emergency response service to all those who live, work and travel in the county of Nottinghamshire* by:

Continuing to use a risk-based approach to improve its service to individuals, local communities and local businesses with an emphasis on creating safer communities and reducing deaths and injuries; and

Doing this through the four key themes of: preparedness; response; prevention; and protection.

106. They were then asked to consider two key questions in relation to Service Priority 1:

Do you support the principle of NFRS aligning resources to risk and regularly reviewing that risk?

Would you support closer collaboration or mergers with other Fire and Rescue Services?

Participants' Views: Aligning Resource to Risk

107. The principle of NFRS aligning resource to risk was overwhelmingly endorsed as a common sense, logical approach – particularly in the currently economic climate where resource allocation must be prioritised:

They have to start to meet cutbacks and this seems like the only sensible way forward...so we accept a lower service in lower risk areas (South Nottinghamshire, Arnold)

They have to do it this way, especially in the current economic climate (South Nottinghamshire, Carlton)

There is a need to allocate resources and it is the best solution (Nottingham City 2)

It's appropriate in terms of supply and demand. It's ignoring the obvious not to align resources to risk (South Nottinghamshire, Arnold)

It makes economic sense to do things like make more use of retained stations in low risk areas and have wholetime stations where they are most necessary. (North Nottinghamshire, Mansfield)

Indeed, only a few participants at Mansfield objected to this approach, questioning: *is it all about risk? Should we be talking about risk or 'is it about insurance for people'? Making it all about risk*

could imply that we shouldn't worry about the low risk, rich areas but isn't it about having a resource there for people? (North Nottinghamshire, Mansfield)

108. Despite the general backing for NFRS's risk-based approach, most people placed a caveat on their support which was that the risk must be regularly and carefully reviewed, together with a flexible management approach so that if a risk is wrongly assessed it is realised and rectified. Some typical comments were:

We would support this as common sense and logical but it is essential that it should be regularly reviewed (North Nottinghamshire, Mansfield)

Regular reviews of risk are important as risk changes (South Nottinghamshire, Arnold)

We support the alignment of resources to areas of higher risk with reviews on a regular basis as this allows the best service cover (South Nottinghamshire, Arnold)

Reviews of risk and resource allocation are necessary due to change (Nottingham City 1)

It has to be monitored because needs change and you have to monitor the effectiveness of the Service (Nottingham City 2)

Because things are changing so quickly these days, it is imperative to regularly review the risk, preferably annually (North Nottinghamshire, Retford)

Risk changes and demographics must be constantly reviewed and changes made if needs be (North Nottinghamshire, Retford)

It's important to understand the nature of the risk to make the right intervention so this needs to be regularly monitored, evaluated and reviewed (South Nottinghamshire, Carlton)

In this risk assessment approach it is important to review the stats kept and ensure they give the necessary information for proper assessment of the risks involved. (South Nottinghamshire, Arnold)

109. There was some concern in North and South Nottinghamshire about the possibility of a risk-based approach resulting in fewer resources and lengthier response times in low-risk areas. Though most people readily accepted that attendance times to rural areas will be longer than those to urban areas, they did not wish to see the former increase to what they saw as 'unacceptable' levels – nor did those living in low-risk areas wish to see the risk-based approach used to justify the removal of 'their' resources:

Risk-based response is ok as long as response times to elsewhere are not increased outside an acceptable level (North Nottinghamshire, Mansfield)

There is a need for risk assessments to meet budget reductions; but will it mean a reduction in the number of fire engines? (South Nottinghamshire, Arnold)

It's fine providing risk is constantly assessed and there is no jeopardy to lower risk areas (North Nottinghamshire, Retford)

We agree with the risk-based approach providing low risk areas do not fall between the cracks...Retford is a low risk area but we wouldn't want to lose our resources here even if other areas have a higher need than we have. We have a station here and one at Worksop and that makes us feel safe. If we were to lose one of them we wouldn't feel anywhere near as safe (North Nottinghamshire, Retford)

You could look at Retford as having an over-provision of resources but we look at it as a safety net. (North Nottinghamshire, Retford)

While this is, of course, an understandable standpoint – it highlights the ‘public relations’ difficulties NFRS may have in future if the financial situation necessitates a review of resources in such areas.

110. In order to gauge their perceptions of ‘reasonable’ response times, participants were asked what they would expect a standard town-based attendance time target to be. For most, the general consensus was around five to ten minutes (on the assumption of immediate response from wholtime fire stations). When the same question was asked for very rural areas, many participants thought 15 to 20 minutes to be reasonable, but some thought around 12 to 13 minutes. While most participants were realistic in their acknowledgment that choosing to live in a rural area brings an inherent additional risk, in a minority of cases (at Mansfield) it took quite a lot of reflection to convince people that equalisation of response times is not feasible in practice due to the realities of rural living:

If you choose to live in the country you've made that choice and you have to accept that. You can't have a fire engine on every corner; it's impossible. We have to accept reality (North Nottinghamshire, Mansfield)

We all pay out taxes; we want the same response (North Nottinghamshire, Mansfield)

It doesn't mean the risk is less in the country does it? (North Nottinghamshire, Mansfield)

111. The importance of ‘managing expectations’ was noted at the first Nottingham City forum. That is, participants said that people in low risk areas should be better informed of the risk-based approach to response times and of exactly what sort of attendance they can expect. This, it would felt, could encourage more people to take steps to improve their safety:

They have to manage expectations. Do people know if they are or aren't in a high risk area? (Nottingham City 1)

I wouldn't like to think there was a Postcode Lottery but if there is one I'd like to know that's what's happening so that if I live in a low risk area I don't expect an engine there in five minutes. (Nottingham City 1)

112. Other comments made on this issue were around: the need to focus prevention activity in lower risk areas; the need for a good referral system for high risk individuals living in low risk areas; and the potential risk to firefighters in striving to meet response times:

We can focus prevention on rural areas; that can be part of the strategy (North Nottinghamshire, Mansfield)

We would need to make sure that the areas that aren't being monitored quite so tightly have a good referral service for people who are high-risk... (Nottingham City 2)

Is there more risk for FRS staff if they only chase targets for response times? (North Nottinghamshire, Mansfield)

Participants' Views: Collaboration and Mergers

113. Providing the quality of service delivery is maintained and monitored and proper protocols are put in place, most participants across all forums supported closer collaboration between NFRS and neighbouring Fire and Rescue Services - and it was acknowledged that such joint-working is already successfully undertaken during front-line operations:

Collaboration is a really good thing (Nottingham City 2)

It makes perfect sense to collaborate with other Services (South Nottinghamshire, Carlton)

It's sensible to have cross-border collaboration for certain areas. Big incidents have multiple Fire and Rescue Service cover so it is already working (South Nottinghamshire, Arnold)

There would have to be regular reviews between Services to ensure smooth running, good use of resources and quality control (North Nottinghamshire, Retford)

Good communication and protocols are needed between Services in different areas...there must be agreements between authorities about responsibility. (South Nottinghamshire, Arnold)

114. Participants felt that collaboration would be beneficial in terms of sharing knowledge, resources and expertise - and would be most feasible and sensible in the following areas: training; procurement and other back-office functions; and specialist rescue:

It could also lead to sharing knowledge, appliances and equipment (North Nottinghamshire, Mansfield)

Training could be shared across the different county services to ensure matching standards (North Nottinghamshire, Mansfield)

Training could be co-ordinated to save money on services and buildings (North Nottinghamshire, Mansfield)

Could collaboration be utilised to achieve economies of scale...in terms of training new recruits from different counties together for example? (South Nottinghamshire, Carlton)

Combine back office and training and join up the procurement routes (North Nottinghamshire, Retford)

Cross-border collaboration would be especially good to share planning, resources, knowledge and expertise. Examples could be mines rescue, rural rescue etc. (North Nottinghamshire, Mansfield)

115. It was also said that closer collaboration could yield efficiency savings and potentially introduce fresh skills to NFRS from other organisations – and, of course, vice versa:

Collaboration could save money or just bring different skills (Nottingham City 1)

Collaboration could ensure economies of scale...and best practice can be shared (North Nottinghamshire, Retford)

Collaboration could help deliver financial savings... (North Nottinghamshire, Retford)

We need to collaborate with other Fire and Rescue Services to save money on management etc. (North Nottinghamshire, Mansfield)

116. Closer collaboration between Fire and Rescue Services was particularly desirable in border areas: many participants saw potential in sharing resources such as fire stations here, particularly in relation to making financial savings while maintaining adequate cover:

Some border stations are very close together and it seems a bit odd (Nottingham City 2)

Response from other Services could be expedient for response times in rural border areas...work across the relatively arbitrary county boundaries (Nottingham City 2)

There should be shared responsibility for border residents in low risk areas. This would help lower the financial cost and maintain an appropriate level of protection even if some stations were closed (South Nottinghamshire, Arnold)

Collaboration is good where it makes economic and geographical sense...for example stations close to county boundaries could be shared to save duplication (North Nottinghamshire, Mansfield)

Indeed, one participant noted that *if you were starting from day one you wouldn't design a Fire Service within county boundaries...they are largely irrelevant.* (South Nottinghamshire, Carlton)

117. There was, however, some debate about the above approach at the Arnold forum: whereas a couple of participants were of the view that *that's where the rot sets in; we should not close stations so that you end up with a skeleton service*, others said that *we've had a 50% reduction in incidents – so you should reduce resources.*

118. People sought reassurance that NFRS's collaboration is not restricted to Leicestershire and Derbyshire Fire and Rescue Services, but also includes South Yorkshire (with particular reference to offering assistance in North Nottinghamshire):

Please don't neglect the North of the County...we're a lot closer to South Yorkshire so we'd like reassurance that we collaborate with them (North Nottinghamshire, Retford)

Don't forget the need to collaborate with South Yorkshire in supporting the North of the County! (South Nottinghamshire, Carlton)

119. It was also said that NFRS should not restrict itself to collaboration with neighbouring Services, but should be prepared to work with any that demonstrate good practice and can provide information on, for example, the risks associated with emerging communities:

Need to branch out of geography to wherever best practice is...it may not be just in neighbouring Services but more similar ones further away that have parallel cities (South Nottinghamshire, Carlton)

We need to look at new risks and populations elsewhere and gather information from other Services about the challenges. (South Nottinghamshire, Carlton)

120. Similarly, at Carlton it was suggested that: *if Nottinghamshire are excellent at delivering specialist prevention work, would they be able to support Manchester etc. do similar things? Could you all pool together for a 'best practice' team that travels around doing this work?* (South Nottinghamshire, Carlton)

121. While closer collaboration with other Fire and Rescue Services was generally endorsed, few people supported mergers with said organisations. Participants' main concerns were that mergers could result in: poorer service quality; resource reductions; declining morale among staff; and a loss of local knowledge and community focus. Some typical comments were:

The larger an organisation becomes, the less responsive it can be (Nottingham City 2)

Merger may not be the way forward as bigger is not always better. The size of a new area may impact negatively on services such as prevention work with schools and vulnerable adults which is contributing to the downward trend in incidents (South Nottinghamshire, Carlton)

Would merging mean closing stations? We worry about response times in more remote areas (Nottingham City 1)

Mergers mean job reductions and it could mean a lesser service in some areas (North Nottinghamshire, Mansfield)

There could be a drop of morale within much larger organisations? (North Nottinghamshire, Mansfield)

Risk should be managed locally as the local Service knows the area (Nottingham City 1)

There are worries about the Service being part of the community it is based in and that it won't have that same connection if it merges with others (Nottingham City 2)

Could it lead to a lack of familiarity of areas and local knowledge? It could be less personal and it's the experience the different Fire Services have of working in their own areas (North Nottinghamshire, Mansfield)

122. People's past experience of mergers also led them to express cynicism about their potential success. The most commonly mentioned was the merging of local Ambulance Services into the

East Midlands Ambulance Service (EMAS) – which has allegedly not improved service delivery within the region:

Past experience of mergers in the public sector makes people cynical as they tend to show a loss of expertise and local knowledge (North Nottinghamshire, Mansfield)

The Ambulance Service has gone down the merger route but it's been a bit shambolic. And you can't afford to spend six months to iron out the problems because during those six months your cover may not be as good (South Nottinghamshire, Carlton)

The effectiveness of service has suffered through mergers...the Ambulance Service is an example of where the service hasn't necessarily been better. (Nottingham City 2)

123. On a more practical level, many participants foresaw difficulties insofar as different Services would inevitably have different priorities – and they questioned how joint finances would be arranged given that budgets and Council Tax precepts vary to such a degree:

It could be a good idea in terms of saving money but I don't know how it would work in practice with all the Services holding separate budgets. How does it get funded if it does get merged? (Nottingham City 1)

We pay £69.69...what's the equivalent in Derbyshire and Leicestershire? Which county will end up paying more for the service? (Nottingham City 1)

Consideration would have to be given to the percentage of Council Tax paid by people in neighbouring Fire Service areas. For example, do Nottinghamshire pay more in Council Tax than Leicestershire etc.? It may not seem very fair if one county is paying more than the other but getting the same service. (Nottingham City 2)

124. The above is not to say there was no support for mergers with other Fire and Rescue Services: a minority agreed that NFRS should consider them now or in the future as they can be successful in terms of yielding efficiencies - providing they are properly managed and a good quality service is maintained:

Though merger is not needed yet there is the potential to consider it in future if further cuts are needed (South Nottinghamshire, Arnold)

It is a business and you can make it work with effective management. If it's managed well then the chances are it can be successful (North Nottinghamshire, Mansfield)

Mergers could benefit the budget and could be considered as long as they are managed properly and local knowledge is retained (North Nottinghamshire, Mansfield)

Merging is a good idea if quality is maintained, especially if it helps with the budget gap. (Nottingham City 2)

Indeed, a few people commented that receiving a quality service is paramount to the public – and that if this can be achieved, it matters not what organisation delivers it:

Collaboration is not as important as the Fire Service showing up. Do the public care where the firefighters come from as long as they come? (Nottingham City 1)

The Fire and Rescue Service identity doesn't really matter if they do the job effectively; we are not wedded to Nottinghamshire FRS. (North Nottinghamshire, Mansfield)

125. Finally, while not supporting a full Fire and Rescue Service merger, some participants saw potential in combining some back office functions and control centres:

With a good, well-run system, merging the control centres could work (South Nottinghamshire, Carlton)

No mergers except for backroom staff and possibly call centres. (Nottingham City 2)

Service Priority 2: Employees and Workforce

Context

126. Participants were informed of NFRS' priority to *maintain, support and develop its workforce to ensure an environment in which we can deliver a professional and effective service to the people of Nottinghamshire* by:

Ensuring its employees have the capacity and skills to meet delivery objectives; and

Providing a workplace where its employees feel supported, valued and competent to undertake their roles.

127. They were then asked to consider whether NFRS should continue to budget for staff development.

Participants' Views

128. It was generally agreed that an organisation's staff are its greatest asset – and that they must be constantly trained and developed to maintain professionalism, skills and competence:

Staff are the greatest asset of any organisation and to train them professionally and keep them trained is what will make it work (North Nottinghamshire, Mansfield)

You can't afford not to train your staff...they are your most important resource (South Nottinghamshire, Carlton)

Training and professionalism must be maintained (North Nottinghamshire, Mansfield)

The service you get on the frontline is ultimately all to do with what goes on behind the scenes. (South Nottinghamshire, Carlton)

This was considered especially important in a time of financial constraints and staff redundancies, as the need to make significant savings inevitably results in the loss of experienced senior employees:

With the need to make redundancies, the people who tend to go are the top people and with that you lose experience. You're left with less experienced people who need that training and development. (South Nottinghamshire, Carlton)

129. With particular reference to front-line staff, it was recognised that the firefighter role – and its associated risks and technology – is constantly evolving and that training and development must be provided to prepare staff for this:

It certainly seems like it's a job that's changing regularly (Nottingham City 2)

You've got to have staff development and training because new technologies and risks are coming along all the time (South Nottinghamshire, Carlton)

If the risks are going to change all the time then it's ridiculous to expect them to maintain the stereotypical image of the big, tough firefighter that's just going to run around rescuing people! (Nottingham City 2)

The role of the firefighter has changed. They are now also educators not just firefighting heroes. So the training budget is important for this. (North Nottinghamshire, Mansfield)

130. The fact that NFRS has a stable workforce with little staff turnover was considered a factor in the importance of staff development insofar as *there's little movement in and out so you have to work internally to keep it up to scratch. (Nottingham City 1)*

131. Finally, despite the general support for NFRS continuing to budget for staff development, it was said that any training must be appropriate and meaningful rather than 'formulaic' and 'tick-box':

We support this if the development, expertise and training is appropriate...avoid tick box exercises that don't mean much (North Nottinghamshire, Mansfield)

Professional development can be meaningless and formulaic. It should not be a tick-box exercise. (South Nottinghamshire, Arnold)

Service Priority 3: Improvement and Governance

Context

132. Participants were informed of NFRS' priority to *continuously improve upon previous achievements and assure its stakeholders that the organisation has appropriate infrastructure for governance to support future success* by:

Basing its decisions upon robust intelligence; and

Working alongside its partner agency service providers in a more collaborative manner.

133. They were then asked to consider two key questions in relation to Service Priority 3:

How important is it for to you to be consulted on decisions affecting your Fire and Rescue Service?

Would you be prepared to pay more council tax (£69.69 p.a. for Band D) to maintain your Fire and Rescue Service?

Participants' Views: Consultation

134. Though some had recently attended similar NFRS forums, most people at these events were first-time attendees and many explicitly stated that they had enjoyed the session and found it very educative - particularly in terms of why the Service may seek to make changes in future. Further, they said that they would disseminate what they had learned among their family and friends, an important benefit of such events:

These meetings are good as there's a lot to learn (Nottingham City 1)

We found tonight very useful and informative (South Nottinghamshire, Carlton)

It's been an eye opener for all of us who've been consulted to know why the Fire and Rescue Service are looking at changes. We've learned a lot tonight and having explanations makes us feel better placed to accept any changes that may be coming (Nottingham City 2)

It's important to alleviate people's worries and meetings like this are good for that (Nottingham City 1)

It is important for education if nothing else. We find out what the true statistics are rather than what the papers say and we can all spread information to others like a ripple effect. (Nottingham City 1)

135. Some participants worried that the forums are a precursor to more targeted consultation in future as NFRS seeks to meet its financial challenges:

This consultation is in preparation for cuts further down the road. We are concerned that the cutbacks will affect the service. (North Nottinghamshire, Mansfield)

While this was also acknowledged by others, they also said that: *what the cuts have done is evoke a sense of empowerment for people to come and say what they think. They are a catalyst for the Fire Service to come and get people's real views rather than undertake tick-box exercise. And that's refreshing (North Nottinghamshire, Mansfield)*

136. In terms of future consultation, few participants felt the need to be asked to comment on NFRS's internal workings in a general sense due to their positive view of the Service:

As long as the Fire Officers feel they can run an adequate service that isn't putting people at risk we trust them (Nottingham City 1)

They're doing a very good job and we trust them to do what they think is right. (South Nottinghamshire, Carlton)

137. Despite their inherent trust in the Service however, the vast majority of people would want to be consulted on any major changes to it. While they had a good deal of faith in NFRS's officers to make decisions in the public interest, they felt strongly about the need to be informed and given the opportunity to engage meaningfully on important issues. Some typical comments were:

As long as things are running ok we're happy for them to sort everything out in general, but it is our service so the public should be consulted on major changes like the closure of Dunkirk Fire Station (Nottingham City 1)

Generally it's important to consult and inform, but it's even more important when something bad happens. (Nottingham City 1)

It's good for the public to have an input into decisions. It makes it seem like more democratic (Nottingham City 1)

It's very important to get a true perspective from all walks of life....to get a lot of different opinions and ideas (Nottingham City 2)

We are paying for the service and feel better if consulted (Nottingham City 2)

We should be consulted on decisions affecting the Fire and Rescue Service. Everyone should be made to feel part of the decision-making process (Nottingham City 2)

We think it's very important to be consulted...it is important for the Service to take opinion from the ground up (Nottingham City 2)

Consultation in a timely but economical manner is important to understand the basics of funding and practice and to have the opportunity to contribute thoughts and endorse and challenge proposals. It proves the Fire and Rescue Service is open to scrutiny. (Nottingham City 2)

138. Only a small minority did not consider it appropriate for NFRS to consult members of the public on any changes it seeks to make, simply because the latter do not have sufficient knowledge to make an informed judgement:

Is there any point asking normal people what we think as we are not equipped to comment on how you run your Service. They are surely the only ones who know how to run their Service (Nottingham City 2)

I don't know much about the Fire Service so I do wonder to some extent why they're asking me for my opinion on decisions affecting them. (South Nottinghamshire, Carlton)

139. The issue of information-sharing was raised at this juncture, with several participants suggesting that the better dissemination of positive information about NFRS and its activities could be a catalyst to greater public engagement with the Service:

The Fire Service doesn't seem to be as well-known as the other services and maybe if it was people would want to get involved more with it (Nottingham City 1)

The Police Service and Ambulance Service are much more prominent in terms of their ability to get coverage in the media. From what we've heard tonight there's a lot of good news about what the Fire and Rescue Service are doing. I didn't know that and you need to get some PR out there about it...then you might get a broader involvement from society. (South Nottinghamshire, Carlton)

Participants' Views: Council Tax Increase

140. The Band D charge of £69.69 a year for NFRS's services was considered to be exceptional value for money and many participants would be prepared to pay a small amount more – as, they felt, would most of those who could afford it:

We would to a limited extent. Tax increases are a slippery slope but just 10p across each resident could make a difference (Nottingham City 1)

We would rather any tax increases go into something like the Fire and Rescue Service than things that feel less essential (Nottingham City 1)

I wouldn't object to paying an extra couple of quid (South Nottinghamshire, Carlton)

We'd be prepared to pay more to keep up the excellent service. (South Nottinghamshire, Carlton)

It's more of a 'can you?' question. Many people would if they had the money to afford it. (Nottingham City 1)

141. However, a lack of understanding of the precepting process led some people to express concern that any additional revenue would not be received by the FRS – and they sought reassurance that this would be the case before they consented to paying more:

We'd be prepared to pay more but would need the justification for what it would be spent on...I'd like some sort of guarantee that it goes to the Fire Service (South Nottinghamshire, Carlton)

We wouldn't mind paying more as long as we are assured that the money goes to the Fire Service. (Nottingham City 1)

142. The significant number of participants who opposed a council tax rise did not do so in the belief that NFRS does not need the extra resource; rather they commented on the unaffordability of any rise (however small) for many people and favoured a rebalancing of Council Tax distribution as a whole. Some typical comments were:

Even an extra 1% or 2% will be hard for some people because everything is going up. Some people are really struggling and it will have a big impact (South Nottinghamshire, Carlton)

We would be prepared to pay more but we have concerns over affordability with the general public already struggling with the cost of living going up. So as much as you think 'yes I'd pay more' is it realistic for a lot of people? (Nottingham City 2)

I can't afford to pay more council tax overall...but how this money is spent on services could change (Nottingham City 1)

They don't get a large enough proportion of the council tax (Nottingham City 1)

We pay enough already and wages don't seem to go up to cover this. Maybe they need to juggle what percentage goes into the Fire Service instead (Nottingham City 1)

I'm shocked at how little of the council tax bill goes to them (Nottingham City 2)

A higher proportion of the council tax needs to go to the Fire and Rescue Service because they are equally as important as the Police (Nottingham City 2)

We would just want more of what we're already paying to go to the Fire Service (Nottingham City 2)

We would support an increase in the Fire and Rescue Service's budget from existing resources. (Nottingham City 2)

143. One important consideration for NFRS is that some participants demonstrated little understanding of the difficult decisions that will have to be made in future, even after an explanation of the likely financial challenges facing the Service. As such, they assumed that additional Council Tax revenue would be used to enhance the service, rather than to lessen the impact of future funding reductions:

We've got a good service now and it just needs to be maintained so why put it up? Considering how well the Service is performing at the moment, we'd want to know where any extra money would be spent (South Nottinghamshire, Carlton)

They seem to be going well now so why would we pay more than is necessary? (Nottingham City 2)

Service Priority 4: Engagement and Partnerships

Context

144. Participants were informed of NFRS' priority to *develop and maintain effective strategic and community partnerships* by:

Continuing to work closely with its partners and community organisations in order to identify and keep safe the members of its most at-risk communities.

145. They were then asked to consider two key questions in relation to Service Priority 4:

Should NFRS concentrate its efforts towards those most at risk from fire and other injuries?

Should NFRS continue to spend some of its budget on preventative measures?

Participants' Views: Concentrating on the Most At-risk

146. Where discussed, participants agreed that NFRS must concentrate its efforts towards those most at risk – and that it should do this from both an economic and moral standpoint:

In principle we realise that we have to concentrate on those most at-risk (North Nottinghamshire, Retford)

This is the most efficient use of resources and is the way to go from a humanitarian point of view as the consequences are possibly greater for those most at risk...for example, if you think of a very densely populated area with a lot of terraced housing, if a fire takes hold in one house then it's going to spread very quickly. (North Nottinghamshire, Retford)

147. At Retford, however, some participants were keen to see better information provision to those deemed low-risk to ensure they are aware of what to do in an emergency situation – possibly via eye-catching leaflets or, more appropriately, local radio:

People with children get information through schools and people at-risk get it as well, but is there anything else we need to know as 'average' members of the public on what we should be doing to keep us safe? (North Nottinghamshire, Retford)

There could be better ways of targeting the general public in terms of education...leaflet drops are pretty good as long as it's clear that it's from the Fire Service to make sure people take notice of it (North Nottinghamshire, Retford)

People get fed up of being bombarded with leaflets and they end up just going in the bin...local radio would be better as people can't ignore it when someone's talking at them. (North Nottinghamshire, Retford)

Participants' Views: Preventative Measures

148. Generally speaking, participants saw NFRS' prevention and education work as critically important in ensuring the continuing downward incident trend, and were emphatically in favour of the Service continuing to spend some of its budget on it. In fact, there was significant concern that less prevention work will result in an upturn in incident numbers in future. Some typical comments were:

A good Fire and Rescue Service shouldn't be going to fires! (North Nottinghamshire, Mansfield)

The work done by the Fire Service has been a major contributing factor to why this has all changed. The education and prevention work that has been done has really worked (North Nottinghamshire, Mansfield)

Everything starts with prevention...we must prevent as much as we can (Nottingham City 1)

It's vastly, hugely important (Nottingham City 1)

The prevention and other work they do is very important (Nottingham City 2)

We would agree with mitigating risk through prevention rather than just waiting for something to happen (Nottingham City 2)

Prevention costs are less than dealing with fire and its consequences (North Nottinghamshire, Retford)

Prevention is better than cure and if it saves one life it's worth it (North Nottinghamshire, Retford)

It's an important and positive thing. It doesn't look as exciting as a red fire engine going down the road but we all benefit because it reduces cost all around...cost to the NHS, on insurance premiums etc (South Nottinghamshire, Carlton)

With the cuts, eventually there's going to be an upturn in incidents again...and this is the work that will go if they have to focus on the bare essentials. (Nottingham City 2)

149. Indeed, some people cited some positive personal experience of NFRS's prevention and education work, which they had considered invaluable:

I had the firefighter come round and he told us where there may be problems and it was very, very useful. It's about the support they give (North Nottinghamshire, Mansfield)

The leaflets and booklets they produce are really helpful like the ones on developing your own risk plans (North Nottinghamshire, Mansfield)

We've had so much help with my son. They came to see him one-to-one and he's stopped his firesetting. It wasn't punitive or patronising and the two people that came were fantastic in working with him. It's really good that they're so keen to do that (South Nottinghamshire, Carlton)

I work with disabled young people and the service they have provided in terms of education has been invaluable. (North Nottinghamshire, Mansfield)

150. Only one person did not explicitly consider NFRS's preventative work to be equally as important as its response service, stating that:

Yes there should be prevention work but the backstop is that there is a professional service available when something does catch fire and I don't think that should be compromised for any amount of preventative work. (Nottingham City 1)

151. Also, despite the general positivity toward prevention work, it was said that the contribution it actually makes in practice must be determined before making difficult decisions on service delivery, though it is a difficult thing to quantify:

It certainly looks like it's the prevention work that's reduced the statistics, although proving that it's what's made the difference is more difficult (Nottingham City 2)

There has to be some way of measuring the impact. You could be doing it but have nothing to prove that it's what's made the difference in reality (Nottingham City 1)

You can never say how many fires you've prevented surely? You never have the control of no-one doing it at all as a baseline do you? (Nottingham City 1)

152. There was some debate at the first Nottingham City forum as to whether firefighters should undertake prevention and education. Some suggested that NFRS could achieve savings by using staff on a lower pay grade to undertake this work – and that these staff could, in any case, be more natural and effective educators:

What about having people on lower grades but who may be more natural teachers to do the prevention? (Nottingham City 1)

They could be in the Service as an educator; they don't have to be a firefighter (Nottingham City 1)

Others disagreed insofar as firefighters are seen as the authority on fire and other safety, and typically have more influence on people than non-uniformed staff members do – particularly, it was felt, in schools:

A firefighter has charisma and is experienced in the front-line (Nottingham City 1)

But the kids love it! It's straight from the horse's mouth; someone who's been there and done it (Nottingham City 1)

When the engine goes to a school it's exciting for them. Much more so than a random educator coming in. (Nottingham City 1)

153. It was almost unanimously agreed, however, that prevention should be undertaken under the banner of NFRS (and not by a private organisation) to ensure the continuation of a quality service:

But it would be better under the umbrella of the Fire Service rather than a private company doing it. Would the quality be lost because they're there to make money? The quality of service might suffer... (Nottingham City 1)

154. The potential for charging for certain preventative activities was raised at Mansfield, where it was said that *they are providing a service in a lot of cases and is there an opportunity to ask for payment for some of this? Supporting businesses particularly and running workshops in schools.* (North Nottinghamshire, Mansfield)

155. Finally in terms of prevention and education, one young participant at Retford suggested that NFRS develop a 'Fire Service App' for use in schools:

What about a Fire Service App? Teachers would be able to use it in schools and it could have things like how to escape from a house in a fire, locations of smoke detectors and things like that. (North Nottinghamshire, Retford)

Service Priority 5: Environment

Context

156. Participants were informed of NFRS' priority to *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* by:
- Continuing to be committed to minimising its impact on the environment by integrating environmental considerations in all aspects of its work;
 - Meeting legal standards;
 - Seeking competent advice; and
 - Adopting best practice.
157. They were then asked to consider whether NFRS should continue to try and reduce the impact it has on the environment.

Participants' Views

158. Where discussed, most participants agreed that NFRS should consider the environment as much as possible within its operations, but not at the expense of service delivery and public protection:
- It is important but it's not one of the most important things* (South Nottinghamshire, Arnold)
 - I'd rather them protect me!* (North Nottinghamshire, Retford)
 - It should be a secondary thing; they shouldn't be protecting the environment at the expense of people's lives and properties* (North Nottinghamshire, Retford)
 - If it can it should do things to protect the environment but not at the expense of doing what it set out to do and that's to make a safer life for us.* (North Nottinghamshire, Retford)
159. It was also said, however, that in this day and age business considerations and the environment must be interlinked and that NFRS should not have different obligations in this respect to any other organisation or business:
- Business considerations and environmental considerations have to be linked these days* (North Nottinghamshire, Retford)
 - Surely the Fire Service should do exactly what other services are expected to do. Should it have different obligations upon it to big business? I wouldn't have thought so.* (North Nottinghamshire, Retford)
160. Further, there was a sense that NFRS would already be considering the environment in its day-to-day operations – for example by procuring the most fuel-efficient vehicles and ensuring its buildings are as energy-efficient as possible:

They would do this naturally surely by having the most efficient engines and buildings etc. (North Nottinghamshire, Retford)

Service Priority 6: Inclusion and Equality

Context

161. Participants were informed of NFRS' priority to *provide services tailored to meet the needs of its communities* by working on the principle that to treat people equally, it may need to treat them differently. They were then asked to consider the importance of NFRS's approach to inclusion and equality.

Participants' Views

162. The importance of changing the traditional perception of the FRS as a White male-dominated organisation was noted - and participants were generally happy with NFRS' approach to inclusion and equality. In fact, it was said that such considerations should now be mainstreamed within the organisation:

You need to show you are not just a closed male club! (South Nottinghamshire, Arnold)

Equality etc. should be part of the service in a mainstream way. (South Nottinghamshire, Arnold)

163. The aim to recruit a more diverse range of people to the organisation was particularly endorsed, providing that, ultimately, the most proficient people are offered roles within the Service – and that those perceived as 'different' are accepted by the existing workforce:

You do always want the best person for the job though (North Nottinghamshire, Retford)

I've heard about women going into the Police Force and getting bullied. So they spend a lot of money trying to get women into the Force and then it's only a few months before they leave because of that. So it's all very well recruiting different people but they have to be accepted once they're in. (Nottingham City 2)

164. There was some debate at Retford about the employment of female firefighters. Most acknowledged that females must pass the same fitness tests and would be trained to the same standard as men, and would be more than happy to be attended to by the former:

She wouldn't be given the job to do if she wasn't able to do it...she'll have had all the training won't she? (North Nottinghamshire, Retford)

They actually came to our place of work to do some training and the females can outperform the lads (North Nottinghamshire, Retford)

If I'm in a burning building I'm happy for any trained member of staff to come for me, be it male or female, black or white etc. (North Nottinghamshire, Retford)

165. However, a small minority of two participants (one male and one female) were uncomfortable with the idea of female firefighters and commented that the current percentage of around eight to 10% is *a bit high*:

Eight to 10% female firefighters is a bit high isn't it?

The comments made around why these participants objected to female firefighters are instructive. Their primary concern was that a female firefighter would not have the strength to rescue them from a 'burning building' which shows that, for some people, this remains the traditional image of FRS work and that the wider role of the firefighter in terms of other rescue, prevention and protection work has yet to enter their consciousness:

I've got real problems with that actually. If I was at the top of a burning building I would prefer a male rather than a female firefighter to come for me because of the strength issue. (North Nottinghamshire, Retford)

If I'm stuck in a burning building I want a man not a woman coming for me. (North Nottinghamshire, Retford)

Other Comments

166. Though the forums chiefly focused on the issues reported above, some others were raised, particularly around:

The impact of the financial pressures faced by NFRS

We are concerned about cuts that may be happening behind the scenes...for example in in the quality of service delivery around training of Fire and Rescue Service staff, equipment and provision (North Nottinghamshire, Mansfield)

The potential for a 'skills and experience gap' caused by the current recruitment freeze

What impact will the reduction in recruitment have during this time of cuts? Will the staff all age? Will this cause a skills and experience gap? (South Nottinghamshire, Arnold)

The need for more flexible working patterns and duty systems

You need more flexible shift patterns; including part-time working (South Nottinghamshire, Arnold)

The possible reduction in NFRS's ridership factor from five to four

Could the number of firefighters be reduced to four per engine? (South Nottinghamshire, Arnold)

The potential for First Responder schemes in small, rural areas

Could they create a First Responder scheme for the Fire and Rescue Service in small, rural areas? (North Nottinghamshire, Mansfield)

Whether the *use of stations is always necessary?* (North Nottinghamshire, Mansfield)

The possibility of levying insurance companies *who will benefit from reduced insurance claims from improved Fire Service performance.* (South Nottinghamshire, Carlton)

167. The Integrated Risk Management Plan 2014-19 itself was discussed at the Arnold Forum, where some participants recommended more clarity and conciseness and less repetition:

A lot of these are just words like effective; what is effective? (South Nottinghamshire, Carlton)

You should have fewer key priorities and make them pithier. There should be greater focus as there is a lot of overlap and repetition. (South Nottinghamshire, Carlton)

168. Finally, at the second Nottingham City forum it was said that *references in the draft IRMP should refer to LGBT, which is the most up-to-date terminology.* (Nottingham City 1)

Overall Conclusions

169. 93% of questionnaire respondents supported the principle of Nottinghamshire FRS **aligning its resources to risk and regularly reviewing that risk** – as did the overwhelming majority of forum participants.
170. Around two thirds (65%) of questionnaire respondents said that if it resulted in maintaining fire cover, they would support **closer collaboration or mergers with other Fire and Rescue Services**. Most forum participants strongly supported closer collaboration (on the proviso that the quality of service delivery is maintained), but typically rejected the idea of mergers.
171. Almost all questionnaire respondents and forum participants supported NFRS **continuing to budget for staff development**.
172. Being **consulted on decisions affecting their Fire and Rescue Service** was important to the overwhelming majority of questionnaire respondents and forum participants.
173. Just under three quarters (73%) of questionnaire respondents said they would be **prepared to pay a little more to maintain their Fire and Rescue Service**. Many forum participants would also be prepared to do so – though a significant number would favour a rebalancing of the total council tax charge (resulting in an increased proportion for NFRS).
174. 9 in 10 (90%) questionnaire respondents and most forum participants who discussed this issue felt that NFRS should **concentrate its efforts towards those most at risk from fire and other injuries**.
175. The vast majority (94%) of questionnaire respondents and forum participants were happy to see NFRS **continuing to spend some of its budget on preventative measures**.
176. More than four fifths (83%) of questionnaire respondents thought that NFRS should **continue to try and reduce the impact it has on the environment** – though there was some difference of opinion at the forums. Most participants agreed that NFRS should consider the environment as

much as possible within its operations, but not at the expense of service delivery and public protection – whereas others said that in this day and age business considerations and the environment must be interlinked and NFRS should not have different obligations upon it to any other organisation or business.

- ¹⁷⁷. A majority (63%) of questionnaire respondents felt that NFRS's **approach to inclusion and equality** is important (though a quarter thought it neither important nor unimportant). Forum participants were also typically satisfied with NFRS's policy in this respect.

Appendix 1

Consultation Response from the Nottinghamshire Fire Brigades Union

Please find below a consultation response from the Nottinghamshire Fire Brigades Union (FBU).



**Nottinghamshire
Fire Brigades
Union**

**Response to
Nottinghamshire
Fire and Rescue Service**

**Draft Strategic Plan
2014 - 2017**

Overview

The IRMP states that a further £2.4 million reduction in the NFRS budget will be introduced over the next 2 years. The Nottinghamshire Fire and Rescue Service IRMP should explain to the reader how these savings going to be achieved.

Will attendance times be maintained, along with crewing levels to allow safe systems of work to be maintained at all times during and incident?

Will the intelligence gathering be a robust process, using up to date information and data?

For this response we will refer to the Fire and Rescue National Framework for England Document. This is the document that has been endorsed by the following and is considered a guidance and best practice document for all stakeholders.

- CFRA
- HSE
- Representative bodies
- CFOA
- SCFRA
- Devolved administrations

Service Priority

Service Delivery in Priority 1,

You state that you “**will mobilise the appropriate resources**”, who decides what is appropriate? What are the projected costs or savings? How will this affect the employees and public?

Will this be the way Nottinghamshire Fire and Rescue Service intend to mobilise a crew of 2 or 3 if you feel that this is appropriate for some tasks, how can full and frank consultation take place if it is not clearly written in the document and there is no evidence of risk assessment or costing?

The public will not understand the affect this will have on them, so how can they be involved in meaningful consultation as required.

How will you maintain response times? Once again there is no evidence to back this up, what have the response times been in the past? What are they now? How will you maintain this? How can the public judge the effects and be consulted with if they have no facts?

From the Framework document;

1.10 Each fire and rescue authority integrated risk management plan must:

- **demonstrate how prevention, protection and response activities will best be used to mitigate the impact of risk on communities, through authorities working either individually or collectively, in a cost effective way**
- **set out its management strategy and risk based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005 in accordance with the principles of better regulation set out in the Statutory Code of Compliance for Regulators, and the Enforcement Concordat**

In the "Moving forward" you state:

"During the life of this IRMP, due to economic factors, the response element of the Service will inevitably be reduced in terms of resources."

How will this be done, and at what cost to the service?

The framework document states;

- 8 In demonstrating their accountability to communities for the service they provide, fire and rescue authorities need to:**
- **be transparent and accountable to their communities for their decisions and actions, and to provide the opportunity for communities to help to plan their local service through effective consultation and involvement**

Employees and Workforce

In Priority 2 you also state

"During the scope of this Plan, we aim to continuously review existing and new requirements placed on our workforce and to react to a

changing environment. This will include reviewing the services we provide by aligning resources to risk, the skills and knowledge we need to meet these requirements, the way that we deliver our services and how we can ensure value for money for our Council Taxpayers."

What will these new requirements be? What savings will they produce?

Will you ensure that all staff currently employed by the service are maintaining all their competencies?

Will you also ensure that there are processes and funding in place for this to continue?

Conclusion

Throughout this document you merely state what you will do, have a couple of ideas, with few if any, time limits and what you want outcomes to be.

Considering that you have lost over 4m on the budget the IRMP does not show any evidence of the areas that you want to be changing or cutting. So where are the cost savings to come from to carry out the rest of your wishes?

The public not only need to know what they will be getting from the service, but what they will be losing and if there will be any gaps in the service in future.

1.30 Fire and rescue authorities are required to assess the risk of emergencies occurring and use this to inform contingency planning. To do this effectively, fire and rescue authorities are expected to assess their existing capability and identify any gaps as part of the integrated risk management planning process. This gap analysis needs to be conducted by fire and rescue authorities individually and collectively to obtain an overall picture of their ability to meet the full range of risks in their areas.

These are our initial areas of concern, within the document; there is no evidence, no facts! So how can meaningful consultation with the public take place?

May we draw your attention to the statement on identification of risk and consultation of those risks within the Fire Services National Framework Document?

3. The priorities in this Framework are for fire and rescue authorities to:

- **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**
- **Be accountable to communities for the service they provide.**

Nottinghamshire Fire and Rescue Service has consulted with the public, but we believe the information given is not the information the public are entitled to receive, to be able to make a measured decision on the validity of the IRMP.

If a community was facing the closure or downgrading of its Fire Station, surely it should have been outlined in the IRMP?

The public pay for this service, they have the right legally and morally to be fully consulted in any changes you wish to make.

The document should be written in plain language with all the relevant facts so as to assist this consultation process.

Regards

Nottinghamshire FBU Committee

Brigade Chair



Date 10/2/14

Brigade Secretary



Date 10/2/14



This project was carried out in compliance with ISO 20252:2012.

Planning for a Safer Nottinghamshire

Integrated Risk Management Plan 2014 - 2019



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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Welcome from the Chief and the Chair



It is with great pleasure that we can present to you our Service Plan for the next 5 years which demonstrates that we will continue to deliver excellent services to the people of Nottinghamshire, whilst meeting the challenges of our economic environment.

Our last Service plan committed to an improvement in service delivery, better training, smarter working practices and provision of excellent equipment for our staff and we feel we have achieved this, whilst reducing the cost of our activities. We have also reviewed the placement of our fire stations, fire engines and employees across the County according to changing areas of risk within the population of Nottinghamshire.

Although we have made significant progress on moving resources to the areas most at risk of fire in the County, there is still much to do. Whilst our plan for 2014-19 commits us to tackling a significant programme of change, we will still do the things that you expect as residents and service users. This means that we will continue to target vulnerability in our communities in order to improve safety at home and in businesses and we will continue to provide excellent emergency services to

the people of Nottinghamshire.

We will also aim to rebuild and refurbish our fire stations to make them more energy efficient, buy new equipment, and improve learning and development opportunities for our staff.

Since 2010 our budget has been reduced by over £4m and will continue to fall in the coming years. This will bring the challenge of maintaining a first class service to the community whilst delivering efficiency and cost effectiveness.

This Plan sets out our strategic objectives and how we will aim to achieve these goals over the next five years, and we will continue to work smarter and more creatively in order to maintain the level of service the people of Nottinghamshire deserve.

signature to follow

Darrell Pulk
Chair of the Fire
Authority

John Buckley
Chief Fire Officer

**Image of John and
Darrell to follow**



Nottinghamshire and City of Nottingham Fire Authority

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

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

The Fire Authority also sets and approves the annual budget for the fire and rescue service.

Nottinghamshire Fire and Rescue Service

Nottinghamshire lies in the heart of England and covers an area of 835 sq. miles, serving 482,000 households across the county. The largest concentration of people is found in the greater Nottingham conurbation in the suburbs which lie mostly in the county. In total, Nottingham city and Greater Nottingham has a population in excess of 657,000.



Our Service to You



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

We employ 1009 people working to provide these services to the public, including firefighters, fire officers, fire control operators, IT professionals, estates managers, accountants, HR professionals and safety advisors.

In 2010 Nottinghamshire Fire and Rescue Service completed a comprehensive Fire Cover Review which was a requirement of the National Framework 2008 and formulated part of the Service Plan 2010-13. Results showed that the county's risks have changed, with the number of incidents falling by nearly 35% over the last 10 years. Our commitment to prevention work carried out by firefighters and Risk Reduction teams has contributed towards this reduction. The public were consulted on Fire Cover Review proposals agreed by the Fire Authority in 2011. Following public consultation the Fire Authority decided to accept proposals to change the way we deliver our service to communities. This included upgrading our Edwinstowe fire station from retained



to whole time and also completing a full restructure of departments and teams within the Service.

Our fire stations, along with our fire engines, are positioned strategically across the county, staffed by full-time and on call retained firefighters. We also have a Specialist Rescue Team based at two locations in the north and south of the county, providing expert support at incidents such as rescues from height, water, multiple road traffic collisions or building collapse. Nottinghamshire Fire and Rescue Service also supports national resilience for wide scale flooding and, if required, provides resources for mass decontamination of the public during incidents involving chemicals.

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

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

This overall objective is supported by six priorities, which highlight the areas of work we need to engage in, in order to achieve our aim.



Financial Context

We have a medium term financial strategy, which will be reviewed in 2014 and aims to provide a stable financial foundation to support our aims and objectives. Sound financial management is key to this - our challenge is to not only survive in these austere times but also to develop and improve services for our communities in the county and city. Financial resources will need to be prioritised to meet the core Service Priorities as set out in this plan and our focus will be on achieving value for money in everything we do.

The economic climate has caused increasing financial difficulties for all public bodies, including the fire service, and this situation is expected to continue for a few more years. Some of the financial pressures facing us include: the probable reducing levels of funding from Central Government; cost increases due to inflation and pay awards; the need to replace or refurbish our fire engines and fire stations; uncertainty about interest rates and the reform of public sector pensions.



Back in 2010/11, our annual budget for running the Service was £48.1m. By 2013/14 this had reduced to £43.9m, a fall of £4.2m and we are expecting to have to cut our budget by at least another £2.4m over the next two years. This is in the context of increasing prices, so in real terms our budget reduction has been greater than this. Despite this, we have frozen council tax for the last three years – a Band D household currently pays £69.69 council tax a year for our services (in 2013/14).

We are a front-line service and rely on the majority of our workforce to deliver services directly to you with a minority of our workforce providing support. In all, 78% of our annual budget pays for our workforce and the budget reductions in recent years have resulted in us employing fewer people than we used to. This trend is likely to continue as we strive to find more efficient ways of working whilst still maintaining the high quality service that you have come to expect from us.

Risk Map



Nottinghamshire Fire and Rescue Service completed a Fire Cover Review in 2010; the aim of this was to review the operational element of its service. We looked at how and where to best place our fire stations and fire engines, delivering plans for the future which we will continue to implement over the coming years. As part of this review, Nottinghamshire Fire and Rescue Service implemented a model which is used to identify areas of risk for the county. We used Lower Level Super Output Areas (LSOAs) to divide up the county. LSOAs are Government-created polygons designed to improve the reporting of small area statistics. They have a minimum population of 1,000 and a maximum population of 3,000. There are 673 LSOAs in Nottinghamshire. The risk associated with each LSOA is calculated by combining six factors using incident data we have captured over a five-year period, along with socio-demographic data. These factors comprise:

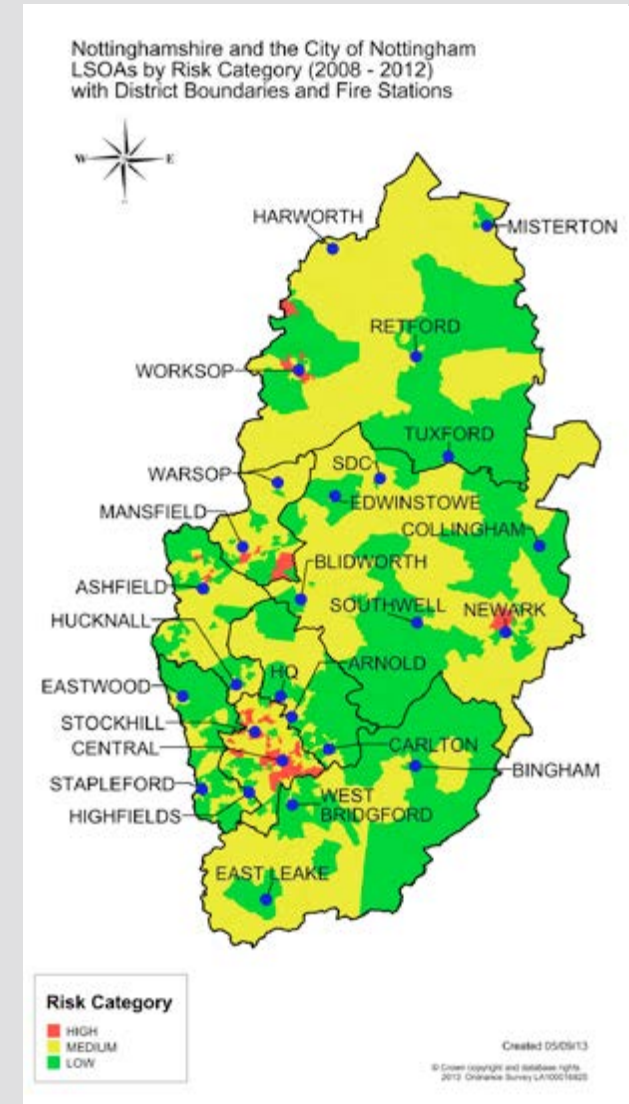
- dwelling fires
- property fires at which injuries to members of the public have occurred
- deliberate non-domestic building fires
- special services incidents at which there is a risk to life

- deaths caused by property fires
- Deprivation Indicators (Indices of Multiple Deprivation, 2010).

These factors are weighted according to importance and, once combined, give an overall risk score for each LSOA. These scores are then split into high, medium and low risk and applied to the county map to present a risk view of Nottinghamshire.

Our aim is for the county risk map to be integrated within various levels of strategic planning and decision-making. It is to be considered when fire cover planning (assessing station locations, workload and scenario modelling), when examining attendance standards with respect to at-risk populations, when modelling population profiles, when determining operational and station turn-out areas and during resilience strategy development.

Moving forward with the risk map, it is our aim to develop improved methods for determining risk in our operational area. We are undertaking new intelligence-gathering techniques and using historical data to create more precise risk models, such as calibrating the road network with our own observed blue light road speeds, for more accurate assessment of travel times to incidents.





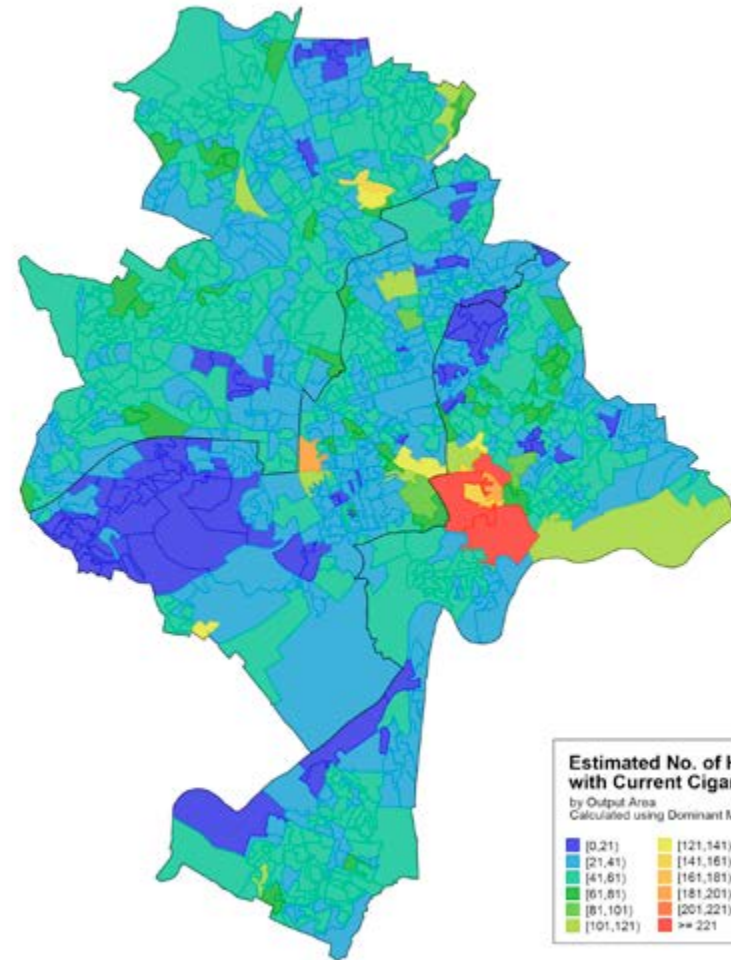
Fire prevention

NFRS will strive towards a more intelligence-led prioritisation for our fire prevention work. Advances in how we use information (both from our own collected data and from third parties), means that we can begin to target those groups of people who are more at risk.

We will use Mosaic Public Sector to profile our population and highlight any correlation between type of person and accidental dwelling fire risk. Armed with this information, we will aim to pro-actively seek out higher risk groups for such prevention measures as Home Safety Checks (HSC's) and such specific campaigns as smoker awareness-raising.

The attached map shows the estimated number of smoking households within the City of Nottingham, calculated using Mosaic Public Sector. This demonstrates how NFRS could target a specific area for a specific campaign.

The City of Nottingham
Estimated Number of Smoking Households
by Output Area



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Service Delivery

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

What this means

We will continue to use a risk-based approach to improve our service to individuals, communities and local businesses with an emphasis on creating safer communities, and reducing death and injuries. We will do this through our key themes: preparedness, response, prevention and protection.

Preparedness

We will

- Maintain a local risk register.
- Assess our capability and response levels.
- Ensure that the operational workforce develop and maintain their competencies.
- Ensure the continual availability of operational resources.
- Adapt and amend our capability to meet the changing demands.
- Ensure the availability of risk based operational intelligence.
- Maintain our national resilience capability.

Lead Department:
Service Delivery

Service Priority 1



Response We will

Lead Department:
Service Delivery

- Mobilise appropriate resources to handle calls for assistance.
- Enhance cross border working arrangements.
- Provide after the incident care and support.
- Maintain call handling times.
- Working with Derbyshire and Leicestershire Fire and Rescue Services continue to explore opportunities for further collaboration.
- Protect the environment from the effects of our operations.
- Review the relationship between response times and our risk profile.

Prevention We will

Lead Department:
Service Delivery

- Inform and develop our preventative measures.
- Develop partnerships with other Fire and Rescue Services and other agencies.
- Identify and support the most vulnerable and at risk in society.

Protection We will

Lead Department:
Service Delivery

- Inform and develop our protection measures.
- Protect those who work in, use and visit buildings.
- Work with businesses to help them to develop.

Service Priority 1



Moving Forward

During the life of this IRMP, due to economic factors, the response element of the Service will inevitably be reduced in terms of resources. This will reinforce the Service's emphasis on continually improving and introducing innovative preventative, protective and operational response models, procedures, equipment, interventions and practices to meet the needs of the Service and the community.

The community can be assured that every day it will continue to receive a first class service for a current cost of approximately 11p per head of population per day.





Employees & 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.

What this means

Ensure that our employees have the capacity and skills to meet our delivery objectives and provide a work place where our employees feel supported, valued and competent to undertake their roles.

We will

Lead Department:
Human Resources

- Through effective workforce planning we will ensure that we have the optimum number of staff with the skills and experience required to deliver our services.
- Provide a work place where staff feel supported and valued and are competent to undertake their roles.
- Work pro-actively to minimise risk in the work place, developing and maintaining safe systems of work to safeguard our employees and others.
- Ensure that our employees receive the training and development they need to undertake their roles safely and effectively.
- Implement measures to improve the health and fitness of our workforce, minimise sickness absence and support employees when they are ill or injured.
- Create a work place where everyone is treated fairly, with no place for discrimination or unacceptable behaviour towards others.



Moving Forward

During the scope of this Plan, we aim to continuously review existing and new requirements placed on our workforce and to react to a changing environment. This will include reviewing the services we provide by aligning resources to risk, the skills and knowledge we need to meet these requirements, the way that we deliver our services and how we can ensure value for money for our Council Taxpayers.

We will continue to support our employees by ensuring their health, safety and well-being at work and by providing a work place where our employees can expect to be treated fairly and treat others with the same respect.





Improvement and Governance

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

What this means

With increasing demand for services likely across the public sector, NFRS will be required to base its decisions upon robust intelligence and work alongside its partner/agency service providers in a more collaborate manner.

We will

Lead Department:
Corporate Services

- Identify and develop appropriate systems to map, manage and communicate risk in the county and city.
- Support and develop our workforce to deliver our priorities within a clear plan for organisational development.
- Access sector-led improvement and assessment programmes to evaluate our Service progress against its priorities, including peer challenges and continued financial scrutiny.
- Collect, publish and communicate information in an open accessible and re-usable manner, including our operational, prevention, protection and financial performance.
- Consult with our communities and key stakeholders in the development and consideration of our plans to inform our strategic decision making.
- Develop the Service's capacity for resilience to absorb potential disruptions and provide public confidence in NFRS ability to deliver key public services across the city and county of Nottinghamshire.
- Ensure the Service's governance arrangements provide flexibility to address the changing demands and challenges in the coming years, to ensure our services and resources are targeted to the most vulnerable members in society.

Service Priority 3



Moving Forward

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.







Engagement and Partnerships

To develop and maintain effective strategic and community partnerships.

What this means

We will continue to work closely with our partners and community organisations in order to identify and keep safe those members of our communities who are most at risk.

We will

Lead Department:
Engagement and Partnerships

- Work with local authorities to identify 'at-risk' families and ensure that they are best protected from fire.
- Develop an evidence-led response to road traffic collisions and work closely with delivery teams to target interventions appropriately.
- Work closely with partners and the community and voluntary sector to identify risks particular to migrant communities and develop initiatives to keep them safe.
- Engage with the older people's agenda by working with partners to identify risk and place engagement with older people at the heart of community safety activities.
- Work with social housing providers and private landlords and support them in targeting vulnerable tenants, while encouraging 100% smoke alarm instalment in all rented properties.
- Encourage use of sprinklers in both domestic and commercial buildings.
- Develop tailored fire prevention advice to groups and individuals in a way that can be acted upon and assist individuals to remain as independent as possible.
- Encourage and empower Nottinghamshire voluntary and charitable groups to use the On Fire Fund to raise awareness of fire prevention issues and increase the safety knowledge of their service users.
- Work with partners and schools to offer a range of fire prevention and safety education programmes to promote the safety and well-being of Nottinghamshire's children and young people.



Moving Forward

We recognise that current smoke alarms and passive prevention measures are not, in themselves, sufficient to keep certain older and vulnerable people safe. We will work with partners, other fire services, procurers, manufacturers and our own operational colleagues to explore new technology that prevents a fire occurring or spreading.

Risk reduction is the responsibility of all staff within Nottinghamshire Fire and Rescue Service. We will work more closely with fire protection and operational colleagues to ensure a more holistic approach and to continue to promote the benefits of early intervention.

We will continue and extend our work with housing providers, establishing a strong working relationship with all the larger providers within the county whilst exploring what measures can be taken with smaller and private providers.

We will continue to monitor the flow of new and emerging communities into the county whilst researching the safety needs of these communities.

We recognise that a relatively small organisation such as Nottinghamshire Fire and Rescue Service cannot cover the safety needs of a city and county of over a million people. We will continue to work with partners in the statutory and third sectors to ensure that their core activities complement our own and, where possible, commission services to meet our objectives.

We will further our engagement with partners in health and social care, promoting joint working and greater information sharing to enable us to learn more about burns and other accidental injuries and develop appropriate interventions.

We understand that the Service needs to diversify its prevention activities, so we will explore with partners other areas that complement our work, such as accidental injuries, slips, trips, falls and other public health issues. We will work with youth and educational services to widen our interventions to include health prevention, antisocial behaviour and general well-being.







Environment

To 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.

What this means

We will continue to be committed to minimising our impact on the environment by integrating environmental considerations in all aspects of our work, by meeting legal standards, seeking competent advice and adopting best practice.

We will

Lead Department:

Health, Safety and Environmental Risk Management

- Review our current position and identify targets for service improvement.
- Develop an environmental policy defining future strategy and promote this Service-wide.
- Integrate environmental priorities into day-to-day business practices through participation at senior management meetings.
- Set challenging targets to reduce the type and volume of waste we produce by re-using and recycling waste where possible.
- Install measures to improve energy efficiency of buildings and continue to consider such issues during rebuilds and refurbishments of our premises.
- Continue to consider the environmental impact of our operations at incidents and reduce the risk of contamination of air, water courses and land.
- Continue to work with the Environment Agency to adopt the most appropriate techniques to protect the environment.
- Reduce environmental impact associated with vehicle usage.



Moving Forward

Our commitment to reducing the impact on the environment will be promoted Service-wide and we will engage with our workforce to ensure they play their part. We will consider environmental priorities alongside Service initiatives with the aim of integrating environmental risk management into day-to-day delivery. Operational incidents by their nature can pose a threat to the environment; we will continue to reduce environmental harm through on-going training of our employees and continue to invest in environmental protection equipment.







Inclusion and Equality

Provide services tailored to meet the needs of our communities.

What this means

Nottinghamshire Fire and Rescue Service prides itself on its approach to inclusion and equality. We work on the principle that to treat people equally, we may need to treat them differently.

We will

Lead Department:
Equalities

- Ensure that we are able to better meet the needs of individuals who may require our support by sharing relevant information with other organisations.
- Promote the inclusion of those working with or for the Service who are disabled, from black or minority ethnic backgrounds (BME) or who are lesbian, gay or bisexual (LGB) to ensure that their views and requirements are recognised and addressed.
- Promote employment opportunities with the Service through positive action measures and offer work experience and apprenticeships for young people to enhance their job prospects.
- Develop a coaching and mentoring scheme to encourage engagement and offer development opportunities for employees, which will include an element of positive action for minority groups.
- Adopt a more co-ordinated approach to corporate social responsibility, by bringing environmental, ethical and social measures into the way we manage Service performance.



Moving Forward

Inclusion and equality are core values of Nottinghamshire Fire and Rescue Service and there are many examples of how they impact on the delivery of our services to the communities of Nottinghamshire, including delivering Home Safety Checks to people with disabilities or suffering dementia, translating a fire safety message whose first language is not English, or just being sensitive to a person's culture in their home. Equality also impacts on the way we employ, recruit and retain our staff; this includes providing a work-life balanced approach, encouraging those that may not be naturally attracted to the Service through Positive Action, support LGB employees to be themselves within the workplace and pro-actively supporting disabled employees by making our buildings more accessible and buying goods and services from businesses that understand equalities legislation and our objectives in this area.





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

Happy Vaisakhi
Fire Safety Tips





Service Priority 1 - Service Delivery

Preparedness

What we will do	How we will do it	By when	Outcomes
Maintain a local risk register.	Identify local risks with partner agencies.	On-going.	Current risk register. Click here for web link.
Assess our capability and response levels.	Participating in single and multi-agency operational training and exercises. Identification of the needs of the Service and the community. Holding debriefs.	On-going.	Agreed service delivery response levels and interventions.
Ensure that operational employees develop and maintain their competencies.	Development gap analysis. Initial and continuation training and assessment. Maintenance of competence recording and auditing.	On-going.	Availability of competent personnel.
Ensure the continual availability of operational resources.	Development of crewing models. Monitoring of availability, crewing levels and expenditure.	On-going.	Maintenance of availability and crewing levels.



Service Priority 1 - Service Delivery

Preparedness

What we will do	How we will do it	By when	Outcomes
Enhance and maintain our capability to meet changing demands.	Researching, developing and procuring the most up-to-date equipment, training, operating procedures and vehicles.	On-going.	Suitable equipment, training, operating procedures and vehicles.
Ensure the availability of risk-based operational intelligence.	Collecting and maintaining operational risk intelligence and tactical plans.	On-going.	Production and testing of risk intelligence and tactical plans.
Maintain our national resilience capability.	Workforce planning. Developing specialist crews and officers.	On-going.	Availability of resources.

Service Priority 1 - Service Delivery

Response

What we will do	How we will do it	By when	Outcomes
Mobilise appropriate resources to handle calls for assistance.	Identifying current and emerging incident and risk types.	On-going.	Service delivery response levels and interventions meet the needs of the Service and the community.
Enhance cross-border working arrangements.	Working with our partners.	On-going.	Agreements and Memorandums of Understanding (MOUs) with partners.



Service Priority 1 - Service Delivery

Response

What we will do	How we will do it	By when	Outcomes
Provide after-the-incident care and support.	Partnership with the Red Cross. Advice to occupier/owner.	On-going.	
Maintain call-handling times.	Training of personnel and use of technology to assist vulnerable persons.	On-going.	Mobilising times maintained. Response times.
Working with Derbyshire and Leicestershire Fire and Rescue Services, continue to explore opportunities for further collaboration.	Dialogue and meetings.	On-going.	Efficiency savings and increased capacity.
Maintain response times.	Maintaining our knowledge of the county's infrastructure. Reviewing response practices and procedures.	On-going.	Attendance times maintained.
Protect the environment from the effects of our operations.	Developing specialist crews and officers. Training personnel. Partnership with other agencies. Use of appropriate technology and risk information.	On-going.	Reduced impact on the environment from our operations.
Review the relationship between response times and our risk profile.	Review current response times against community risk profiles, resource location and availability.	On-going.	Response times will be consistent with our community risk profile.



Service Priority 1 - Service Delivery

Prevention

What we will do	How we will do it	By when	Outcomes
Inform and develop our preventative measures.	Continually reviewing our intelligence sources and analysis methods. Partnership with other agencies. Evaluation of interventions. Monitoring of performance indicators. Adoption of national initiatives. Fire investigation.	On-going.	Continual emphasis on and delivery of preventative measures.
Develop partnerships with other fire and rescue services and other agencies.	Dialogue and meetings.	On-going.	Efficiency savings and increased capacity.
Identify and support the most vulnerable and at-risk in society.	Partnerships with other fire and rescue services and other agencies. Monitoring the demographics. Developing the most effective way of delivering services. Producing relevant processes and procedures. Use of appropriate technology, equipment and installations.	On-going.	Identification of and appropriate support for vulnerable persons.



Service Priority 1 - Service Delivery

Protection

What we will do	How we will do it	By when	Outcomes
Inform and develop our protection measures.	Continually reviewing our intelligence sources and analysis methods. Partnership with other agencies. Evaluation of interventions. Monitoring of performance indicators. Adoption of national initiatives Fire investigation.	On-going.	Reduced economic loss. Number of level 2 fire investigations. Number of level 2 investigations as a % of all fires investigated.
Protect those who work in, use and visit buildings.	Continually developing a risk-based inspection programme. Click here for web link.	On-going.	Number of inspections appropriate for the identified risk. Number of prohibitions/restrictions. Number of successful prosecutions Number of successful prosecutions where court attendance is required.
Work with businesses to help them to develop.	Providing advice and support.	On-going.	





Service Priority 2 - Employees and Workforce

What we will do	How we will do it	By when	Outcomes
<p>Ensure we meet the expectations of our service users by providing a workforce which delivers high quality services in response to emergency situations and in preventing and reducing risk within the community, at an acceptable cost to our Council Taxpayers.</p>	<p>Constantly review the services we deliver, identifying savings and more efficient ways of working, which may include job reductions or different ways of working to meet budgetary constraints and provide value.</p>	<p>On-going.</p>	<p>During the course of this Plan we expect our workforce to be smaller, through reassessment of our current establishment and a review of the services we currently deliver. This will encompass more part-time or flexible working arrangements, where this is appropriate, and more closely aligning resources to risk. This may involve sharing services with other organisations and finding more efficient ways to maintain front-line and back office services.</p> <p>This assessment will be driven by the need to balance the budget and we will seek to achieve this through natural wastage or voluntary redundancies wherever possible.</p>
<p>Develop and maintain the skills and competencies of our workforce to ensure we can effectively respond to the demands made of us.</p>	<p>Maintain a high-quality in-house training provision and seek to develop links with other fire services or external bodies to share best practice and cost.</p>	<p>On-going.</p>	<p>During the course of this Plan we expect to be meeting the majority of our training needs through use of internal training resources. A significant element of this training will be developed through e-learning which will reduce the need for attendance at scheduled events, creating greater flexibility and prioritising of the training budget to meet new demands. Wherever possible, we will seek to work with others to share resources.</p>



Service Priority 2 - Employees and Workforce

What we will do	How we will do it	By when	Outcomes
Operate safely and reduce the risk of injury to our workforce.	Make sure that health, safety and risk management are central to everything we do and reduce the risk of work place accidents and injury.	On-going.	During the course of this plan we aim to reduce the number of reports of accidents, near misses, injury and time off arising from work place incidents.
Ensure high levels of fitness and promote a healthy workforce to ensure that our employees can undertake their roles effectively and keep sickness absence levels to at or below the national average.	Maintain an in-house occupational health and fitness team to support our employees in maintaining their fitness and health and meet fitness standards, and be proactive in supporting our employees to lead healthy lifestyles. To ensure that fitness forms a part of station-based activity and is supported by trained fitness instructors.	On-going.	During the course of this Plan we will aim to have attained a 98% Level 1 fitness pass rate for operational employees. We will also aim to reduce the number of employees absent due to sickness, or retiring as a result of ill-health, through effective interventions, promotion of healthier lifestyles and application of robust absence management procedures.
Provide a work environment where our employees can expect to be treated fairly and treat others with the same respect.	Provide training and raise awareness of diversity issues, eliminate all forms of discrimination from the work place and establish high expectations of employee conduct.	On-going.	During the course of this Plan we will aim to have embedded a culture of fairness and equality across the service, supported by codes of conduct and effective processes encompassing recruitment, development and an equalities competency framework. As a result, we will aim to eliminate or successfully defend any potential claims for discrimination or unfair treatment.



Service Priority 2 - Employees and Workforce

What we will do	How we will do it	By when	Outcomes
Maintain effective relationships with our employees and their representatives, avoid work place conflicts and create a positive working environment where our employees feel informed and consulted.	Regularly meet with our employees and their representative bodies, both formally and informally, consult, engage and share information with them as part of an on-going dialogue. We will make full use of information technology as part of our communication strategy.	On-going.	During the course of this Plan we will aim to have further developed a positive industrial relations environment in which our employees and their representative bodies are satisfied that opportunities for sharing information, engaging on key issues and consultation are effective and productive. We will continue to monitor employee satisfaction through our biennial employee survey, with the aim of achieving high ratings across all areas measured.
Undertake positive action to encourage female, ethnic minority and disabled applicants to find out more about a career with the fire service and to apply for jobs with us.	Undertake promotional campaigns and events and establish contacts to encourage people who don't normally apply to the Service to do so.	On-going.	During the course of this Plan we aim to encourage a wider range of applicants to apply for jobs with the Service and see a higher proportion of applications from female, black and ethnic minority or disabled applicants.
Make sure that our core values (service to the community, value people, value diversity, seek improvement) are translated into the way that we do things and the way we conduct ourselves.	Ensure that our employees understand how our core values influence our priorities and conduct, establish expectations about our conduct within and outside of the work place and acknowledge when we perform well.	On-going.	During the course of this Plan we will work to embed our core values into the way we do things and have these reflected in the attitude of our employees to the roles they undertake and how they impact on the services we deliver.





Service Priority 3 - Improvement and Governance

What we will do	How we will do it	By when	Outcomes
NFRS will facilitate two peer challenges during the 2014-19 Plan with the aim of delivering continued sector-led improvement.	NFRS, via the Local Government Association, will request and arrange for two peer review teams to scrutinise our self-assessment report and carry out visits to the Service. This will lead to the production of a detailed feedback report to NFRS on which to base future decisions.	2014 & 2018.	Demonstrate continuous improvements across the organisation and ability for NFRS to maintain a good level of self-awareness.
Develop and implement a co-ordinated 'consultation' schedule.	The Service will identify best practice to develop a consultation schedule for future activities where consultation is either mandatory or appropriate.	2015.	Will support the organisation's framework and a recognised method of engagement and feedback.
Review the methodology and systems for measuring, assessing and publishing risk within the county and city of Nottingham.	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.	2016.	NFRS will have an updated picture of risk that includes operational activity and societal factors of deprivation.



Service Priority 3 - Improvement and Governance

What we will do	How we will do it	By when	Outcomes
Review, amend and replace the Service's systems for performance management.	Through the Corporate Support team the Service will look to implement an updated system for recording and publishing performance information that also coordinates with its primary partners e.g. local authorities, and seeks to reduce the burden of over-reporting and its cost.	2015.	Ensure that the impact of these services delivered are targeted at the points of most need and can be validated for actual benefit e.g. number of vulnerable persons or fatalities / casualties recorded.
Expand our use and coordination of information with appropriate partners to support NFRS intelligence-led decision making and the design and delivery of services.	<p>NFRS will ensure it reviews its internal mechanisms for receiving and processing information and work with its partners to develop appropriate and meaningful protocols for sharing information.</p> <p>The Service will also review its systems to ensure its continued compliance when dealing with information e.g. its notification and publication schemes.</p>	2015.	Provision of confidence to both the Fire Authority and Service that it achieves the highest levels of statutory compliance and openness to the public.



Service Priority 3 - Improvement and Governance

What we will do	How we will do it	By when	Outcomes
Identify, develop and implement a longer term approach to organisational development.	NFRS will scope and implement a cross-department approach to clearly map out an organisational pathway. This will support the wider IRMP as well as employee development.	2016.	The organisation will be best placed to face the challenges of the future and will continue to be clear of its priorities and resource needs.
Support and expand the Service's capacity for 'Interoperability'.	NFRS will work alongside its 'blue light' colleagues to deliver and embed the nationally agreed 'Interoperability' project. We will provide the resources and personnel to assure the Fire Authority and Local Government that NFRS is prepared for working together on larger scale incidents.	2015.	Future larger scale incidents attended by more than one 'blue light' service will have a common approach to risk assessment, decision making and required outcomes. This clearly ensures responding agencies are more efficient and deliver better services.
Review and update the Service provision of information to support greater openness and transparency and assure its accountability.	The Service's information, finance and communications teams will review NFRS's current provisions in light of statutory requirements and approved codes of practice.	2015.	Communities will be able to access greater detailed information about the organisation and lead to high levels of confidence in the Service and how it discharges its duties.



Service Priority 3 - Improvement and Governance

What we will do	How we will do it	By when	Outcomes
Implement our commitment to high levels of security as part of the UK's critical national infrastructure.	Each department will be required to consider the nationally agreed 'Security Framework' when planning future activities and this will form part of the reporting process in the annual 'Statement of Assurance'.	2015.	Organisational security risks will be identified early and managed appropriately. This will use resources efficiently and continue to assure delivery of services when exposed to organisational disruption.
Complete a review of the Service's learning and development functions to fully support organisation-wide development and national 'Fire Professional Framework'.	The Service's Learning & Development team will coordinate a full review of its activities that will inform organisational development.	2016.	Individual and organisational competence will be greatly enhanced and NFRS will be well informed in how it allocates funding to learning to support its strategic priorities and prepare its staff for future challenges.
Expand the Service's ability to communicate with communities and partners.	Improve and develop the Service's capacity for social media and digital communications technology such as its website.	2016.	Communities and interested bodies will have better access to current information about NFRS.
NFRS will formally audit its Business Continuity arrangements.	NFRS will complete an internal audit of its business continuity arrangements and seek external support to ensure its arrangements are fit for purpose.	2016.	The Service will satisfy its statutory obligations and deliver a reasonable level of services during future disruptions such as industrial action / flu pandemics.
Deliver a 'Strategic Needs Assessment' (SNA) as part of the IRMP process.	NFRS will engage an outside organisation to provide a SNA report for consideration by the Service and inclusion in our assessment of future risks e.g. housing and infrastructure development.	2014 & 2018.	Provide a wider view of potential risk factors for NFRS to consider which will be externally validated.





Service Priority 4 - Engagements and Partnerships

What we will do	How we will do it	By when	Outcomes
We will work closely with local authorities to identify target areas and 'at-risk' young people.	<p>We will look at data from the County and City Youth Offending Teams and cross reference this with secondary fires and deliberate fire statistics.</p> <p>We will work with young people who have been identified for targeted support and highlight groups that will benefit from fire service intervention.</p>	On-going - risk factors are constantly changing; therefore, data needs to be kept up to date.	<p>Identifying and targeting 'at-risk' young people will ensure that Nottinghamshire Fire and Rescue Service delivers interventions to the most relevant audiences.</p> <p>Increased fire and road safety knowledge for 'at-risk' young people.</p>
We will work with local authorities to identify 'at-risk' families and ensure that they are best protected from fire.	We will train family intervention workers to identify people who are at high risk of fire-related, avoidable injury in their homes.	All interventionists will be trained by 2015.	Increased number of high-risk properties identified and given a HSC.
<p>We will embed youth programmes within service delivery in a structured manner.</p> <p>We will develop a framework for youth intervention and link closely with the education strategy.</p>	<p>We will consult with fire crews, young people and partners about fire service youth delivery.</p> <p>We will develop a strategy for youth intervention which encompasses a structured and sustainable approach.</p>	The strategy and delivery plan will be completed by April 2014.	A more structured and robust approach to youth delivery will ensure that young people across Nottinghamshire and Nottingham receive age-appropriate packages covering relevant issues.



Service Priority 4 - Engagements and Partnerships

What we will do	How we will do it	By when	Outcomes
We will encourage housing providers to have 100% smoke alarm coverage and other safety measures as necessary.	By working with housing providers to raise awareness of the need for smoke alarms. NFRS hosts a quarterly Sharing Best Practice Social Housing Group meeting for all housing providers, where they can discuss fire safety measures they have in place, gain further advice and give updates on current smoke alarm coverage and progress of works they have in place.	On-going until all social housing providers have 100% maintained smoke alarm coverage.	All social housing in Nottinghamshire will have adequate smoke detection.
We will encourage and empower Nottinghamshire voluntary and charitable groups to use the On Fire Fund to raise awareness of fire prevention issues and increase the safety knowledge of their service users.	By promoting the On Fire Fund to CVS groups and encouraging the sharing of the fund with other partners.	On-going until the money in the fund has been spent.	Hard-to-reach groups will engage with the fire and rescue service and increase their awareness of fire safety.
We will develop a Memorandum of Understanding (MOU) with social housing providers and private landlords.	The MOU is required for joining the Sharing Best Practice Social Housing Group. Departments and contact numbers are also shared to increase the communication between NFRS and each provider.	Four new social housing provider MOUs will be set up each year.	To have a MOU and an information-sharing protocol in place with every housing provider in Nottinghamshire and contact details available to assist the Service in delivery.



Service Priority 4 - Engagements and Partnerships

What we will do	How we will do it	By when	Outcomes
We will use information-sharing protocols (ISP) to develop evidence-led interventions to support housing providers and vulnerable tenants.	<p>The housing provider will share its stock list with us and, in return, we will offer the housing provider a profile of their tenants who are at high risk of fire. To exchange this type of data an ISP must be set up.</p> <p>This profiling will also lead to targeted interventions specifically for that housing provider. We will provide help and guidance where it is most needed.</p>	Four new social housing provider ISPs will be set up each year.	To have a stock list from each housing provider and know which landlord owns every single social house in Nottinghamshire so that, should there be an incident, the landlord can be identified and contacted promptly.
We will work with Police and Criminal Justice agencies to form a joint approach to tackling Youth ASB and firesetting.	<p>Ensure all partners are aware of the firesetter process and referral system.</p> <p>Hold regular meetings with Police Neighbourhood Beat Teams and NFRS Risk Reduction Teams.</p> <p>Recruit more firesetter volunteers.</p>	<p>On-going throughout the year.</p> <p>Six months from November 2013.</p> <p>Volunteers by January 2014.</p>	<p>Firesetter programme known throughout the city and conurbation.</p> <p>Information and intelligence-gathering in relation to any issue raised (both firesetting and ASB).</p> <p>Adequate volunteers available to meet the needs of the Service.</p>
We will work with Police and Criminal Justice Agencies to form a joint approach to tackling Youth involved in Arson via the Fire Safe programme.	Meet with respective Case Managers to ensure all partners are aware of the fire safe process and referral system.	Dependent upon the referrals received.	<p>When referrals are received to act accordingly and respond to the delivery of the programme-</p> <p>Extra Volunteers trained in February 2013 for this programme.</p>



Service Priority 4 - Engagements and Partnerships

What we will do	How we will do it	By when	Outcomes
We will research migration trends and fire risk issues of new communities settling in the city and county.	By working with statutory agencies, local authorities and third sector organisations. By using UK Border Agency (UKBA) and census data.	On-going.	To identify any risk patterns within new communities in the area.
We will target BME and new emerging communities.	We will identify the principal migrants into the city and county and, by working closely with local authorities and the community and voluntary sector, identify risks particular to those communities and develop initiatives to keep them safe.	Once the restrictions for A2 migrants have been lifted in January 2014.	To reduce the fire safety risk within their homes.
We will educate Service personnel on the most effective ways of engaging with high-risk communities on fire safety.	Working with the Equalities Manager, we will research, educate and inform the Service on best practice when engaging with different communities.	On-going.	To achieve the Excellent level of the peer challenge. NFRS personnel have better knowledge of communities we serve.
We will engage with the older people's agenda and target vulnerability to fire by working across individual agency boundaries, collecting data to identify risk and placing engagement with these groups as a risk reduction priority.	We will continue to deliver our free training to all front-line agencies who deliver services to older and vulnerable people, encouraging them to refer those at risk of fire to NFRS.	On-going.	This training is already paying dividends, with high-risk referrals to NFRS having increased significantly since the training began two years ago. This training must continue and the partnerships already forged be expanded upon.





Service Priority 4 - Engagements and Partnerships

What we will do	How we will do it	By when	Outcomes
<p>We will develop, trial and utilise assistive technology, wherever possible, to help keep older and vulnerable people safe and living independently for as long as possible.</p>	<p>It has long been a goal of NFRS to ensure the homes of older and vulnerable people have adequate fire detection. Taking this a step further, we will work with partners to ensure that the greater the vulnerability, the higher the levels of protection provided. The type of equipment must be tailored to the individual, particularly when vulnerabilities such as dementia and loss of hearing are identified. NFRS is in regular contact with local providers, national charities and centres of learning and development to ensure it is providing the best service it can for those where vulnerability has been identified.</p>	<p>On-going, as other services and technology develop.</p>	<p>Assistive technology, such as monitored smoke alarms, sprinkler systems, gas shut-off valves and many other monitored alarms can help to increase a person's independence and choice, reducing the risk of fires and accidents in and around the home and, in turn, helping to reduce entry into residential and hospital care.</p>



Service Priority 4 - Engagements and Partnerships

What we will do	How we will do it	By when	Outcomes
<p>To meet the needs of a growing elderly population (some areas Nottinghamshire has above the national average), the Service will begin exploring opportunities to have greater involvement in early prevention and protecting older and vulnerable people from harm.</p>	<p>We will utilise and promote early preventative services offered through local partnerships, wherever possible. We will train front-line employees to recognise vulnerability in its varying forms and how to refer to the relevant services. We will explore and forge new commissioning agreements with the agencies best placed to provide a holistic service to the elderly.</p>	<p>We are already a partner in many early prevention schemes as well as commissioning a number of agencies to fit smoke alarms and conduct risk assessments on NFRS's behalf. This work is on-going and will be expanded upon.</p>	<p>Supporting the national initiative, we want to 'make every contact count' and make a difference to individuals' lives. Early prevention is tried and tested and it works. We want to prevent these individuals from having a fire, fall or long-term health condition and improve their quality of life.</p>
<p>We will work in partnership with agencies across Nottingham and Nottinghamshire that already have access to information and intelligence about vulnerable groups.</p>	<p>By promoting the effectiveness of what we do to policy-makers, we will forge service level agreements at a strategic level with other agencies. This will enable data about high-risk individuals to be shared with NFRS in a regular and timely manner.</p>	<p>Information sharing already in place with County Social Care. Aim for City to be on line by July 2014.</p>	<p>By utilising data from other agencies, namely, Social Care, we can identify the whereabouts those most at risk enabling better targeting. By using data from Public Health and Emergency Departments we can identify issues relating to burns and injuries enabling us to focus our campaigns more accurately.</p>



Service Priority 4 - Engagements and Partnerships

What we will do	How we will do it	By when	Outcomes
We will analyse data on Road Traffic Collisions (RTCs) to inform our interventions at local level.	By working with the Police and local authority data hubs.	The Police are due to have an analyst in place by December 2013.	By targeting the intervention at the problem locally, we will expect an impact on RTCs.
We will work with the City and County Road Safety Partnership to jointly deliver established road safety programmes.	We will attend Road Safety Education Partnership meetings and collaborate with key partners.	On-going.	Co-ordinated road safety messages throughout the county.
Encourage use of sprinklers in both domestic and commercial buildings.	Work with internal and external stakeholders to explore opportunities in the appropriate application of sprinkler systems.	On-going.	The potential wider use of sprinkler systems will have a positive impact on reducing the communities risk profile from fire, allowing greater flexibility in managing our resources appropriately.





Service Priority 5 - Environment

What we will do	How we will do it	By when	Outcomes
Review our current position and identify targets for service improvement.	Conduct an audit of current arrangements relating to environmental risk management.	2014.	Produce an Environmental Policy and strategy for the future and promote this Service-wide.
Integrate environmental priorities into day-to-day business practices.	Ensure the environment is considered at Senior Management meetings together with other business issues.	2014 and on-going.	Improved evidence-based decision making when considering environmental threats and opportunities.
Set challenging targets to reduce the type and volume of waste we produce.	Analysis of data on current volumes of all types of waste that are disposed of. Targeted initiatives to reduce the volume of waste by looking at what we buy, use and throw away.	2014 and on-going.	Reduction in the volume of waste sent to landfill, favouring re-use or recycling where possible. A reduction in the cost of waste disposal, including harmful and hazardous waste.
Install measures to improve energy efficiency of buildings and continue to consider such issues during rebuilds and refurbishments of our premises.	Review of energy bills to identify areas for potential savings. Investing in proven technology to reduce energy usage and continued investment in green energy alternatives such as solar panels.	2014 and on-going.	Reduction in the cost of gas and electricity bills.



Service Priority 5 - Environment

What we will do	How we will do it	By when	Outcomes
Continue to consider the environmental impact of our operations at incidents and reduce the risk of contamination of air, water and land.	Continue to work with the Environment Agency to adopt the most appropriate techniques to protect the environment. Provide on-going investment in environmental protection equipment and training in its use.	In place and on-going.	Reduce the environmental harm of the incidents we attend by using the best available techniques.
Reduce environmental impact associated with vehicle usage.	Review the types of vehicles we buy and how we use them. Reduce the number of journeys made by improving teleconferencing and being flexible in terms of working locations.	2015 and on-going.	Reduction in the amount of petrol and diesel we buy.





Service Priority 6 - Inclusion and Equality

What we will do	How we will do it	By when	Outcomes
Work with other agencies to identify and support those who may be vulnerable to risk and require specific support.	Seek opportunities to develop contacts through local and strategic networks and other agencies and work with them to identify support for individuals who might be at risk due to their circumstance.	On-going.	Effective information-sharing and intervention by relevant agencies will mean that vulnerable members of our community receive support that will help them to remain safe, independent and aware of the help that is available to them.
Improve and identify ways in which we can engage with different groups of people working with or for the Service to address their concerns or take forward their ideas about how we can improve the way we do things.	Develop effective ways of engaging with people, including our employees, who can bring a different perspective to service and employment issues and who can contribute to a wider debate about inclusion. This may take the form of support groups, surveys or employee forums.	2015.	Better engagement will mean that a cross-section of views and ideas can be taken into account when making decisions about service delivery and employment issues. This will lead to more inclusive consultation and enhance the decision-making process.
Promote the Service across all communities and identify opportunities for young people aged 17 to 24.	Work with external agencies to promote job opportunities as widely as possible and develop apprenticeships via our links with Central College Nottingham or others. Where appropriate, implement positive action initiatives to encourage applications from a cross-section of the community and ensure that our selection processes are fair but demanding enough to identify the best candidates for firefighter roles.	2015.	A wider cross-section of applicants will apply for positions with the Service and provide an opportunity to increase the diversity of our workforce. Through our support for work experience and apprenticeships, young people will be provided with work skills and qualifications which will enhance their future job prospects. Ideally they will apply for, and be successful in attaining, permanent employment with the Service or other employers.



Service Priority 6 - Inclusion and Equality

What we will do	How we will do it	By when	Outcomes
Review our current arrangements for career progression and consider alternative models for development, including progression towards more strategic roles. The aim will be to nurture those with the ability to progress to higher roles and also to develop new skills within current roles.	The development of coaching and mentoring will be a key factor in supporting this process and, where appropriate, will include positive support for those who are under-represented at different levels of the Service, including managerial level.	2016.	The creation of a diverse pool of internal applicants with the skills and experience to apply for a higher role or an opportunity to develop people within role to enhance their work skills and realise their potential.
Accept our responsibility as a key public service to engage with wider social, ethical and environmental issues and, at a strategic level, to consider the implications of our decisions and the way they may impact on these areas.	By actively engaging with other organisations and groups, we will take a wider view of the options available to us and will take advantage of opportunities presented to reduce adverse impacts and promote positive measures which affect the quality of life for residents of Nottinghamshire.	On-going.	Support or develop initiatives and use our influence to positively contribute to a wider agenda of engagement on issues which affect the day-to-day life of people in Nottinghamshire and make the county a better place to live and work.

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