

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.

Darrell Pulk
Chair of the Fire
Authority

Frank Swann
Chief Fire Officer





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 Section

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.



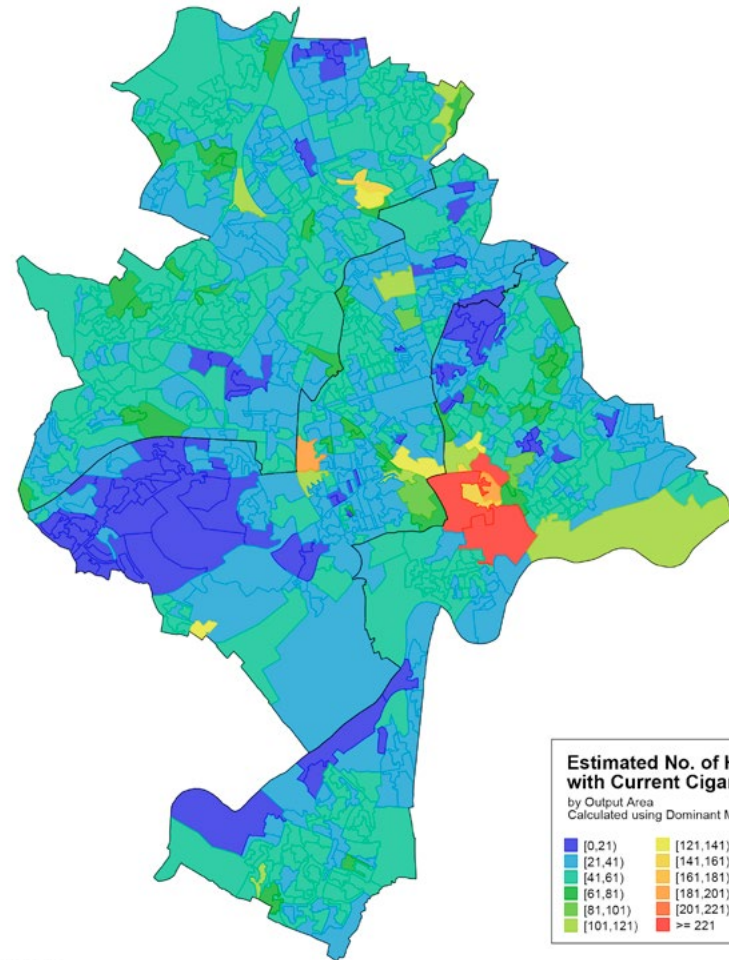
Fire prevention

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), mean 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 proactively seek out higher risk groups for such prevention measures as HSCs 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 proactively 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

Service Priority 2



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.





Service Priority 5



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.

Service Priority 5



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 proactively 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.







Service Priority 1 - Service Delivery

Preparedness

What we will do	How we will do it	By when	Outcomes
Maintain a local risk register	Identifying local risks with partner agencies	On-going	Current risk register http://www.nottinghamcity.gov.uk/prepared/index.aspx?articleid=6505
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 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 http://www.legislation.gov.uk/uksi/2005/1541/pdfs/uksi_20051541_en.pdf	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

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

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

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 NFRA 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.	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. The Service will also review its systems to ensure its continued compliance when dealing with information e.g. its notification and publication schemes.	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.



Service Priority 3 - Improvement and Governance

What we will do	How we will do it	By when	Outcomes
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

What we will do	How we will do it	By when	Outcomes
<p>We will work closely with local authorities to identify target areas and 'at-risk' young people.</p>	<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>	<p>On-going - risk factors are constantly changing; therefore, data needs to be kept up to date.</p>	<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>
<p>We will work with local authorities to identify 'at-risk' families and ensure that they are best protected from fire.</p>	<p>We will train family intervention workers to identify people who are at high risk of fire-related, avoidable injury in their homes.</p>	<p>All interventionists will be trained by 2015.</p>	<p>Increased number of high-risk properties identified and given a HSC</p>
<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>	<p>The strategy and delivery plan will be completed by April 2014.</p>	<p>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.</p>



Service Priority 4

What we will do	How we will do it	By when	Outcomes
<p>We will encourage housing providers to have 100% smoke alarm coverage and other safety measures as necessary</p>	<p>By working with housing providers to raise awareness of the need for smoke alarms</p> <p>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.</p>	<p>On-going until all social housing providers have 100% maintained smoke alarm coverage</p>	<p>All social housing in Nottinghamshire will have adequate smoke detection.</p>
<p>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.</p>	<p>By promoting the On Fire Fund to CVS groups and encouraging the sharing of the fund with other partners</p>	<p>On-going until the money in the fund has been spent</p>	<p>Hard-to-reach groups will engage with the fire and rescue service and increase their awareness of fire safety.</p>



Service Priority 4

What we will do	How we will do it	By when	Outcomes
We will develop a Memorandum of Understanding 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.
We will use information-sharing protocols to develop evidence-led interventions to support housing providers and vulnerable tenants.	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. This profiling will also lead to targeted interventions specifically for that housing provider. We will provide help and guidance where it is most needed.	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.



Service Priority 4

What we will do	How we will do it	By when	Outcomes
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>
We will research migration trends and fire risk issues of new communities settling in the city and county.	<p>By working with statutory agencies, local authorities and third sector organisations</p> <p>By using UKBA and census data</p>	On-going	To identify any risk patterns within new communities in the area



Service Priority 4

What we will do	How we will do it	By when	Outcomes
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

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

What we will do	How we will do it	By when	Outcomes
<p>To meet the needs of a growing elderly population (in 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>



Service Priority 4

What we will do	How we will do it	By when	Outcomes
We will work in partnership with agencies across Nottingham and Nottinghamshire that already have access to information and intelligence about vulnerable groups.	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.	Information sharing already in place with County Social Care. Aim for City to be on line by July 2014.	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.
We will analyse data on 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.



Service Priority 6 - Inclusion and Equality

What we will do	How we will do it	By when	Outcomes
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.
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.



Service Priority 6 - Inclusion and Equality

What we will do	How we will do it	By when	Outcomes
<p>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</p>	<p>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.</p>	<p>On-going</p>	<p>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</p>

Over to You



Nottinghamshire Fire and Rescue Service (NFRS) is committed to moving forward to deliver an effective and efficient service, striving to 'Create Safer Communities'. The priorities we have presented ensure that, over the next five years, we will continue to achieve this. We would, therefore, invite your feedback on the proposals set out within the six priorities we have presented.

Following this period of consultation, involving as many areas of the community as possible, including stakeholders, local businesses and employees, the Integrated Risk Management Plan (IRMP) will be released in early 2014, setting ambitious plans and challenging targets. This Plan will outline the strategic vision which NFRS will work towards over the next five years. The Plan will allow NFRS to adapt to the ever-changing demands on the Service.

Your responses will be processed confidentially by Opinion Research Services (ORS) which is an independent company specialising in emergency services consultation. If you have any questions about the survey in general, please telephone 0115 967 0880 or email talk2us@notts-fire.gov.uk

Our consultation runs from ?? November 2013 to ?? January 2014. Please return the questionnaire or complete it online by ?? January 2014 at <http://www.opinionresearch.co.uk/nfrs>



Contact Us



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0115 967 0880.



Website

www.notts-fire.gov.uk



Write a letter

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0115 926 1081.
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Profiling Questions



We are keen to provide a fair service to all members of society. We ask the following questions for monitoring purposes only. Your details will be treated confidentially and will not be used for any other purpose.

Are you...?

Please cross **one** box only

- Male Female

What was your age on your last birthday?

Please cross **one** box only

- 16 to 24 25 to 34
 35 to 44 45 to 54
 55 or over

Do you have any long-standing illness or disability? Long-standing means anything that has troubled you over a period of time or that is likely to affect you over a period of time?

Please cross **one** box only

- Yes No
 Prefer not to say

What is your ethnic group? Please cross **one** box only

- White British
- White Irish
- Other White background
- White & Black Caribbean
- White & Black African
- White & Asian
- Other Mixed
- Indian
- Pakistani
- Bangladeshi
- Other Asian
- Black or Black British Caribbean
- African
- Other Black
- Chinese
- Other ethnic group

What is your religion/belief?

Please cross **one** box only

- Christian (including Church of England, Catholic, Protestant and all other Christian denominations)
- Jewish Sikh
 - Buddhist Muslim
 - Hindu No religion/belief
 - Any other religion/belief
 - Prefer not to say

Which of the following options best describes how you think of yourself?

Please cross **one** box only

- Heterosexual/Straight
 Bisexual Gay/Lesbian
 Other Prefer not to say

Can you please provide us with the first five characters of your postcode? This is very helpful as it allows us to analyse responses at an appropriate geographic level to help us deliver better and more cost-effective services for the future. You cannot be identified from this level of postcode which usually covers around 2,500 households or more.

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Thank you very much for taking the time to complete this questionnaire.

Please return the questionnaire to ORS in the FREEPOST envelope provided to: Opinion Research Services, FREEPOST (SS1018), PO BOX 530, Swansea, SA1 1ZL