



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

Nottinghamshire and City of Nottingham  
Fire and Rescue Authority

# **STRATEGIC PLAN (INTEGRATED RISK MANAGEMENT PLAN) REFRESH**

Report of the Chief Fire Officer

**Date:** 28 February 2020

**Purpose of Report:**

To seek Members approval for a refreshed Strategic Plan, and the Year Two Action Plan to reflect the changes over the past year within the Service.

**Recommendations:**

It is recommended that Members:

- Approve the refreshed Strategic Plan (IRMP) at Appendix A.
- Approve the Year Two Action Plan at Appendix B.

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## **1. BACKGROUND**

- 1.1 In February 2019 Members approved the Authorities Integrated Risk Management Plan (IRMP) for 2019-2022. This is known as the 'Strategic Plan'. This document sets out the vision and Service objectives for the organisation, reflecting the consultation that was carried out throughout its development with the community, workforce, representative bodies and partners.
- 1.2 Each fire and rescue authority is required to produce an IRMP which identifies and assesses all foreseeable fire and rescue related risks that could affect its communities, including those of a cross-border, multi-authority and/or national nature.
- 1.3 The principle of an IRMP is now well embedded since its introduction and inclusion in the Fire and Rescue Services Act 2004 and supporting National Framework Documents (NFD). The NFD states that every Fire and Rescue Service must produce an IRMP that covers at least three years, is publicly available, reflects consultation and utilises up to date risk information.
- 1.4 The Strategic Plan is also a significant document that is used by Her Majesties Inspectorate of Constabularies and Fire & Rescue Service's (HMICFRS) to assess the effectiveness and efficiency of the Service in delivery of statutory functions to Communities.

## **2. REPORT**

- 2.1 The NFD is explicit in its expectations of what is contained in the IRMP which includes the accessibility of the document and the consultation arrangements which must be undertaken prior to the document being published.
- 2.2 There is also an expectation that the IRMP is reviewed and revised as often as it is necessary to ensure that fire and rescue authorities are able to deliver the requirements set out in the Framework. This includes ensuring that the document contains up to date risk analyses and evaluation of service delivery outcomes.
- 2.3 Even though the Strategic Plan was only produced in 2019 the Service has seen significant changes over the last year. It is therefore necessary to reflect these changes within an updated Strategic Plan to comply with the requirements placed on the Authority by the NFD.
- 2.4 The revised Strategic Plan is attached at Appendix A and reflects the following:
  - The appointment of a new Chair of the Authority;
  - Changes to the services governance structure;
  - Changes to the corporate planning cycle;

- To ensure stronger links to the annual action planning process;
- Progress on initiatives such as the Joint Fire Control and duty system changes;
- Updated statistical information;
- New imagery.

2.5 The Service will be increasing the transparency of its annual action plan to the public. The annual action plan details the objectives necessary to deliver the ambitions of the Strategic Plan in the year ahead. This will be held as an appendix to the Strategic Plan and updated each year. See Appendix B.

2.6 The current 'year one' action plan outcomes will be reported to the Authority later in the year and will inform the annual statement of assurance.

2.7 The refreshed Strategic Plan does not however set out any revised Service level objectives and as such there is no requirement for any further consultation to be undertaken on the document.

### **3. FINANCIAL IMPLICATIONS**

Whilst there are no direct financial implications arising from the refresh of the IRMP, funding has been allocated through the budget process to enable the delivery of the annual action plans.

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

There are no human resources or learning and development implications arising from the refresh of the IRMP.

### **5. EQUALITIES IMPLICATIONS**

An equality impact assessment has not been undertaken because the IRMP refresh does not propose any changes to service delivery.

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

There are no crime and disorder implications arising from the refresh of the IRMP.

### **7. LEGAL IMPLICATIONS**

It is a statutory duty to prepare an IRMP under the National Framework Document issued by the Secretary of State under the provisions of Part 3, Section 21 of the Fire Services Act 2004. This report seeks to reassure Members that this is being considered as part of the refresh of the IRMP.

## **8. RISK MANAGEMENT IMPLICATIONS**

- 8.1 Any Service who the Secretary of State deems to be failing under the provisions of the National Framework Document, may be subject to intervention by the Secretary of State. The refresh of the plan is therefore an integral part of the Authority's obligations under the Fire Service Act 2004.
- 8.2 As detailed in the statutory duties, failure to update and implement the IRMP could leave the Service open to criticism through the formal inspection of the Service by the HMICFRS.

## **9. COLLABORATION IMPLICATIONS**

There are no collaboration implications arising from the refresh of the IRMP.

## **10. RECOMMENDATIONS**

It is recommended that Members:

- 10.1 Approve the refreshed Strategic Plan (IRMP) at Appendix A.
- 10.2 Approve the Year Two Action Plan at Appendix B.

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

None.

John Buckley  
**CHIEF FIRE OFFICER**



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

# Strategic Plan

## 2019-2022

Refreshed January 2020



## **Welcome From the Chief Fire Officer and Chair of the Fire Authority**

It is our pleasure to present to you our Service's strategic plan for the next three years. This sets out how we are going to ensure we achieve our vision of creating safer communities.

This Strategic Plan outlines how we will meet the Fire and Rescue National Framework for England which sets out the Government's expectations and responsibilities for fire and rescue services. We are required to produce an Integrated Risk Management Plan (which we call our Strategic Plan) which identifies foreseeable risks to communities and the arrangements we have put in place to mitigate those risks.

Our last plan highlighted that we were going to maintain and support our workforce, continue to improve upon previous achievements, ensure that our Service has an appropriate infrastructure for governance to support our future successes, and maintain our strategic partnerships. We also aimed to reduce our impact on the environment and invest in new technologies, whilst making sure that our services were tailored to meet our communities and their needs through promoting equality and diversity.

It is pleasing to see that we have made great progress in all of these areas; however, we know there is still work to be done to increase efficiencies, maintain our high-quality services, strong governance and financial sustainability, and ensure that our workforce remain engaged and motivated. Our plan for 2019 – 2022 builds on our achievements and sets out how we will navigate the next three years as a modern fire and rescue service, adapting to the demands of evolving risks.

We know that there are some challenging times ahead, but we are confident that our plan considers risks from all areas and outlines how we intend to move your Service forward. We look forward to building on the aims and actions set out in this plan to provide you with a safer Nottinghamshire for the next three years and beyond.

The 2020 refresh of this plan reflects the following:

- The appointment of a new Chair of the Combined Fire Authority
- Progress on initiatives such as the Joint Fire Control and duty system changes
- Changes to our Corporate Planning cycle
- To ensure stronger links to annual business planning
- Changes to the Service governance structure
- Responding to the findings of our first HMICFRS report
- Updated statistical information
- New imagery.

## **Who are we?**

Nottinghamshire Fire and Rescue Service (NFRS) is dedicated to the safety, care and protection of the county's 1.15 million residents through the delivery of high quality services which are responsive to local need, accessible to all citizens – especially the most vulnerable - and effective in keeping people safe and well.

Since the introduction of the last plan, we have seen an overall decrease in the number of fires we have attended and we are working hard to reduce these numbers even further. Putting safety at the heart of our delivery has meant we are increasing our focus on prevention and protection, whilst ensuring we respond to the everchanging demands and requirements of those we serve. We aim to maintain the unique level of trust we have built up with the residents of Nottinghamshire.

## **Our Vision**

Our vision is to create safer communities across Nottinghamshire. Throughout the life of this plan and beyond, we will work to provide the best possible service to you, with the resources that we have. Our strategic planning cycle is underpinned by an annual Action Plan which is communicated across the Service. This details our ambitions for the year ahead. Progress against each Action Plan is monitored by the IRMP Programme and Performance Board and reviewed through Fire Authority governance. Every year we produce a Statement of Assurance which tells you how we have performed against our objectives. Everything that we do is led by our three strategic aims which set out to provide high quality services, offer strong governance and financial sustainability, and ensure that our employees are engaged and motivated.

### **High quality services**

Whether it is our operational crews working in the community or responding to an incident, or our support staff working in different functions across our Service, we strive to make sure that the service we provide is of the best possible quality.

We invest in the right technologies and infrastructures to help us do the best job we can and review all our activities to maximise efficiencies. By collaborating with blue light and non-emergency services partners to share knowledge and best practice, we ensure that our services to you will remain of a high quality as we look into the future.

## Engaged and motivated workforce

Our people are at the heart of what we do, and their engagement and motivation strengthens the service that we provide to you. Communicating to our staff in the most effective way possible ensures that we are all working as one team across NFRS. We make sure that all of our people are supported throughout their career by providing appropriate training and development, providing accessible well-being services and offering support for our employees' needs.

## Strong governance and financial sustainability

We carefully monitor and assess all that we do to ensure that value for money is achieved across the Service. Our risk plans and financial strategies ensure our preparation for dealing with risks to our governance and finances, and our work to collaborate, particularly with fellow emergency services in Nottinghamshire, continues to develop the service we provide and strengthen our governance arrangements and financial sustainability.

Our four core values underpin our strategic aims. These values are: being open to change, working as one team, being professional, and valuing and respecting others.

## How do we keep you safe?

Our county covers 838 square miles and is home to major transport networks, large scale businesses and industries, national sporting venues and sites of heritage, all of which present their own unique risks.

To prepare for this, we use both local and national registers to help us plan for and adapt our resources to future risks.

The National Risk Register helps us to identify risks over the next five years where the consequences would lead to a civil emergency. The Community Risk Register assesses the main risks across our county.

We are also able to analyse our own risk information to map the areas of highest risk across Nottinghamshire. Through our in-depth fire cover review we can ensure that we have the right resources, in the right places to provide an efficient and effective emergency response to deliver our aim of creating safer communities.

The last 20 years has seen our response times to fires increase gradually, and this is due to a range of reasons. When you need us in an emergency, you will be speaking to one of our highly-trained Fire Control team, who will take the details of your location and the incident, before immediately mobilising the most appropriate resources.

Whilst the fire appliances or specialist vehicles are on their way, our Fire Control team will often remain on the phone with you until the fire crews arrive to give you advice and support.

## Our Population

Within Nottinghamshire, the projected increase in the number of older people from 2016 – 2026 is 35,000, an increase of over 21%. For those aged 85 and over, this is projected to increase by over 38%, to nearly 29,000 people. The Nottinghamshire Health and Wellbeing Board's 'People of Nottinghamshire' report (21/12/2017) anticipates that 'increasingly, older

people in Nottinghamshire will live alone (increasing by 21% between 2017 and 2026).’ We know that people’s vulnerability to fire is increased as they age, and increased even further by living alone, so we will look to target our resources at these individuals through our prevention activities.

### Property fires

No two properties are the same, and that’s why we analyse and train to lessen the risks to both you and our firefighters for all kinds of buildings. This includes flats, houses, commercial buildings, derelict properties or those that are home to vulnerable people. It is important that we are aware of the hazards these properties might present to us when attending an incident. We regularly train at sites across Nottinghamshire to familiarise ourselves with locations, and to share best practice with each other to inform ourselves of the risks we might face.

### Water risk

NFRS also regularly mobilises to incidents involving water. We analyse all areas of open water in Nottinghamshire and the risks associated with them, playing an active role in our local water safety partnership to highlight the dangers.

With a variety of rivers, canals, lakes, reservoirs and weirs across our county, it is not unusual for us to attend water rescue incidents and perform searches with our specialist equipment and highly trained crews.

Since 2014, we have attended 236 incidents involving water and, nationally, there has been an increase in water related fatalities. We have led various campaigns to raise awareness of the dangers and will continue to educate our communities about staying safe around the county’s waterways in the future.

### Transport risk

Nottinghamshire is home to a stretch of the M1 motorway, a large section of the A1 from Newark up to Harworth, as well as other roads including the A52, which links us to Derby and Grantham. Recent years have seen an increase in fatal road traffic collisions in our county, so we continually analyse incident data and work with partners to plan initiatives and target areas which present the most risk.

But it’s not just roads which make up our transport risk. Being located on the border of Leicestershire means we are close to East Midlands Airport and are likely to be called to assist with an incident there. That’s why we make sure we are prepared to respond to all kinds of incidents, even though many are rare.

A large rail network runs through our county, as well as a tram system through Nottingham City centre and the surrounding areas. Working alongside agencies responsible for the maintenance and management of these systems, we make sure we familiarise ourselves with their structure should we be called to an incident involving either a train or a tram. The future looks set to bring a high-speed rail network through Nottinghamshire and we are already involved in the planning process for this.

## High rise risk

Nottinghamshire has a number of buildings which are over six floors in height. These buildings present their own set of risks and, following the fire at the Grenfell Tower in London in June 2017, there has been an even greater focus nationally on the associated risks. We recently reviewed our high-rise procedure and risk analysis and, following this, we increased our 'standard' attendance of resources that would be mobilised if there was a confirmed fire at these locations.

## Heritage risk

Thankfully, incidents involving our most historic and treasured buildings across the county are rare. Wollaton Park, Newstead Abbey and Nottingham Castle, to name just a few, are considered to be sites of national heritage and, to ensure we are familiar with their layout and structure, we ensure we work closely with each site to gather risk information and formulate emergency plans. This enables us to limit damage to these sites in the event of a fire or other emergencies.

## National risks

National risks affect local communities, which in turn affect how we, as a Service, allocate some of our resources.

Issues including mental health, smoking and drugs and alcohol are becoming more and more recognised. We know that smoking accounts for 8.5% of fatal fires nationally, and that drug and alcohol abuse and mental health problems can put people at a higher risk of being affected by fire, and that's why we deal with these issues at a local level.

As an emergency service, a significant national risk is whether our future funding will allow us to sustain the level of resources and services we provide to keep you safe. The recent financial climate has brought some uncertainty to all public sector organisations, and to prepare for this risk we are always reviewing and monitoring our finances and will continue to make sure that we provide the most efficient and effective services, whilst providing value for money.

## Terrorism

We are all aware of the increasing threat of terrorism. These events have led us to prepare our response in the event of such an attack here, or in one of our neighbouring counties. In conjunction with our partners, our firefighters play a role in preparing for and responding to acts of terrorism and, as the risks change, we continually review our procedures and capabilities to ensure we are able to act effectively and safely.

Operationally, we work together with our partner agencies to prepare and plan for risks, and a joint response to such risks means that we can share best practice with other services as well as a greater level of communication and coordination across all that we do.

## National Resilience

As a UK fire and rescue service, we also have agreements in place should our neighbouring fire and rescue services need our assistance and, vice-versa, we are able to call on other services to provide resources and personnel.

We are part of the Nottinghamshire Local Resilience Forum, which is led by Nottinghamshire

Police, and is made up of senior managers from the principle emergency planning and response organisations. Playing an active role in this group means that we help to plan and take part in multi-agency exercises based on real risks to Nottinghamshire residents.

### Cyber risks

The risk of a cyber-attack threatens our operational capabilities. We know that recent years have highlighted how ICT infrastructures have been breached in public services, and that is why we have made significant investments in ensuring our systems are safe.

As a result, we have been awarded a Cyber Security Essentials Plus certificate, which means that we have a strong security network in place.

### Our People

It would be impossible to protect our communities without the dedicated and professional staff that we employ across our Service.

Our workforce is our biggest asset, and we are absolutely committed to continuing to develop and improve them to meet the demands of a modern and diverse fire and rescue service.

Our People Strategy underpins this commitment. The strategy aligns itself to the National Fire Chiefs Council's requirements for training and development and is focused on ensuring we have the professional and skilled workforce needed to deliver high quality services that are resilient and flexible to respond to current and future challenges.

The Strategy also recognises our determination to become a more representative organisation to better reflect our communities, and it is a priority of ours to improve the diversity of our workforce.

We will focus on ensuring our workforce are healthy, happy and engaged at work with the right skills, knowledge and experience to carry out their roles and keep people safe.

Through our Workforce Plan we will be able to align the future needs of the Service with the resources available. Future retirements will mean a loss of some technical knowledge and specialist understanding, so it is imperative we ensure the Service plans in order to remain resilient.

### What we do

What does 'safer communities' actually mean? If you see us in your community, we will be doing one of the following: preventing incidents, protecting businesses and people or responding to emergencies.

Our staff are involved in a variety of roles from education, to raising awareness about safety, to working with other emergency services.

## Prevention

Every part of our Service feeds into the work that we do to prevent incidents from happening. Our Prevention Team, as well as our operational firefighters, bring the focus of this work right into the heart of our communities.

Working with residents to raise awareness is a key part of our work. Through the lifetime of our 2014-2019 plan, our prevention activities saw our staff deliver road safety education in schools, work with partner agencies to raise awareness of water safety and run campaigns in response to incidents in the community.

Through the continued delivery of Safe and Well Checks, education programmes, community events and our work alongside our partner agencies to target the most vulnerable in society, we ensure that our safety messages are far-reaching, raise awareness of everyday risks and help to keep our citizens safe.

## Protection

Providing fire safety advice and enforcing fire safety legislation is an important part of our role, and our Fire Protection Team has a statutory responsibility for auditing premises and enforcing fire safety legislation, under the Regulatory Reform (Fire Safety) Order 2005. We will continue to focus our resources on the higher risk commercial premises through our risk-based inspection programme.

We work with local businesses, landlords and those responsible for public buildings in-line with the Statutory Code of Compliance for Regulators for better regulation to reduce risk and ensure compliance with safety regulations.

We also undertake extensive planning so that we are prepared for incidents should they arise. This role extends to professional engagement during the planning of new buildings and the redevelopment of existing ones across Nottinghamshire, to build in fire safety.

## Response

We have 24 fire stations across the county and the personnel who work on each station form part of our operational response to emergencies. The majority of this response is to fires or traffic collisions, but our crews also attend rescues from water, height and confined spaces as well as incidents involving hazardous materials and environmental protection. Our Operational Assurance and Training department helps ensure our crews are well trained in order to be able to effectively respond to a broad range of incidents.

The Service also ensures it is able to develop through its on-going experiences and nation-wide learning.

## **Our journey so far**

In our previous plan, we set out the challenges we faced during a time of change for the emergency services sector. Over the last five years we have worked hard to maintain the services we provide, to ensure they are professional, effective and deliver value-for-money.

Since 2010, we have reduced our operating costs by 25%, while still making sure that we are there for you when you need us. We have looked at all areas of the service to make

savings and increase efficiency and effectiveness, such as:

- Introducing new ways to deliver our services, for instance through a 'day shift crewing' model at Ashfield and Retford fire stations and 'alternative crewing' for the majority of our on-call appliances.
- Collaborating with other emergency service partners by sharing premises, resources and working more closely with neighbouring fire and rescue services. This includes the new Joint Fire Control based in Derby which came into operation in 2019.
- Actively reducing operating costs of our sites by rationalising the estate and the use of efficient green technologies.
- Replacing our older vehicles with more economical alternatives in conjunction with reducing the number of vehicles we operate within our fleet.

Potentially far-reaching and fundamental changes now being implemented across the emergency sector mean we need to look at new ways of working. This means progressing initiatives that will transform our service delivery and ensure a greater degree of accountability and transparency.

The Policing and Crime Act 2017 provides a framework for these changes, including a new statutory duty to collaborate for each emergency service. Our 2019-2022 plan will keep this requirement in mind as we set out our priorities on how we will keep you safe for the next three years.

## How our budget is spent

The budget for providing our services to you across Nottinghamshire in 2020/21 is £45m. £36m, or 79.5%, of our income is spent employing the people who provide our fire and rescue services to the public. £3.5m is spent on supplies and services.

This includes operational equipment, protective clothing, training equipment, consumables and ICT licence costs, etc. The running costs of our 24 fire stations, training centre and Headquarters are £2.6m and running our fire appliances, specialist vehicles and cars costs £1.6m.

The proportion of the 2020/21 Annual Council Tax charge for a band D house that is paid to the fire and rescue service is £81.36 (this equates to 22p a day). This provides £26.1m of income to the Fire Authority – 58% of our total income. Other income comes from Business Rates and government grants.

As part of its budget management, the Fire Authority produces a Medium-Term Financial Strategy (MTFS) covering a four-year period. The MTFS is updated annually to reflect emerging local, regional and national issues.

This helps us to make informed assumptions about issues such as future pay, inflation, government funding and Council Tax levels, and future risks. The MTFS forms the basis for setting the annual budget for the Service.

## Our People

It would be impossible to protect our communities without the dedicated and professional staff that we employ across our Service.

Our workforce is our biggest asset, and we are absolutely committed to continuing to develop and improve them to meet the demands of a modern and diverse fire and rescue

service.

Our People Strategy underpins this commitment. The strategy aligns itself to the National Fire Chiefs Council's requirements for training and development and is focused on ensuring we have the professional and skilled workforce needed to deliver high quality services that are resilient and flexible to respond to current and future challenges.

The Strategy also recognises our aspiration and determination to become a more diverse organisation which better reflects and is representative of our communities.,

We will focus on ensuring our workforce is healthy, happy and engaged at work with the right skills, knowledge and experience to deliver a high level of service to the people of Nottinghamshire.

Through our Workforce Plan we will be able to align the future needs of the Service with the resources available. Future retirements will mean a loss of some technical knowledge and specialist understanding, so it is imperative we ensure the Service plans in order to remain resilient.

## **What are we going to do?**

Over the coming years we will continue to make sure that we are always ready to work with you to prevent incidents from happening, protect you from hazards and respond to you in an emergency. The broad ambitions outlined here will drive each annual Action Plan which will detail the specific aims of this Strategic Plan.

### **DELIVERING AN EFFICIENT SERVICE**

#### **Improving your Service**

Our commitment to continuous improvement means we will be in the best position possible to face new and emerging challenges and opportunities. This is of particular importance in the light of the Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services results, which reflect the improvements we must make, and the National Framework, which seeks greater transparency and accountability from all fire and rescue services. In addition, the Home Office, which has responsibility for national fire policy, has been clear about its intention to reform the way in which fire and rescue authorities provide their services, focusing on improving efficiency and effectiveness.

The instability of the national economy will continue to impact on our finances. At present, the Authority is working hard to plan budgets and align resources to the risks to ensure that services can be maintained whilst delivering a balanced budget throughout, and after, the life-cycle of this plan. If funding restrictions continue into the future, then it may be necessary to review how our services are delivered to the communities of Nottinghamshire.

We will continually strive to improve the Service by utilising feedback from:

- Service users
- Internal audits and debriefs
- HMICFRS
- Peer reviews and national trends.

We will also seek to introduce new ways of working to improve efficiency and increase our effectiveness. The Service is also striving to deliver an adaptable working environment that

will facilitate a connected workforce. This will ensure our people have the right information, on the right device, at the right time with the right skills.

### Collaborating to provide a better service

Through the Policing and Crime Act 2017, there is now a legal requirement for UK fire and rescue services to seek out ways to collaborate with other emergency services. This is likely to bring some changes to the way we operate and bring about a greater integration of services.

Throughout the life of this plan, we will make sure that we review all opportunities to collaborate, whether this is through sharing estates and equipment or running joint campaigns to raise awareness of safety messages.

We are actively seeking collaboration, not just because we have to, but because we believe that we can provide a unified approach to delivering public services and making our communities safer.

## Preventing Incidents and Protecting You

### Supporting those in greatest need

We know that, as a Service, we have a trusted reputation within the communities we serve. We are working closely with other agencies to support early intervention for those who are most vulnerable to fire and other incidents, particularly where this would help people to live independently and safely in their homes.

Our targeted Safe and Well visits offer information on a number of recognised factors which may impact a person's vulnerability to fire or injury. These include smoking cessation, alcohol addiction, falls prevention and keeping warm during winter, in addition to fire safety advice.

We will continue to refine our targeted data-led approach and work with our partners to identify emerging needs, looking for ways to increase the number and effectiveness of visits to the most vulnerable in our communities.

As the scope for Safe and Well visits develops nationally, we will also look to review what we offer within Nottinghamshire.

We want to make sure you are as safe as possible and, by working alongside our partner agencies, we aim to make every contact count for those in need.

We focus our prevention activities around protecting people in their home. Our intelligence-led CHARLIE profile (which stands for Care and support, Hoarding, Alcohol, Reduced mobility, Lives alone, Inappropriate smoking, Elderly) identifies the main contributory factors that increase a person's risk of experiencing a fire in the home. We use this profile to raise awareness with partners and refine our use of data to generate targeted Safe and Well visits.

**Over the life of our Strategic Plan we will increase the number of Safe and Well visits we deliver each year and, by 2022, aim to deliver 12,000 per year.**

## Information gathering within the built environment

Knowing about hazards and risks before we are called to deal with emergencies is a vital part of our prevention and protection role.

As our crews have a unique knowledge of the communities they serve, we will utilise their skills and knowledge to implement what we call 'hazard spotting.'

This means that firefighters will go out to premises and assess how safe they are from fire. If an incident occurs following this visit, our Fire Control staff will have better knowledge of the hazards involved and will be able to send the most appropriate resources.

Through the use of our Risk Based Inspection Programme we will focus our resources on the highest risk premises to which the Fire Safety Order (2005) applies. Our Fire Safety Inspectors will continue to work closely with businesses to reduce the impact of fire in commercial premises and ensure that the protection of people is at the heart of their activities.

## Reviewing our prevention and protection departments

Our prevention and protection teams are one of the main points of contact between us and our communities, and our focus will be on making them more accessible. That is why we plan to review our prevention and protection teams to make them even more effective, building stronger working relationships with our partner agencies and aligning our activities.

## Implementing recommendations post-Grenfell

In June 2017, the fire at the Grenfell Tower led to the loss of many lives. Since then, there has been an increased focus on how fire services protect the public from fire, particularly in high rise buildings, and how fire safety measures are assessed.

The outcomes of the Dame Hackitt and Grenfell Tower inquiries may lead to changes in how fire services undertake inspections of buildings. We will be working to implement any changes from these inquiries, as well as engaging in developments and consultations which may affect the way we work.

## Responding to you

### Strengthen the sustainability of on-call

Over a third of our operational staff are on-call firefighters. Working in primary employment and devoting time to keeping our communities safe is a big commitment. As a Service we recognise this, and will continue to do so, as we focus on the future sustainability of our on-call provision.

We will do this by investing in the training and development of our on-call staff. The life of this plan will see these staff play a key role in helping us to deliver day shift and alternative crewing, and we will continue to develop and support this part of our workforce to deliver services within the communities where they live and work.

**It is our aim to improve the availability of our on-call appliances to an average of 85% with no station falling below 70%**

### Assure our operational resourcing

Making sure that we have the best equipment to deal with the challenges we face and also to keep our firefighters safe is another ongoing priority for us.

To ensure that we have the right resources in the right places, we carried out a fundamental review of our operational model in 2010, and again in 2015.

In 2021, we will carry out a comprehensive risk analysis of our county. This data will help us ensure we are allocating our resources to the foreseeable risks within our communities. This will enable us to provide an efficient and effective response to help create safer communities.

**Throughout the life of this plan we will continue to aim to arrive at all incidents in an average of eight minutes from the time an appliance is mobilised to you.**

### Resilience Interoperability and Business Continuity

NFRS hosts a range of National Resilience assets which may be deployed to support national incidents as a result of accidents, natural hazards or terrorism.

We will ensure that our staff are trained, prepared and have the right equipment to professionally respond to emergencies with Nottinghamshire and the wider UK.

We will work with other emergency services and non-emergency organisations to ensure, in the event of an incident, that there are effective working arrangements in place and that Joint Emergency Services Interoperability Principles (JESIP) are being applied and effective inter-agency working is common practice.

We will do this by carrying out cross border and multi-agency exercises and training, taking an active part within Nottinghamshire's Local Resilience Forum and the sharing of information and learning.

Because our service to you is provided 365 days a year, we make sure that we have plans in place to detail how we are going to keep things running in the event of a significant disruption.

We will continue to review these plans or unforeseen events, and it is our commitment to you that we will do all that we can to remain resilient.

### Delivering the Emergency Services Network

As technology moves forward, we need to keep up-to-date with this across our Service. Part of this will be a transition to the new Emergency Services Network (ESN), which will replace our existing Airwave radios with the latest mobile communications technologies.

Developed nationally but delivered regionally, ESN will be a shared technology with all emergency services across the country and will allow us to communicate seamlessly across all blue light services at incidents.

### Professional standards

The National Framework outlines the Home Office agenda to develop a coherent and comprehensive set of professional standards across all areas of fire and rescue services,

drawing on existing standards where appropriate.

The development of new national standards will be on an on-going basis and we will work to ensure that this Service aligns itself to the national agenda.

## Looking after our People

We are proud to be an organisation which provides our staff with modern technologies, access to health and wellbeing services and opportunities to develop within their roles, and we will carry on ensuring that everyone who is part of our Service remains engaged and motivated across the life of this plan.

We recognise that the Service is currently not representative in terms of the number of women, LGBT and Black and Minority Ethnic employees, particularly in operational roles, and that this is a long-standing issue. We will work to improve the diversity of our workforce by promoting the benefits of a career in the fire and rescue service, understanding the particular issues which impact upon those who are under-represented in our workforce, and continue to implement Positive Action measures to support applications from the widest range of applicants.

A more inclusive and representative Service is able to positively draw upon a wider range of perspectives, experiences and viewpoints to better serve our communities.

To ensure they perform at their best, we will also actively promote employee well-being, supporting our employees to maintain their physical, emotional and mental health. The extension of the retirement age will bring challenges aligned to a longer working life, and maintaining good health and fitness will be central to positive employee engagement and good employee morale.

This also includes ensuring that the Service promotes opportunities to enhance job satisfaction, personal development, work-life balance and a culture of workplace inclusion which is underpinned by our core values.

## Looking after your Service

To ensure we continually develop and progress as a Service we will continue to refurbish and rebuild our estate in order to safeguard modern, energy efficient buildings that provide operational response bases and community hubs.

We will meet future challenges by adopting digital best practice and delivering an agile, flexible and user-centric working environment. We will strive to use mobile technology to its maximum potential to ensure that information is available through resilient and secure means to our people.

We review progress against these actions through our IRMP Programme and Performance Board and through Fire Authority governance. Key service updates can be viewed by reviewing our Fire Authority meeting minutes ([hyperlink](#)).

Each year we report on progress against the previous year of our Strategic Plan. You can review our progress through our annual Statement of Assurance ([hyperlink](#)).

**Contact details:**

For further information or guidance, you can contact us through any of the following;

Nottinghamshire Fire and Rescue Service  
Bestwood Lodge Drive, Arnold,  
Nottingham  
NG5 8PD

Telephone: 0115 967 0880

Text: 07766299999

Email: [enquiries@notts-fire.gov.uk](mailto:enquiries@notts-fire.gov.uk)

If you require this document in an alternative format, please email us.



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

# Strategic Plan

## Year 2 Action Plan



[www.notts-fire.gov.uk](http://www.notts-fire.gov.uk)

# Year 2 Action Plan

Nottinghamshire Fire and Rescue Service has a three-year Integrated Risk Management Plan (2019-2020), which we call our Strategic Plan. Each year key service ambitions are delivered to ensure we continue to provide an efficient and effective service to the communities of Nottinghamshire and deliver our aim of 'creating safer communities'.

Over the next year, we are going to continue to make sure that we are always ready to work with you to prevent incidents from happening, protect you from hazards and respond to you in an emergency.

For 2020, year two of our Strategic Plan, our key ambitions are:

## Responding to you

### Assure our operational resourcing

- Assure our response model by undertaking an evaluation of changes to our operational model
- Ensure our crews have universal access to fully embedded operational risk information

### Strengthen the sustainability of on-call

- Explore alternatives to help deliver a sustainable and resilient On-Call system

### Resilience and business continuity

- Continued development of our operational training to ensure we can work effectively with local and national partners

## Preventing Incidents and Protecting you

### Supporting those in greatest need

- Further development of our Safer Communities Strategy to ensure continued focus on supporting those individuals at the highest risk of fire and other emergencies

### Information gathering within the built environment

- Review our programme for identifying high risk buildings to ensure we protect persons from the risk of fire

### Reviewing our Prevention and Protection departments

- Continued development of the evaluation framework to enable us to review the effectiveness of our prevention and protection activities.
- Respond to the recommendations of the Grenfell inquiry

## Delivering an efficient service

### Improving your service

- Continuous improvement of our service by delivering on the recommendations from our last inspection
- Develop a new corporate governance planning cycle and review all corporate documentation
- Develop a performance management framework to help drive improved levels of community outcomes
- Further develop technological solutions to help drive improved organisational effectiveness

### Collaborate to provide a better service

- Continue to develop our joint headquarters collaboration programme

## Looking after our people

### Looking after your service

- Develop and launch our new People Strategy.
- Implement a new appraisal process as means of enhancing performance and meeting the development and welfare needs of our workforce.
- Enhance positive engagement to recruit a more diverse workforce and promote better understanding and links to our local communities.
- Develop effective support systems to maintain the health and wellbeing of our workforce.
- Further develop and embed our service values to create an inclusive and supportive workplace for all our employees.
- Undertake a review of our development and promotion processes to ensure we have appropriate pathways for the development of all our workforce, including those with high potential.

We review progress against these actions, through our corporate governance structure, throughout the year. Key service updates can be viewed by reviewing our Fire Authority meeting minutes.

Each year we report on progress against the previous year of our Strategic Plan. You can review our progress through our Statement of Assurance.