



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

Nottinghamshire and City of Nottingham  
Fire and Rescue Authority

# **INTEGRATED RISK MANAGEMENT PLAN 2010 - 2013**

Report of the Chief Fire Officer

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**Agenda Item No:**

**Date:** 04 September 2009

**Purpose of Report:**

To update Members on progress within the development of the Nottinghamshire Fire and Rescue Service Plan 2010-2013 and the results of the associated 'consultation process'.

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## **1. BACKGROUND**

- 1.1 This report builds on the two previous integrated risk management planning (IRMP) progress updates provided to Members on 20 February 2009 and 26 June 2009.
- 1.2 The principle of integrated risk management planning was introduced by Government through the release of the Fire Service Circular 7/2003. This was later reinforced via legislation in the Fire and Rescue Services Act 2004 and the associated Fire and Rescue Services National Framework.
- 1.3 Nottinghamshire Fire and Rescue Service (NFRS) produced its inaugural IRMP for consultation in October 2003 and this was formally adopted on 26 March 2004. This plan focused on targeting the resources of the Service towards Community Safety and reducing the number of fires and associated injuries.
- 1.4 In 2006 the Authority agreed to move to a three year IRMP with the introduction of the 2006 – 2009 Community Safety Plan. This built on the foundations of the first two IRMP processes, but allowed the Service to take a longer term view. This plan was updated to 2007-10 a year later, and has received an annual update since that time to ensure it remains relevant.
- 1.5 The new IRMP for 2010 – 2013 (now titled the Nottinghamshire Fire and Rescue Service Plan 2010-2013) is the fourth evolution of the cycle. It represents a 'new start' to the organisation's planning process, whilst still embracing and developing the high standards achieved in all aspects of the Service's activities.
- 1.6 A précis of the progress of the new plan is detailed below, together with an overview of how the budget planning process is integrated with the preparation of the plan.

## **2. REPORT**

### **The Consultation Phase**

- 2.1 Members will recall that one of the requirements of the Fire and Rescue Services National Framework document 2008-11 is to ensure that in developing an IRMP the Service carries out effective consultation with all sections of the community and stakeholders.
- 2.2 Between April and June this year, the Service has been engaged in this consultation process. The consultation document (as seen by Members at the Authority meeting on 26 June 2009) was produced by the Service's Corporate Communications team. 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:

- The Corporate Services team members have held employee forums at fire stations within both the City and County.
- Several 'market place' events were held to promote face-to-face contact with the public.
- Displays were held at large fairs such as the Newark Showground and the Mela.
- Retained station 'open events' were held to promote the Service within local communities.
- Advertisements on buses in both the County and the City.
- Doctor's surgeries, libraries, police stations etc, were also used to provide literature.
- All Service emails contained a link to an 'on-line' consultation option.
- The Service has also received comments via post, telephone, email and the internet, prompted by the advertising campaign.
- Internal consultation was carried out with face-to-face sessions with staff held throughout the County on stations and Service HQ.
- All staff were contacted by email and offered the opportunity to comment on the proposals electronically and confidentially.

2.3 The total number of external returns now exceeds 200. Returns from the consultation process show overwhelming support for the Service's proposed direction for the 2010-13 Plan. The external consultation questions were grouped around seven headings; all attracted a positive endorsement. The lowest percentage agreement being 85% under the financial stability topic, and the highest level of support over 95% regarding business continuity:

- Our Community Links 94% agreement
- Working With Partners 94% agreement
- Business Continuity 95% agreement
- Financial Stability 85% agreement
- Operational Availability 90% agreement
- False Alarm Calls 94% agreement
- Our Stations and Equipment 94% agreement

2.4 The four internal questions attracted a response from 66 employees. All the questions were strongly endorsed:

- Communications 98% agreement
- Training and Development 93% agreement
- Management Structure 83% agreement
- Environmental Issues 93% agreement

2.5 Appendix A of this report gives a detailed account of the consultation arrangements and returns.

## IRMP Progress

- 2.6 The development of the Plan is on schedule, with the second project check point of the Plan having passed successfully in July 2009. The annual 'budget planning' events will run from October 2009 to January 2010. (see agenda paper Budget Guidelines 2010/11) and will be formatted around the outcomes of the consultation, along with financial stability, partnership working and equalities.
- 2.7 The next stage for the team is to prepare the three year business plan (the NFRS Plan 2010-2013) based on these outcomes. An outline draft will be brought to the Fire Authority at the December meeting for ratification, with the final draft being presented along with the budget and proposals for Council Tax, at the meeting scheduled for 19 February 2010 for formal approval.
- 2.8 The Plan will then be formally published and distributed widely to the community and stakeholders. This will lay out the Service's clear priorities for the next three years, as well as identifying the financial implications. The Service will report annually on its progress and update accordingly.

## 3. FINANCIAL IMPLICATIONS

- 3.1 The Plan sets out the overall vision of the Service to be to create:

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

This is then linked into a series of Service objectives under the headings:

- Prevention
- Protection
- Response
- Resilience
- Diversity and Workforce
- Governance and Improvement

- 3.2 The Service is responding to these objectives by continuing to direct resources to Community Safety and maintain an effective and resilient response function. Members will appreciate that a substantial proportion of the Service's objectives for the 2010–13 Plan will be funded from agreed budgets for 2009-10 and 2010-11.
- 3.3 Members will be aware that the relationship between the Plan and the budget is complex, in that the plan, to a large extent, drives the budgetary requirement. In practice, the Authority may need to modify its plans to contain expenditure within the financial constraints created by Revenue Support Grant (RSG) and levels of Council Tax. It is considered important that these modifications are transparent, both to Elected Members and to the public, who have now been consulted on the plan.
- 3.4 The increase in RSG for 20010/11 has already been set at 4.1% and the

Service awaits final confirmation which is due in early December 2009, but beyond that remains uncertain. Pressures on the national exchequer may mean that public expenditure is cut back significantly in future years and therefore the Authority may need to anticipate this in its future plans.

- 3.5 A budget strategy report elsewhere on the agenda identifies key areas of focus for the Service.

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

- 4.1 The production of the Plan through a comprehensive IRMP process will determine how the Service will use and engage with its employees over the next three years. The National Framework document outlines specific expectations with regard to equality and diversity, workforce planning, recruitment and retention, industrial relations and performance management. All of these aspects will be addressed through an integrated approach to the development of the Plan. Several of the key themes already identified within the emerging Plan involve staff development.
- 4.2 These are clearly identified within the 'consultation' document as circulated with the previous IRMP update on 26 June 2009. These range from improved training record systems through to more focused equalities and diversity input.
- 4.3 The Service has statutory responsibilities to develop and maintain efficient development programmes for its employees. It is the intention to ensure these are fully met, in order to give staff the support they need. In this way the Service intends to deliver the highest quality service to the public, in an environment where staff safety and effective risk management are a key priority.

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

- 5.1 The Fire and Rescue Services National Framework is explicit that an IRMP must undergo an equality impact assessment process. This will be undertaken through the production of the Service's Plan to ensure it meets the expectations of all of NFRS's communities.
- 5.2 The Service Equality and Diversity Officer is engaged with the development of the 2010-2013 Plan and is providing expert support and guidance.

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

Consultation with partner agencies is an integral part of the IRMP process. Such liaison is intended to have a positive impact within our communities, through the LAA process.

## **7. LEGAL IMPLICATIONS**

The creation and application of an IRMP is a statutory duty placed upon the Service by the National Framework document. Its current iteration runs from 2008 - 2011. Failure to comply with the requirements of this document would render the Authority liable to 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 management of risk is the foundation stone of the IRMP process. The production of the 2010-2013 Plan acts as a catalyst to review the management of risk across all Service activities. This includes both internal business process risk and external response capability to risk within the community.

## **9. RECOMMENDATIONS**

It is recommended that Members:

- 9.1 Note the progress of the IRMP process outlined in the report.
- 9.2 Accept a further progress report at the next Authority meeting in December 2009.

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

None.

Frank Swann  
**CHIEF FIRE OFFICER**



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

# **Nottinghamshire Fire and Rescue Service Plan 2010- 2013 Report on Consultation**

Produced by: SM Jay Curson

Date: July 09

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## 1. Executive Summary

Between April and June this year, Nottinghamshire Fire and Rescue Service (NFRS) took part in widespread stakeholder consultation about proposals for its 2010 – 2013 Plan. A series of consultation events and publicity activities were held over the three months, which included:

- distribution of the consultation document to all UK fire and rescue services, and to local agencies and partners. Copies were also circulated to libraries, GP surgeries and local authority offices across the county for members of the public to pick up and read. Freepost, telephone and electronic means of responding were offered.
- employee forums held at fire stations across the county, hosted by the Corporate Services team.
- attendance at Nottinghamshire County Show, the Asian festival Mela and a presence in a number of town market places to meet the public.
- public consultation events held at retained fire stations.
- advertising on buses, through media publicity, the NFRS website and links on all external emails directing people to the on-line consultation document.

The consultation invited comments under seven headings and asked respondents to agree or disagree with the statements made. More than 200 responses were received, showing overwhelming support for the Service's proposed direction. The lowest percentage of people who agreed with us was 85% under the heading of 'financial stability'. The greatest level of support was given to the subject of 'business continuity' and that attracted 95% agreement.

The breakdown under the various subject headings is as follows:

Our community links	94% agreement
Working with partners	94% agreement
Business continuity	95% agreement
Financial stability	85% agreement
Operational availability	90% agreement
False alarm calls	94% agreement
Our stations and equipment	94% agreement

These external questions were supplemented by four additional questions which were posed, exclusively, to NFRS staff. A total of 66 employees responded, and strong endorsement was given to all four questions, as follows:

Communications	98% agreement
Training and development	93% agreement
Management structure	83% agreement
Environmental issues	93% agreement

The principal desire amongst staff appears to be for some stability within management. The overall feeling of the public consultation was of support across the whole of the Service.

## **2. Consultation Process**

### **2.1 Why consult?**

There is a requirement to consult widely on the development of the Nottinghamshire Fire and Rescue Service Plan 2010 – 2013 (referred to in this document as The Plan).

The Fire and Rescue Service National Framework Document 2001 – 2011 states that each Fire Authority must produce a publicly-available IRMP, covering a minimum three-year time span. This must be developed in consultation with representatives of all sections of the community and stakeholders.

### **2.2 Time period**

Consultation on The Plan ran for 12 weeks between 6 April to 28 June 2009. It was facilitated by Corporate Services at Service Headquarters, and staff from the department attended all events to talk to stakeholders about the plans, answer their questions and help to record their responses.

### **2.3 Where the consultation took place**

The locations of the consultation were chosen to ensure maximum exposure with the public and staff. Fire stations at Misterton, East Leake, Harworth and Bingham were used because of their geographical position at 'all four corners' of the county. The stations were open to the public between 3pm and 6pm to encourage families to attend when on the school-run, and then up to 9pm for consultation with staff.

Six other fire stations were used as locations for consultation with operational colleagues. They were spread throughout the county to reflect the mix of rural and urban locations.

### **2.4 How did we consult, and with whom?**

External and internal consultation was developed around a series of questions developed by senior managers in NFRS, taking account of horizon-scanning and Service priorities. These questions were grouped together according to themes. Seven questions were posed to external consultees, and an extra four questions were asked exclusively of staff. Respondents were asked to either agree or disagree with the questions in order to give a clearer picture of their views, and additional comments were also invited.

A document containing background information, Service objectives and the questions was produced and many of the 5,500 copies were distributed to various locations. The circulation included all English fire and rescue services, Nottinghamshire Police, local libraries, doctors' surgeries, fire stations, retired firefighters and Fire Authority Members. An attachment to all external emails also drew people's attention to the consultation.

There were many ways for people to respond to the consultation:

- By post, using the pull-out centre pages of the document and the Freepost envelope supplied.
- By telephone, using a Freephone number.
- By email, using a dedicated email address ([talk2us@notts-fire.gov.uk](mailto:talk2us@notts-fire.gov.uk)) for questions, to request translation or to register comments. Via the NFRS website, which had a copy of the document and the facility to submit the responses on-line.
- In person, through one of the events held throughout the three-month consultation period.

Staff attended 16 events throughout the county to meet with people, discuss The Plan, encourage them to respond to the questions and record the responses (see section 4).

Internal consultation was carried out through employee forums held throughout the county at stations and at Service HQ. A Powerpoint presentation was developed to explain the need for consultation, to set out the questions and the new Service objectives.

Staff were encouraged to consider what they wanted included within The Plan, and these responses were recorded.

All staff were also contacted directly by email and offered the opportunity to comment, using a confidential online facility.

### 3. Summary of Feedback

#### 3.1 Breakdown of Consultees

The questionnaire response form was designed to elicit responses from participants regarding the questions and to record pertinent details. The details recorded were the location where the consultation took place, name, address, telephone number, post code, ethnic origin, disability, age, relationship to NFRS and where the individual heard about the consultation. Additionally participants were asked if they would be willing to take part in future consultation. This has produced a list of 130 members of the public who the NFRS can re-contact to elicit their views.

The location of the consultation was indicated by large display stands purchased for this purpose.

#### 3.2 Location of the Consultation Responses

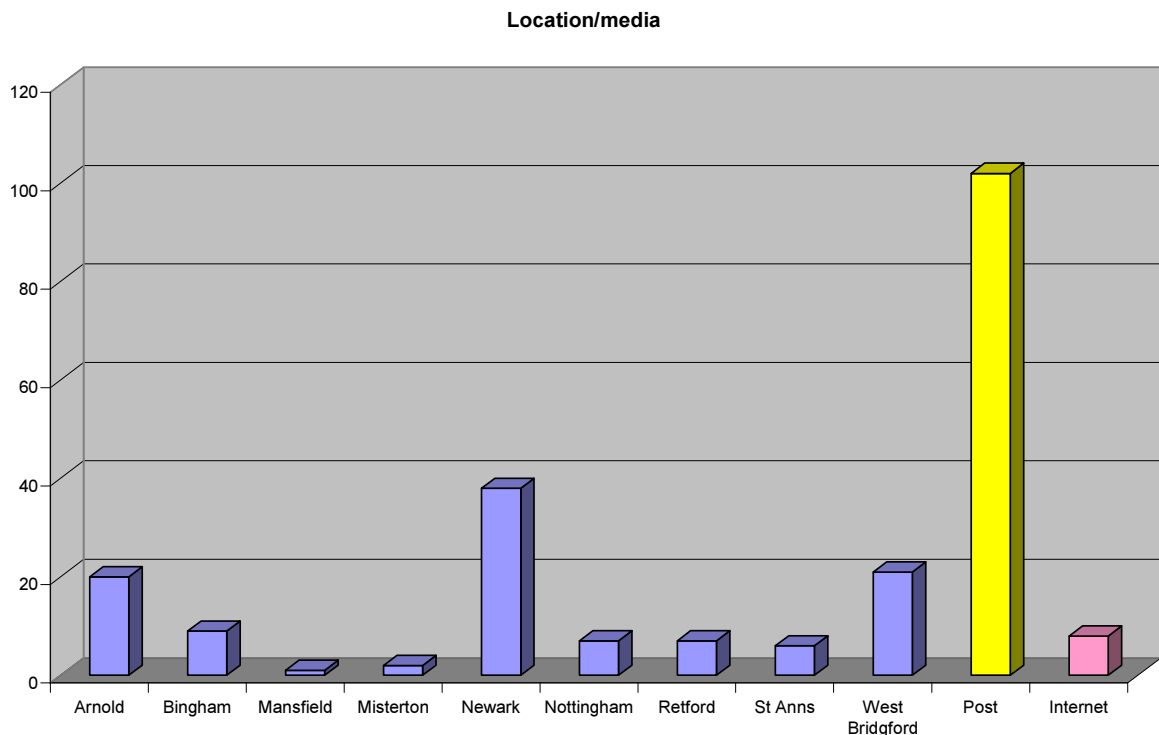


Fig 1

The number of responses varies from 38 at Newark to one in Mansfield (fig 1). The Mansfield consultation took place just after Easter during a cold period of heavy rain, consequently the public were not willing to stop and talk. Conversely the Newark consultation was held on a hot sunny day in a busy market place with a team of four, next to several seats used by local people.

Additional replies were received by post and internet. The number of replies received this way was 110 which equates with the direct consultation which elicited 111 responses.

**3.3. Relationship to NFRS**

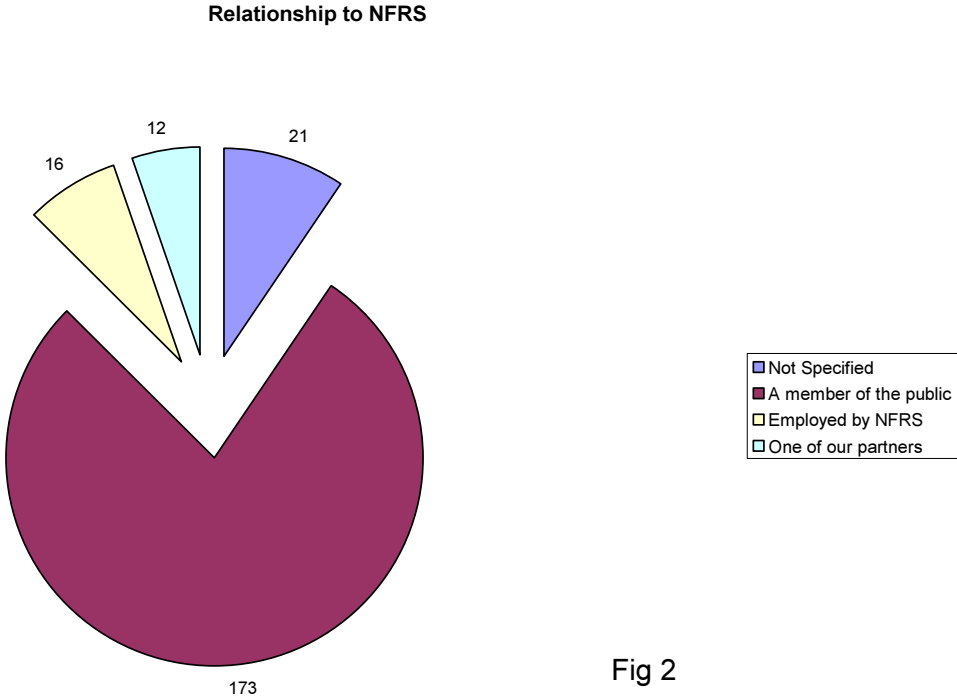


Fig 2

Of the 222 replies received 80% (173) were from the public, 9.4% (21) would not specify, 7% (16) from NFRS employees and 5.4% (12) representing one of the NFRS' partner. (Fig 2)

Although the box indicating partner representation was used 12 times, further information included showed the list of represented partners including the following:

1. Ambulance Service
2. Ashfield District Council
3. Barton in Fabis Parish Council
4. Bassetlaw District Council
5. Brinsley Parish Council
6. Broxtowe Borough Council
7. Castle College
8. Councillor at MDC and NAVI Saheli (Chairman)
9. Nottinghamshire County Council
10. Eden Supported Housing
11. Electoral Member – Ashfield District Council
12. Farm Manager
13. Highways Agency
14. Mansfield Branch of the National Association of WI
15. Mansfield District Council

- 16. Newark and Sherwood District Councils
- 17. NHS
- 18. Notts Police
- 19. Phoenix Futures (Drug and Alc Crime)
- 20. St Johns Ambulance
- 21. Sutton Centre Community College
- 22. VICTRA – Victoria Centre Tenants Residents Assoc
- 23. Woodborough Parish Council

### 3.4 Age

The largest number of replies were received from the 35 to 44 age range (51) and the least from the 16 to 24 range, however, it can be seen from (fig 5) that all age ranged were represented in the consultation.

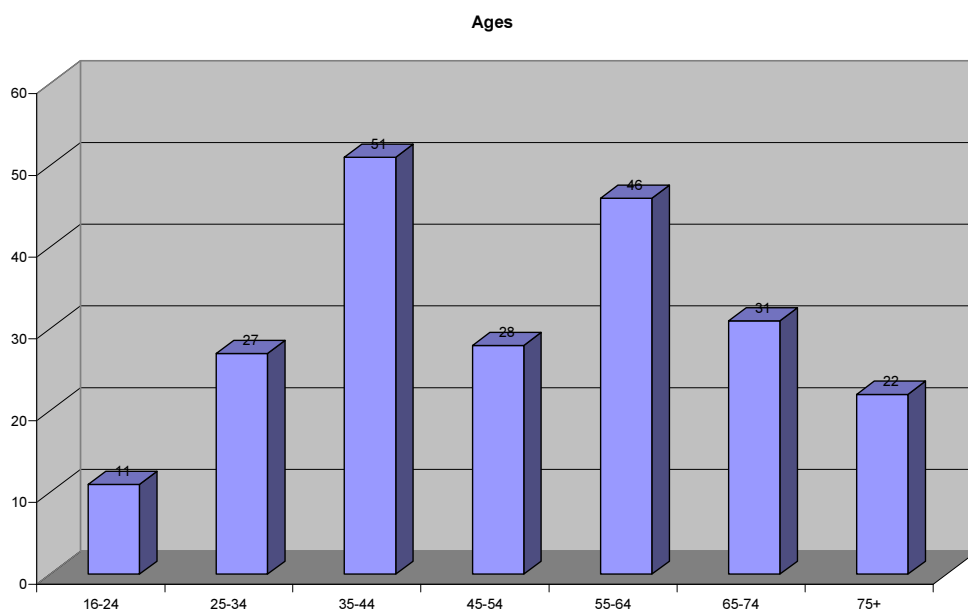


Fig 3

### 3.5 Ethnicity

The majority of the respondents (199) were white British (fig 4). At the Mela festival over 150 people were approached and asked to fill in the consultation booklet. (The weather at the event was particularly bad, consequently the consultation booklet was given out.) All who were approached stated their support and agreement to complete the response section and return it to NFRS.

Not Specified	18
White British	199
Indian	1
Irish	1
Black	3
<b>Total</b>	<b>222</b>

Fig 4

### 3.6 Disability

81% of the respondents reported having no disability; 19% informed us they were disabled. (Fig 5)

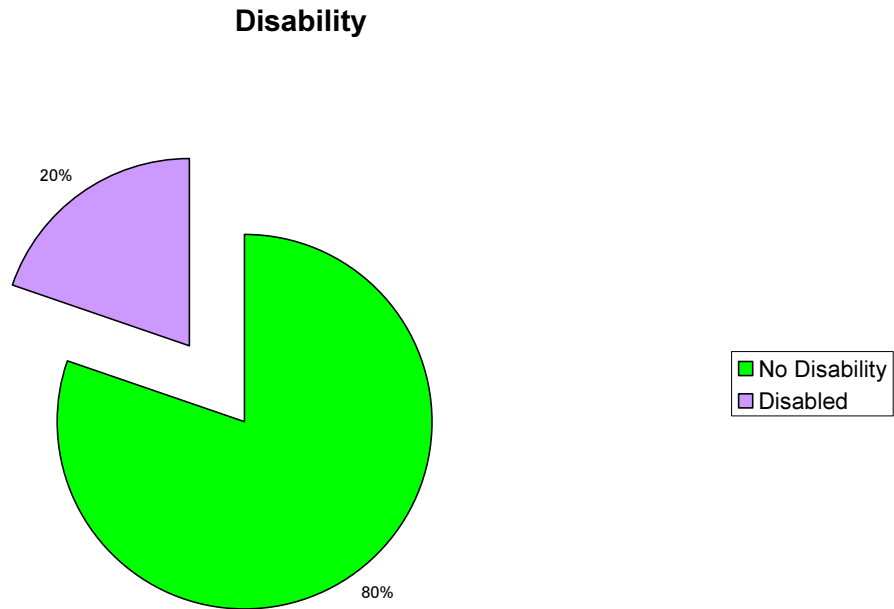


Fig 5

### 3.7 Other

All respondents were asked where they had first heard about the consultation (fig 6). It is not surprising that the majority were first aware of the consultation when approached during the public events, however what was surprising is the number of people who had seen the bus advertising. This advertising was produced for the rear of a Nottingham City bus and the side of single decker buses in the north and south of the county. (See 'costs' in Appendix 6.1)

#### Where did you hear about the consultation?

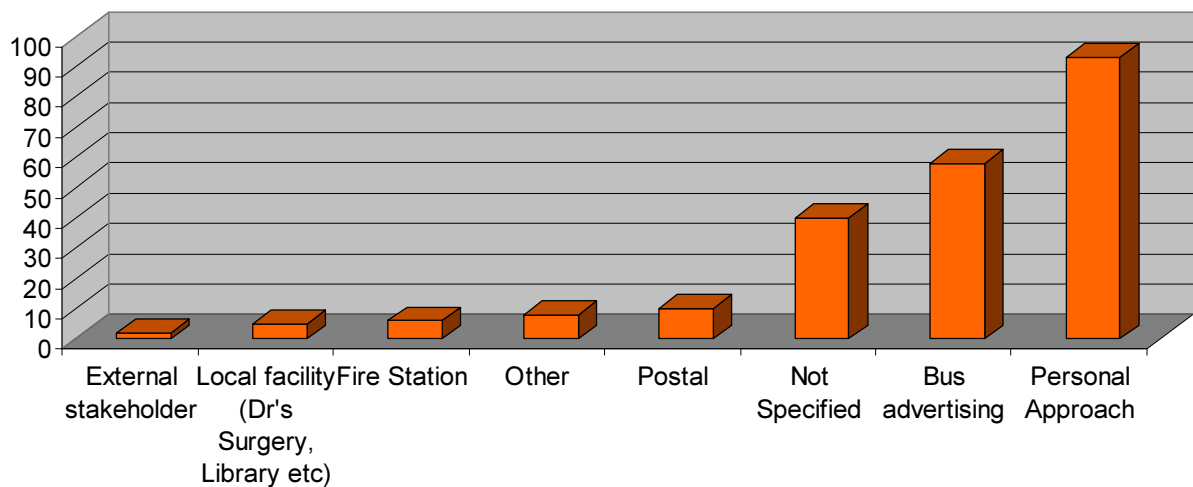


Fig 6

#### 4. The Questions

The questions asked were formulated by NFRS Corporate Management Board (CMB) and were designed to recognise the direction the Service will be taking during the life of The Plan. All the questions followed the same format of 'What we want to do', 'Why are we are doing this', 'How we'll do it' and 'When we'll do it'.

The themes for the external questions were:

1. Our community links
2. Working with partners
3. Business continuity
4. Financial stability
5. Operational availability
6. False alarms calls
7. Our stations and equipment

The themes for the internal questions were;

1. Communication
2. Training and development
3. Management structure
4. Environmental issues.

All responses given in this report are direct quotes from the feedback received. They are also just a selection of comments submitted. A full and comprehensive list of responses is available upon request.

##### 4.1 External Questions

We asked that the responses to the questions were given as agree or disagree and then the opportunity to comment. This format was chosen for simplicity as it was felt that partial agreement or disagreement would not provide the clarity it desired. The results were overwhelmingly in support of the proposals (fig 7).

All Replies

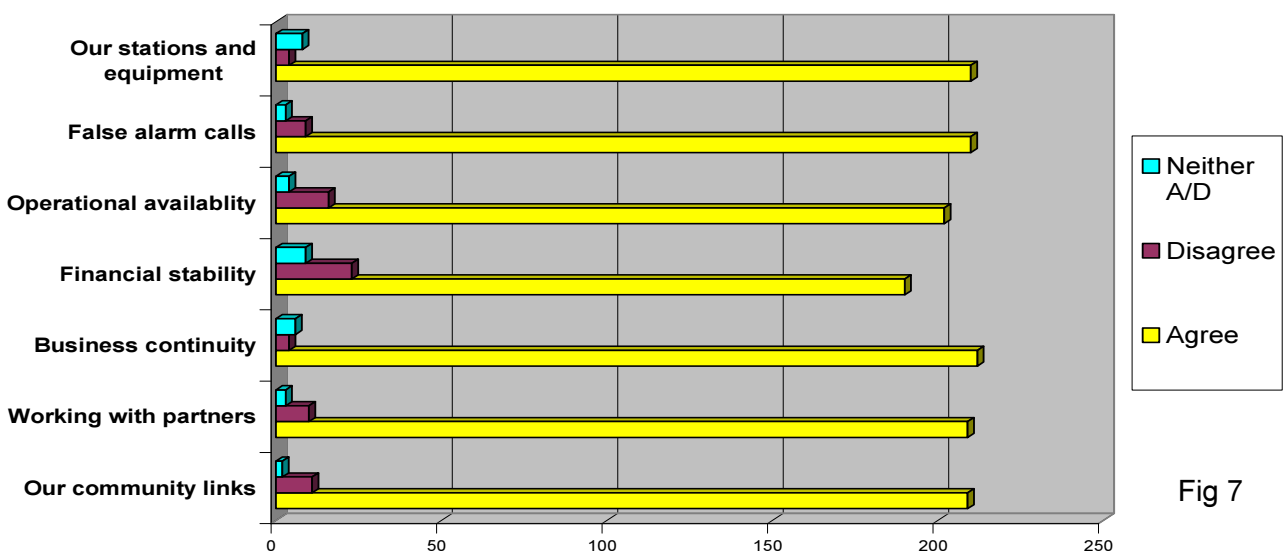


Fig 7

#### 4.1.1 Community Links

##### What we want to do

We want to understand the communities we work in better and engage with them more effectively.

##### Why are we doing this?

To effectively target our resources within our communities.

##### How we'll do it

- Target our recruitment at people in our local communities.
- Monitor who uses our services the most.
- Improve our staff recruitment and training programmes.
- Comply with the most up-to-date recruitment guidance.
- Explore the use of volunteers and advisors within our communities.
- Work closely with partner agencies in our communities.

##### When we'll do it.

2010 – 2013

Our community links	
<b>Agree</b>	<b>209</b>
Disagree	11
Neither A/D	2
Total	222
<b>Agree %</b>	<b>94.1%</b>
Disagree %	4.9%
Neither A/D %	0.9%

##### Comments

<b>Total Number of Comments</b>	<b>74</b>	<b>%</b>
<b>Positive</b>	<b>57</b>	<b>77%</b>
<b>Negative</b>	<b>11</b>	<b>14.9%</b>
<b>Not Specific</b>	<b>6</b>	<b>8.1%</b>



## **Positive**

- We are grateful a team will be at our local Family Fun day. This and going into schools primary and senior to explain what to do will hopefully help our youngsters to be aware of dangers and respect your aims.
- We all need to work together better more communication between services and departments.
- Volunteer links good thing – volunteer agencies.
- Using local people who know the area and trouble spots is a good idea.
- Strong community links equates to increased accountability.
- I think this is sound investment. There are many vulnerable people in the community. Interagency working identifies these people and referrals are dealt with quickly. Regular community activity enhances the trust the public have in the service.
- I think that your community links are great as we have fire officer attend our meetings with the community groups which is excellent, always helpful and caring in situations.
- Good luck it sounds great.
- Get schools, give people a second chance, if criminal record years ago. Let them give something back. Get people involved.

## **Negative**

- The proposals are quite vague and no details. I would require full details to make an accurate judgement.
- The fire service should be The Fire Service and not another interfering Government Agency trying to run and make rules for the community. Stick to firefighting and fire prevention.
- It is all about recruitment. It says nothing about working with parish and town councils, community associations etc.
- Surely these targets have been in existence for a number of years. This implies we have had firemen unable to work effectively since they are not local, do not know the community and have wasted resources.
- Concerns about the amount of red tape applied instead of doing the actual job.

### **4.1.2 Working with Partners**

#### **What we want to do**

We want to do more 'joined up' working with other agencies.

### Why are we doing this?

Working closely with other agencies allows us all to work more efficiently, share good practice, and focus on what we do best.

### How we'll do it

Use our expertise in risk management to help partner agencies.  
Share specialist staff, and other resources, across partner agencies.  
Actively support partnership management boards to enhance the service provided by all partners.

### When we'll do it

2010 – 11

Working with partners	
<b>Agree</b>	<b>209</b>
Disagree	10
Neither A/D	3
Total	222
<b>Agree %</b>	<b>94.1%</b>
Disagree %	4.5%
Neither A/D %	1.3%

### Comments

<b>Total Number of Comments</b>	<b>65</b>	<b>%</b>
<b>Positive</b>	<b>50</b>	<b>77%</b>
<b>Negative</b>	<b>8</b>	<b>12.3%</b>
<b>Not Specific</b>	<b>7</b>	<b>10.7%</b>

### Positive

- Working together is essential.
- Very good idea working with partners. I believe this can help with better understanding of the brigade.
- There ain't nobody who can do the job as well as you.
- The Fire Service always worked well with other agencies (nothing new) here.
- Risk Management important – flooding from the Trent important in Newark A46 being duelled.

- Makes sense.
- It will save money in the long run.
- It can only be a positive outcome for the service to engage with partner agencies to improve outcomes for local communities.
- Helping and working with other people can only be a good thing as you never know when you will need people or equipment in times of need. Partnership is a two way thing.

### **Negative**

- Too much talking and little action.
- Don't get too involved with other peoples responsibilities, concentrate on your own.
- Organisation is incapable of cross agency work.
- It is all about how you will help partners – pure arrogance. It should refer to how you will improve your service by working with and listening to partners.
- Would be better concentrating on fire related matters.

### **4.1.3 Business Continuity**

#### **What we want to do**

We want to ensure that the Service can still operate effectively at times of crisis in the community.

#### **Why are we doing this?**

Our services are needed in times of crisis, but sometime that same crisis can also affect the Service. We need to ensure that the Service is protected during these times. We do that by investing in 'business continuity'.

#### **How we'll do it**

Invest in training our senior managers in modern business continuity arrangements and develop effective plans for all eventualities.

Invest in new technologies and facilities to enhance our business continuity arrangements.

Promote business continuity through our work with partner agencies.

Continue to invest in a programme of repairs and replacement of our stations and vehicles.

## When we'll do it.

2011-13

<b>Business continuity</b>	
<b>Agree</b>	<b>212</b>
Disagree	4
Neither A/D	6
Total	222
<b>Agree %</b>	<b>95.4%</b>
Disagree %	1.8%
Neither A/D %	2.7%

## Comments

<b>Total Number of Comments</b>	<b>41</b>	<b>%</b>
<b>Positive</b>	<b>22</b>	<b>53.6%</b>
<b>Negative</b>	<b>9</b>	<b>22%</b>
<b>Not Specific</b>	<b>10</b>	<b>24.4%</b>

### Positive

- Obviously the business has to go on in whatever troubles are going off, so it is vital for all managers to be trained appropriately to enable the business to carry on and deal with each situation as it arises.
- New and better equipped vehicles investment is a good idea, new stations if not too far from old station.
- Council tax is being eaten up by the wrong people. Health and Safety workers should be getting a bigger share of the 'cake'.
- Again, a positive measure, ensuring that the service is effective in safeguarding the community and able to deal with any eventualities.

### Negative

- Only part I agree with is the investing in repairs and replacement. Rest seems to produce a top heavy system with lots of chiefs.
- Problem is you are not a business. Fire Service is just that 'a service'.
- Most of what is happening in local government is a waste of time.
- Disagree with unnecessary senior management training that does not add to service

## Not Specific

- But was under the impression you did this already.
- You do this anyway don't you? It's what you should be doing!

### 4.1.4 Financial Stability

#### What we want to do

We want to make certain that we have a financial basis for our operations, now and in the future.

#### Why are we doing this?

The world is going through turbulent economic times. We want to manage our finances so that the fire service gives the public the best value for their money.

#### How we'll do it

Aim to keep our part of the Council Tax increase to between 2.5% and 4.5% per year. That is between £2.30 and £2.70 extra per household, per year.

Aim to increase investment in fire prevention measures, whilst maintaining our operational response capability.

Seek to provide the safest and best value equipment to our staff.

#### When we'll do it

2010-13

Financial stability	
<b>Agree</b>	<b>190</b>
Disagree	23
Neither A/D	9
Total	222
<b>Agree %</b>	<b>85.5%</b>
Disagree %	10.3%
Neither A/D %	4.0%

#### Comments

<b>Total Number of Comments</b>	<b>92</b>	<b>%</b>
<b>Positive</b>	<b>57</b>	<b>62%</b>
<b>Negative</b>	<b>22</b>	<b>24%</b>
<b>Not Specific</b>	<b>13</b>	<b>14%</b>

## **Positive**

- Think we should look at more money for fire from council tax.
- The increase under the circumstances seems fine although council tax high.
- The fire service is a very important service and should have given more funds to save lives. To look at potentially providing subsidised alarms or free to certain poorer communities.
- Spend what you need, we need you.
- No-one likes to see a rise in council tax but Fire and Rescue is a vital service.
- More investment to service responding – community safety work.
- It is worth every penny.
- It is vital that the general public/tax payers can see where their money is going and that their money is not being wasted. New fire engines and buildings show that public money has been used for an investment for the future.
- Don't feel NFRS is a waste of money spent.
- Agree completely, very worth it. Should get all they want.

## **Negative**

- The proposed annual increases are unacceptable to council tax payers who are facing zero annual pay increases or investment interest well below 2.5% p.a. The authority should consider more efficiency savings to keep increases in line with RPI inflation or deflation.
- The council tax is a disgrace it all seems council agree.
- In the current financial crisis there should be no increase in council tax.
- As you say, the world is going through turbulent times. You should be looking to control costs and reduce the cost to the tax payer.
- Already too high for the level of services received overall.
- Already pay too much.
- I don't think so.

### **4.1.5 Operational Availability**

#### **What we want to do**

Review how long it takes us to attend incidents.

### Why are we doing this?

Having our fire engines ready to call is of the highest priority. We want to be confident that we are able to provide the maximum amount of cover within the communities we serve, to reduce the impact of fire and other emergency incidents.

### How we'll do it

Review our cover arrangements to see if we can improve upon them.

Explore the introduction of more flexible working arrangements to improve cover.

### When we'll do it

2010-2011

Operational availability	
<b>Agree</b>	<b>Agree</b>
Disagree	Disagree
Neither A/D	Neither A/D
Total	Total
<b>Agree %</b>	<b>Agree %</b>
Disagree %	Disagree %
Neither A/D %	Neither A/D %

### Comments

<b>Total Number of Comments</b>	<b>78</b>	<b>%</b>
<b>Positive</b>	<b>56</b>	<b>72%</b>
<b>Negative</b>	<b>5</b>	<b>6.4%</b>
<b>Not Specific</b>	<b>17</b>	<b>21.6%</b>

### Positive

- Yes – need best trained, equipment and facilities. Targeting resources – fire, police and ambulance.
- Vital – great concern to people.
- Very much agree with flexible working.
- Unlike other emergency services the fire and rescue service can always be relied upon to attend quickly and react professionally in all circumstances.
- Selfish – I want the best for my community.
- But DON'T lose any fireman. Full or retained, are all needed.
- Flexi working does work – can provide a good service.

- Full flexible arrangements to improve response times.

### Negative

- Unnecessary – already in best place.
- This again goes without saying! Maintenance should always be of the highest priority for an emergency call out system.
- Leave it as it is.
- Keep it as it is.
- Operational cover is fine – don't need to review.

### 4.1.6 False Alarm Calls

#### What we want to do

We want to reduce the number of false alarm calls we receive.

#### Why are we doing this?

Attending false alarm calls means that our fire engines are not available for real emergency calls.

False alarms in public and business premises cause disruption and financial loss. In addition, repeated false alarms cause complacency amongst the public, and staff.

#### How we'll do it

Review how we handle and respond to hoax phone calls, in conjunction with other agencies.

Identify methods of reducing the impact of false calls from automatic alarm systems.

#### When we'll do it

2010-2012

<b>False alarm calls</b>	
<b>Agree</b>	<b>210</b>
Disagree	9
Neither A/D	3
Total	222
<b>Agree %</b>	<b>94.5%</b>
Disagree %	4.0%
Neither A/D %	1.3%



## Comments

Total Number of Comments	87	%
Positive	75	86.2%
Negative	2	2.3%
Not Specific	10	11.5%

### Positive

- People should manage their premises better and take responsibility for them.
- Malicious – prosecute. Businesses – repeat – pay insurance.
- It up to the alarm companies to cover their own. You shouldn't turn out to the same alarm time after time.
- False alarms in business premises are not acceptable in this modern age and therefore should be paid for by the business.
- All false alarms should be charged for wasting valuable time and resources.
- Take people who do hoax calls to court make buildings with more false alarm calls more accountable.
- Prosecute them.
- People doing hoax calls should be prosecuted.
- Higher penalties and imprisonment for those making false calls and hoax calls through working with other agencies.
- Any attempt to reduce, investigate and prosecute malicious/false calls can only be positive.

### Negative

- I'm in the middle about that, if the next one is real.
- It only takes one real fire/genuine emergency so alarms should be responded to.
- But you won't know if it's a hoax call until you have attended – so your response other than turning out won't be any different – what a stupid thing to write/publish.

### Comment Not Specific

- I don't know how you can tell the difference between hoax calls and real.
- How do we know that it is a false alarm?
- Careful not to overdo it, so people still ring in. Got to balance it.

- Care must be taken that complacency does not set in and assume a call is a false alarm until an attendance has been made, if waiting for confirmation from a premise a delay may occur.
- But remember some alarms do detect fires.

#### 4.1.7 Our Stations and Equipment

##### What we want to do

We want to invest in our building stock so that it remains in good condition.

##### Why are we doing this?

Providing a modern, safe working environment for our staff is an essential part of delivering our services to the public.

We want to improve access, and availability for the community, to all of our premises.

##### How we'll do it

We will maintain a long term programme of building refurbishment.

We'll review our buildings and identify opportunities for improved community, and partner agency, involvement.

##### When we'll do it

2010-2013

Our stations and equipment	
<b>Agree</b>	<b>210</b>
Disagree	4
Neither A/D	8
Total	222
<b>Agree %</b>	<b>94.5%</b>
Disagree %	1.8%
Neither A/D %	3.6%

##### Comments

<b>Total Number of Comments</b>	<b>92</b>	<b>%</b>
<b>Positive</b>	<b>57</b>	<b>62%</b>
<b>Negative</b>	<b>22</b>	<b>24%</b>
<b>Not Specific</b>	<b>13</b>	<b>14%</b>

## Positive

- You've got to.
- You need to upgrade – it might just save that persons life.
- You have got to have up to date equipment to function properly.
- Want local stations not larger super stations as it could effect response times.
- These should be in 'Tip Top' condition and not be in a poor state. The equipment all needs to be functioning – it is needed to save lives and needs to be invested in!
- Sounds good equipment needs to be kept up to date.
- Priority – keep FF safe.
- Modern, up to date and professional looking buildings/ equipment results in a service that employees and the general public are proud of. If the general public are proud then it will lead to them having respect for your service.
- Modern equipment essential.
- I have never seen a scruffy firefighter.
- Finally equipment want for many years is being obtained ie boats, search and rescue equipment. I hope chainsaws are included as you have the capacity to cut metal etc but not trees.
- Concur with all proposals of plan.

## Negative

- You don't have the money to do this. You are probably thinking I have a problem with NFRS but this plan is just unsound.
- Too much accent in public (and some private) business/life on posh new premises with state of the art non essential facilities and moving to appear 'modernising' when older, slightly shabby building are serviceable.
- The appliance bay, when building a new station should be the first thing people see not some reception area. Look at Highfields.
- Provision of community facilities should not be in competition with local facilities eg church halls, community centres etc.
- It's not been advertised why Dunkirk and Beeston have been logged. Bring back Dunkirk as they were brilliant!!!
- I want my taxes to pay for a fire service not a community meeting place. That is other department of local government to provide. This money should be spent on the fire service only.

**4.2 Internal Questions**

**4.2.1 Communications**

**What we want to do**

We'd like to improve our communication by building on the success of the 'Service Bulletin' and 'Staff Briefing Notes'.

**Why are we doing this?**

We know that having effective communication is important to all of us in the Service.

**How we'll do it**

Introduce a new intranet, with improved access for staff. This will include 'Team sites' and a wider range of facilities, ranging from regular briefings from the Chief, to 'social news' pages.

**When we'll do it**

2010-2012

<b>Communications</b>	
<b>Agree</b>	<b>59</b>
Disagree	1
Neither A/D	0
Total	60
<b>Agree %</b>	<b>98%</b>
Disagree %	2%
Neither A/D %	0

- A brigade diary showing everything that is happening both social, business, exercises, course etc would be great.
- Agree with what is being proposed, however, we need to also look to improve our two-way communications, particularly in respect of less formal arrangements (ie in addition to forums). It would be good to see senior managers walking the floor and being more accessible for open chats and discussions. Senior management are rarely seen and very few individuals feel they can discuss issues with them.
- An essential and important part of the plan.
- At various locations away from HQ we don't always get to hear or be involved in meetings. If information could be cascaded to all Line Managers, if they need to know, then they would understand what and why things are happening, this is for non-uniformed staff.
- Better website also required with greater visual content.
- Can we overlap certain items, in particular job advertisements. Sideway moves for operational persons are not advertised in the manner of which we are use to, they are advertised via persons going through an interview/ADC process.

- Communication mean we are told about things we should know about in a timely manor, not things that management deem we should know in timescales they deem appropriate. The solution is not to bring in a staff newsletter with social information, ie just about social events or charity work etc when we say we are not communicated with.
- Communications are the key to the organisation and improved comms can only benefit Notts Fire and Rescue.
- Could there also be an item for sale section and maybe a general discussion forum?
- For this to be successful the IT must support the applications. Otherwise the system will be slow and staff will not access the product.
- Great idea, but when is it actually going to happen? 2012 is three years away. We need the Service to make the Intranet and Corporate Website a priority, put resources into it and manage those delivering so that we get something we actually want. Both of these projects have been discussed at length, can we have a month and a year for completion which is actually stuck to.
- Has anyone surveyed how many staff visit the existing Intranet? From my experience and asking around it appears to be hardly anyone, hardly ever. Replacing an unused tool with a new version won't enhance anything; it will just spend more money on non-essentials.
- I also think it is important that all staff are included in appropriate communication. For example, Firefighters should have been allowed to attend the recent Open Forums, rather than being told to wait for the road show presentations by the Chief etc.
- I feel that face to face communication is far more productive. Management courses show that 2 way communication is more efficient and productive.
- I have recently started a 'temp' at SHQ's could we highlight who is in what department, their departments' role, the individuals' role and how we can help them and how they can help us. Perhaps produce a catalogue that published this to stations and other departments, a who's who if you will.
- I thought the new intranet was supposed to have been launched a long time ago. It's worrying to see that it's still not scheduled until next year, at the earliest, when a lot of effort has already been ploughed into it.
- It's a great idea to improve ALL Comms within the Brigade the only trouble is what's reported on paper email etc is not always the way it is. Perhaps the CFO and chair of the Authority vision needs to be implanted into the middle management team who seem too many to be doing their own thing!
- It's been a long time coming.
- Service bulletin is good. Staff briefing notes also good and easily accessed on front page of intranet.
- The development of the intranet is a key issue – this will bring all sorts of benefits with regards to communication and needs to be a priority project.

- This applies to all the questions (not just this one). These are all slightly misleading (and weighted) questions, considering a lot of the proposals are already being implemented and currently being paid for. What would happen if there was a majority against question 1, would we not implement a new Intranet?
- Timescale, why will it take 2 years?
- To avoid items being missed or excessive 'hunting' around for the info it would need either an overview page or an index / contents for new items such as the resume that accompanies the current bulletin
- Why has it taken so long?

#### 4.2.2 Training and Development

##### What we want to do

We want to improve the access to high quality training resources across the Service.

##### Why are we doing this?

We need to ensure our staff are equipped with the skills they need to work safely and effectively.

##### How we'll do it

We intend introducing a new web based training resource, which will be available to all staff 24 / 7.

We'll review our training records systems and introduce a new system more suitable to our current and future needs.

We'll introduce 'mobile' training staff to work across the county.

##### When we'll do it

2010 – 2012

Communications	
<b>Agree</b>	<b>59</b>
Disagree	1
Neither A/D	0
Total	60
<b>Agree %</b>	<b>98%</b>
Disagree %	2%
Neither A/D %	0

- A great step forward in many respects.
- Again the technology must support the products and must be user friendly to encourage people to take part with the training.
- Excellent. Equalities training should be included.

- Facility to provide courses to all staff who want to develop. Currently a person can miss out and not receive the training they are looking for through lack of capacity at SDC.
- Going down the IT route for recording training is the way forward; however training is NO substitute for hands on training. Having mobile training staff has been tried before and failed because of lack of resources.
- I also think Watch based training needs to be improved and monitored better.
- If it happens.
- Is this an interactive training source? It would be impressive if the comments of those going through similar levels of training could interact with each other. Using a message board this could be mediated by their mentor / trainer. Joint projects being worked on for developmental purposes could then reflect the current organisational perspective. Views would be collected during the here and now.
- Lack of a web based resource is holding us back.
- More consideration should be given to the training needs of non-uniformed staff.
- More on station training resources required on stations. Current training records system not fit for purpose.
- Some training is quite poor at the moment.
- The web-based training resource and the new training recording system are both excellent ideas, although not new. However the peripatetic trainers I do not agree with. There is a huge difference between peripatetic trainers and peripatetic training – ‘training’ has many advantages, ‘trainers’ brings many concerns of ‘freelancing’ and a loss of standards and managerial control.
- Training records make it simpler. Everyone knows that the system of writing reams of waffle about what was done during drill or at incident is just storytelling, find a good one and cut and paste, proves nothing.
- We need to go back to basics. Where personnel in training need to have a training structure where practical training is repeated regularly to in grain knowledge and skills. Repetition of high quality training by experienced JO’s is essential to prevent accident and injury. Also if the Ops Assurance is dissected the number of basic errors are far too numerous and the number of serious near misses are.
- We still need SDC though.
- Web based training needs to be capable of being done as a group not just individuals.
- Web based training only works if you give people time away from their desks and a quiet room to do – have previously tried to do it with ECDL and was not given time in the working day to get any of it done, and expected to do it in a busy office, constantly interrupted.

- What training is there for support staff? Little if any unless they are 'professional' needing professional training.
- Whilst we need competency training and monitoring as it's related directly to pay, one of the biggest areas, especially for junior managers, is keeping up with IT. We have no IT training facility, no suitable training staff and no process.
- Who is going to run the correct training for the retained? They are miles behind the wholetime. I believe they should have better structured training, more time and that it is encompassed with the wholetime watch manager whom is on duty at the time. For satellite stations, they should also involve the watch manager at the nearest wholetime station. The gap needs to be bridged.
- Will the IT skills of staff be a consideration when introducing the e-learning stuff? When is this likely to happen? The development of non-uniformed staff never really seems to be at the top of the agenda. Is it likely that this will be addressed at some point? This is key to the retention of non-uniformed employees. Also, any plans to introduce a mentoring / coaching scheme for all staff?
- Will we see this policed by middle managers to ensure that personal are adhering to it if it's introduced because if we don't maintain a high standard this will be nothing more than a white elephant / tick in the box exercise.
- With regard to operational training I believe that over recent years the Service has taken its eye of the ball and a review of the training systems can be a benefit. Computer based training packages are well used in the private sector and would work equally as well for the Service.

### **4.2.3 Management Structure**

#### **What we want to do**

We want to ensure our internal management structures are as effective as possible.

#### **Why are we doing this?**

The Service has gone through very significant change in the last three years. We want to check that our new structures are working well, and fit for purpose.

#### **How we'll do it**

We'll carry out an internal review of our management structures, and adjust them if necessary.

#### **When we'll do it**

2011 – 2012



<b>Training</b>	
<b>Agree</b>	<b>46</b>
Disagree	4
Neither A/D	0
Total	60
<b>Agree %</b>	<b>93%</b>
Disagree %	7%
Neither A/D %	0

- An internal review is ONLY as good as the person or persons who carry it out. This in my opinion would have to be carried out by an external party observed by the Rep Bodies if it was not the way NO ONE in the Brigade would say the review was valid.
- Can we have a return to a more direct system of departments, one that could be construed as old fashioned? There seems to be limited accountability which is generated by not having lines of responsibility that aren't directly accountable.
- Couldn't this come earlier in the work plan, now that we have some certainty about the structure at the top of the organisation? I know we've been through a lot of change recently, but why not do this now, and then allow us to settle? Rather than present us with more potential upheaval in two years' time?
- Currently it would appear that some people work very much harder than others and their workload is unrealistic. Perhaps a review of the management structures will realign the work carried out by individuals.
- I believe that uniformed staff should be managed by uniformed staff and not civilians. Awkward situations have arose in the past whereby experienced uniformed officers have had young non-uniformed persons placed in charge that have little knowledge about the way the brigade is run, the FBU nor the conditions of service that the uniformed officers adhere too. EG Community Safety.
- I consider a review to be urgent. We need to re-focus resources and managerial control to the areas of greatest risk. We currently have areas of organisational risk that we are not managing, this needs to be rectified by means of this review. The review must be transparent and not seen to be a 'done deal', for example, I have not seen any justification for the recent increase in Area Managers posts.
- I think people need to be left in their roles for longer. It seems to change around too often, and nothing seems to be achieved.
- I'm not clear about what this means, so I can't agree or disagree. Is this just about the directorate and department structures, or is it about how the Service is managed which is much wider. Also, who and how will carry out the review?
- It has only just started working, after 5 years of turmoil, I feel that it would be better if we kept our managers in place for longer (excluding promotions) in order to build on the success we have already had.
- Let's have a period of stability afterwards – continuously changing management roles / post holders is detrimental – how can we reach the norming and performing stages of team development if we don't ever get past the forming and storming stages?

- Lets not change things for the sake of change; it must be based on valid reasoning.
- More hands on managers at floor level who can talk the same language as the operational staff therefore understanding their concerns.
- No more restructures please!! I have seen far too many, none work. The system 30 years ago worked.
- Not only should we be adjusting our management structure if needed but also the support for front line deliverers who are often out in the field, with support some distance away.
- Present system does not work well.
- Some senior manages need to improve on their man management skills and be more honest to staff.
- Staff from all sections of the organisation should be given an opportunity to comment on the current structure.
- Very important proposal. No doubt opinions on the amendments will vary.
- Why have we so many staff at HQ? The only thing the public is really concerned with is when they dial 999 they get a fire engine in a hurry. Put station managers back on stations.

#### **4.2.4 Environmental Issues**

##### **What we want to do**

We want to play our part in protecting the environment.

##### **Why are we doing this?**

We're already responsible for tackling environmental incidents such as chemical spills. We'd like to ensure our normal internal business operations match the high standards we set on the incident ground.

##### **How we'll do it**

We'll develop and review our environmental standards and implement any changes we find appropriate.

##### **When we'll do it**

2011 – 2013

<b>Management structure</b>	
<b>Agree</b>	50
Disagree	8
Neither A/D	2
Total	60
<b>Agree %</b>	83%
Disagree %	13%
Neither A/D %	3%

- 2011 is too far away.
- Better funded SIU with better equipment and better use of the IRU for Hazmat incidents even goes too far as putting them on certain PDA's to help JO's if an incident develops.
- Ensure recycling facilities at all Service buildings.
- Good idea, I know stations where they collect their own water bottles and take them home for the recycling bins.
- I have asked for better recycling facilities at Highfields. I don't know if this has been acted on. If it hasn't it may reduce our environmental impact if it was considered.
- I hope this will include recycling within the fire service, especially on fire stations.
- More opportunities for recycling please.
- Our environmental standards are good as they are – we have more important things to attend to.
- Perhaps a policy on emissions for lease cars would be a good idea.
- The review should include review of environmental impact of high frequency environmental impact issues too. For example the impact of refuse burning and litter bin fires. These number by far greater numbers therefore the volume of toxicity is higher and has higher environmental impact.
- This is part of our Corporate Social Responsibility yet in some parts of the organisation we aren't doing the basics such as paper re-cycling and using energy efficient lighting. Have we done any audits such as those offered by The Carbon Trust?
- Use the EPU more.
- We need this policy to be adopted with service wide holistic approach and actively recruit stations, departments and individuals to identify areas where we can make environmental savings which I imagine would have financial savings for the service as well.
- We should be more environmental now with the amount of office equipment that is thrown away.

- We should make the most of available opportunities for recycling on stations and encourage all staff to be environmentally conscious. Switching lights out, cleaning spills immediately etc.
- What about an outside body doing the review? And you agreeing to any standards that they suggest.
- What about recycling facilities, dealing appropriately with our waste?
- Would be very easy to install paper recycling and print cartridge recycling. Need to give serious consideration to energy use in our older buildings – use recycled water and rain water to flush loos, solar panels. Currently the radiators are still on, and everyone has their windows open – lots to do here. Could we set up an ‘eco’ team of interested volunteers to gather ideas and change practices?

## **5. Conclusion**

The Consultation was designed to be inclusive and deliver a consultation document which was easy to read, approachable and understandable. It was also intended to be accessible by all sections of the community and stakeholders.

One unexpected result of the process has been the identification of over 100 members of the public who are willing to be re-contacted with a view to providing their opinions on fire service matters. In the past this has proved to be very difficult to organise.

The overriding feeling from the external consultation is support from the public who felt that the NFRS is carrying out a good job and that the proposals should be supported. All questions were endorsed equally, except the proposal to increase the amount allocated to the Service. However, as the support for this item was over 85%, there was a majority in favour.

Internally the process was supported by the firefighters and non-uniform staff who attended the information sessions held on stations. This was reflected in the thanks received and support for in the CFO. The written responses show an appreciation of the direction of the Service, with a strong wish for stability.

Some criticism was received regarding the depth of the questions, with some individuals feeling that the targets and aspirations could have been stronger.

Overall the consultation has been well received by the majority of stakeholders, providing the NFRS with a wealth of comments and thoughts.

### **5.2 Lessons Learned**

The consultation with stakeholders has thrown up some lessons which, if considered in isolation would seem inconsequential. However, if they had been viewed as a package they would have helped us to progress the process.

These observations are not exhaustive but will assist in future:

1. When approaching the public ensure the forms are filled in immediately. Although several hundred were given out, proportionally few were returned.
2. Location is the key to approaching large numbers of people. Where possible choose sheltered venues which give access to a seating area.

3. If the weather is inclement then people will not stop to talk. Summer months should be chosen.
4. It would have helped if free gifts had been available. Considering the amount spent on advertisements it would have been prudent to use some of the funds for give-aways.
5. If CFA support is required, avoid election periods when the support will not be available due to canvassing rules.
6. Pilot the questionnaire prior to use.
7. Run the next consultation over a five month period: the first two months concentrating on partners and the last two months on the public. The middle month could be used as a cross-over.

## 1. Costs and Totals

### Consultation Advertising

		Expenditure code	
		Total Available	
<b>Banners</b>		<b>Nexus</b>	
Item	Cost per item	number	
PVC Banners with Eyelets 0.5m x 1m	£226.00	4	£904.00
3 x 4 Display Stand - 3073mm wide x 2130mm height as a bundle deal	£1,500.00	1	£1,500.00
800x2m pull up display stands	£395.00	2	£790.00
5x2mx0.5m PVC banners	£87.50	5	£437.50
Art Work	£35.00	4	£140.00
<b>Total</b>			<b>£3,771.50</b>
<b>City Bus</b>		<b>Titan Bus</b>	
Deposit	£1,027.00	1	£1,027.00
Remainder	£1,680.00	1	£1,680.00
			£0.00
			£0.00
<b>Total</b>			<b>£2,707.00</b>
<b>County Bus</b>		<b>CBS Outdoor</b>	
Stagecoach Worksop x 5 13ft Streetliners	£1,375.00	1	£1,375.00
Notts Dunline x5 10ft Streetliners	£1,375.00	1	£1,375.00
Production costs			£843.00
			£0.00
<b>Total</b>			<b>£3,593.00</b>
<b>Photography</b>		<b>Samuel Kirby</b>	
Photoshoot and retouching (24.02.09)	£250.00	1	£250.00
Photoshoot and retouching (25.02.09)	£250.00	1	£250.00
Copyright	£100.00	1	£100.00
<b>Total</b>			<b>£600.00</b>
<b>Total</b>		<b>£10,671.50</b>	

### Printing Costs

<b>Item</b>	<b>Number</b>	<b>Total</b>
A4 booklets	5500	£3,779.00
Envelopes	5500	£198.00
Insertion	5500	£139.00
<b>TOTAL</b>	<b><u>5500</u></b>	<b><u>£4,116.00</u></b> For 5,500

**CONSULTATION CIRCULATION LIST**

<b>Total (Remainder distributed at events and by Station Personnel.)</b>	<b>2770</b>	<b>Document Sent</b>	<b>A4 Posters</b>	<b>A3 Posters</b>	<b>Date Sent</b>
Ashfield District Councillors	32	yes			16.4.09
Bassetlaw Borough Councillors	48	yes			16.4.09
Broxtowe Borough Councillors	42	yes			16.4.09
Gedling Borough Councillors	50	yes			16.4.09
Mansfield District Councillors	46	yes			16.4.09
Newark and Sherwood District Councillors	46	yes			16.4.09
Rushcliffe Borough Councillors	50	yes			16.4.09
Nottingham City Councillors	55	yes			17.4.09
MPs/MEPs	16	yes			17.4.09
Primary Care Trusts	70	yes		yes	17.4.09
District Council offices	400	yes		yes	23.4.09
Media offices	51	yes			17.4.09
Fire stations/offices	167	yes	yes		23.4.09
Doctors' surgeries	381	yes		yes	17.4.09
Police/Ambulance Headquarters	50	yes		yes	17.4.09
Parish Councils	134	yes			17.4.09
Libraries	120	yes		yes	25.4.09
Colleges	48	yes			17.4.09
Representative Bodies	4	yes			23.4.09
Advocates	2boxes	yes	yes		23.4.09
Stakeholders	224	yes			16.4.09
CFA	18	yes			16.4.09
SMT	6	yes			16.4.09
All Brigades	62	yes			17.4.09
Retired Members	650	yes			23.4.09