



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

Nottinghamshire and City of Nottingham  
Fire and Rescue Authority  
Policy and Strategy Committee

# **ANNUAL DELIVERY PLAN – YEAR TWO**

Report of the Chief Fire Officer

**Date:** 28 April 2023

**Purpose of Report:**

To provide Members with an overview of the Service's Annual Delivery Plan for Year Two of the Community Risk Management Plan (CRMP) 2022-25.

**Recommendations:**

It is recommended that Members:

- Note the content of the report.
- Endorse the Year Two Annual Delivery Plan for publication.

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## 1. BACKGROUND

- 1.1 On 25 February 2022, the Fire Authority fulfilled the statutory requirement to produce an integrated risk management plan in the form of a Community Risk Management Plan (CRMP) for 2022-25.
- 1.2 The Service's CRMP outlines a set of commitments over the three-year period. These commitments are broken down in to three Annual Delivery Plans that identify the focus for the Service in each year, along with performance measures and how services will be improved and delivered to communities.
- 1.3 The Service's progress against Year One of the CRMP will be presented to Members as part of the Annual Statement of Assurance in July 2023.
- 1.4 The Service's planning cycle is aligned to the national standard of the 'business year' running from 1 April to 31 March.

## 2. REPORT

- 2.1 The Annual Delivery Plan (ADP) is the Service's approach to business planning and resourcing of the expected activity for each year of the CRMP.
- 2.2 The current CRMP identifies six strategic goals which each identify a number of commitments that will be delivered over the three-year period of the plan.

The Strategic Goals for the Service are:

- **Strategic Goal 1:** We will help people stay safe from fires and other emergencies.
  - **Strategic Goal 2:** We will improve fire safety in the buildings people live and work in.
  - **Strategic Goal 3:** We will respond immediately and effectively to emergency incidents.
  - **Strategic Goal 4:** We will continue to support and develop our workforce and promote an inclusive Service.
  - **Strategic Goal 5:** We will continue our improvement journey to deliver an outstanding Service.
  - **Strategic Goal 6:** We will manage and invest in our Service to ensure it is fit for the future.
- 2.3 The Year Two ADP outlines the Service's approach to continuing the improvement journey that is set out in the current CRMP, whilst considering and working within the current demands, capacity, and budgets that the Service is presented with.
  - 2.4 A copy of the public Year Two ADP is attached to this report for reference, however the key areas of focus for 2023/24 are:

- Deliver Safe and Well Visits to 14,000 homes to provide advice, install smoke alarms and other safety equipment, and make referrals to partner agencies for support, where required.
- Complete 1,500 fire safety audits, targeting buildings that present the highest risk.
- The Service will review its resourcing to risk with particular focus on the fire cover in the Ashfield area, following the findings of the Fire Cover Review in 2022.
- Embed the Core Code of Ethics into the Service Values and behaviours, and act on the relevant learning from reports across the sector in relation to improving our culture.
- Undertake phase two of our Futures25 programme, looking at Service redesign and financial efficiencies.
- Develop a strategy and roadmap for decarbonisation of premises and activities.
- Deliver services within the budget set for 2023/24.

## **FIRE SERVICE CULTURE**

- 2.5 The fire and rescue sector has been in the spotlight from a cultural perspective in recent months and the Service is keen to ensure that it is learning from this and making its services and working environment the best it can be.
- 2.6 Part of this work will be to work closer with communities to develop greater relationships with fire stations and their personnel. These community partnerships are essential in maintaining trust and building the Service's reputation as an employer of choice across the City and County, as well as developing the Service's understanding of, and engagement with, communities.

## **FUTURES25**

- 2.7 Phase Two of the Service's Futures25 programme of work will focus on developing the organisation's ability to be more efficient and effective in the way that it works.
- 2.8 The improvement of systems and process is a key part of developing services for the public but, at the same time, will help to build engagement with employees whose suggestions and ideas are relied upon to make systems and processes more effective.
- 2.9 The Futures25 programme will include a workstream that ensures that the Service is 'resourcing to risk'; effectively using all the Service's resources to address the risks and demands that are faced now, and in the future.

## **REPORTING**

- 2.10 The ADP is presented in 'plain text' as it will be hosted through the Service's website and intranet. This will ensure that the document is accessible through the translation and accessibility functions presented through browser access and also contribute to the Service's 'digital first' approach.
- 2.11 Members will receive regular updates through the relevant committee structures on progress against the ADP during the year. The statutory requirement of

publishing an Annual Statement of Assurance, will present an overview of achievement against the ADP in July 2024.

### **3. FINANCIAL IMPLICATIONS**

There are no financial implications arising from this report.

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

There are no human resources or learning and development implications arising from this report.

### **5. EQUALITIES IMPLICATIONS**

An equality impact assessment has not been undertaken because of the nature of this report.

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

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

### **7. LEGAL IMPLICATIONS**

- 7.1 The Authority has a statutory requirement to present and deliver an Integrated Risk Management Plan, which is delivered through the CRMP.
- 7.2 The proposed Year Two ADP, presented with this report, discharges this function on behalf of the Authority.

### **8. RISK MANAGEMENT IMPLICATIONS**

- 8.1 The Service's approach to business planning and delivery of the Annual Delivery Plan assists in the mitigation of the corporate risk of the '*inability to set a balanced budget and to contain spending within existing budgets*' as detailed within the Corporate Risk Register (CRR), through the assessment of Service resource, demand, and capacity as well as clear financial planning, monitoring and management.
- 8.2 The actions set out within the ADP address a number of corporate risks, as identified in the CRR, including workforce sustainability, employee engagement, preventable deaths, environmental impact and corporate reputation.

### **9. COLLABORATION IMPLICATIONS**

There are no collaboration implications arising from this report.

## **10. RECOMMENDATIONS**

It is recommended that Members:

10.1 Note the content of the report.

10.2 Approve the Year Two Annual Delivery Plan for publication.

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

None.

Craig Parkin  
**CHIEF FIRE OFFICER**

## ANNUAL DELIVERY PLAN – YEAR TWO

### Introduction

Welcome to our Annual Delivery Plan for 2023/24, the second year of our Community Risk Management Plan (CRMP) 2022 - 2025. This plan builds on our progress over the last year and outlines the work we will do this year to continue delivering on our commitments to our communities.

The last twelve months have presented many challenges for the Service. We faced huge demand over several weeks last summer when the extreme weather led to a spike in fires, including some large scale, protracted incidents. Meanwhile, the economic and societal challenges caused by events here in the UK and overseas, has impacted our financial position and made planning and budgeting difficult.

Despite these challenges, we have increased productivity across our prevention and protection activities, whilst identifying efficiencies in our support services that have helped to maintain a balanced budget. We were delighted to be rated as a “Good” service by His Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) following their inspection of the Service in the October 2021. Their report, published in July 2022, recognised the significant improvements we have made, across all areas, since their first visit in 2019. We are due to be inspected again later this year and welcome the opportunity to demonstrate how we are continuing to build upon this success on our journey towards being an ‘Outstanding’ Service.

Our Annual Statement of Assurance will provide a comprehensive report of our progress and performance over the last year when it is published in July 2023.

Looking ahead, with the increased cost-of-living and high inflation rates continuing, the financial climate remains uncertain. The proposed reductions to our emergency response model to meet the forecasted financial constraints of last year, which we presented for public consultation, were no longer required. However, we are still forecasting a gap in funding for future years, and therefore may need to identify further efficiencies in the coming months and years. In doing so, we aim to deliver a sustainable, balanced budget whilst continuing to put the needs of our communities first and foremost, and we will continue to ensure we ‘resource to risk’ by reviewing the best deployment and use of our resources across the City and County.

Within the wider fire sector, there is a focus on ensuring that fire and rescue services are fit for the future. The Fire Standards Board continue to develop new professional standards that aim to benefit the profession, the communities we serve and the services we deliver. As new standards are approved, we will assess our current activities against them to identify areas we can improve. We are also committed to learning from others, including the findings of the Manchester Arena Inquiry and HMICFRS review of values and culture in the Fire and Rescue sector.

We are proud of our organisational culture, but learning identified from events across the sector demonstrates the importance of ensuring our values (Professional, Value

and Respect for Others, One Team and Open to Change) are reflected in individual and organisational behaviour. We will further develop how we engage with our communities, incorporating their views and values in our decision making; building upon the reputation and trust we have developed with them. We will continue to fully embed the Core Code of Ethics, making it an intrinsic part of what we do and how we do it.

Our development priorities this year are focused on:

- Improving the efficiency and effectiveness of our activities, through service redesign and financial and governance reviews;
- Improving the accessibility and inclusivity of our premises and training facilities, developing our culture and working to make NFRS an employer of choice;
- Continuing to develop our community engagement approach including our understanding of our communities and how best to engage with them.

More information about these, and the other actions we are taking in relation to each of our strategic goals, are contained within this plan.

You can find more details about our long-term ambition and our [strategic goals in our CRMP](#), which is also available on our website.

We will provide updates on our progress against this Annual Delivery Plan throughout the year, and we will provide a full report on our progress and performance in our Annual Statement of Assurance which will be published in the Summer of 2024.

**STRATEGIC GOAL 1:  
WE WILL HELP PEOPLE STAY SAFE FROM FIRES AND OTHER EMERGENCIES**

This goal focuses on our statutory duty to prevent fires and other emergencies from happening.

**Our key objectives for this year are:**

- Deliver Safe and Well Visits to **14,000** homes to provide advice, install smoke alarms and other safety equipment, and make referrals to partner agencies for support, where required. We will target those people at higher risk, with a particular focus on those who meet the criteria of our CHARLIE profile.
- Develop our understanding of communities and the people who live in them, using data from the 2021 Census, to help target and engage with those most at risk, in an inclusive way.
- Ensure all staff complete the mandatory safeguarding training needed for their roles, and that we make safeguarding referrals in line with the various Safeguarding Boards expectations.
- Deliver fire, road and water safety education activities to those most at risk in the community.
- Provide training and education to our partners on how to recognise the risks of fire and make appropriate referrals to us in line with our CHARLIE profile.

**Our focus for improvements this year are:**

- Upgrade our computer systems to increase our ability for mobile working and improve the productivity of our staff.
- Improve the disabled access of our Safe and Well process including online services for obtaining home fire safety advice and making referrals for Safe and Well visits.
- Improve engagement with residents from black and minority ethnic households and community organisations to ensure awareness of the CHARLIE profile and prevention services.

**STRATEGIC GOAL 2:  
WE WILL IMPROVE FIRE SAFETY IN THE BUILDINGS PEOPLE LIVE AND WORK IN**

This goal is focused on our statutory duties to enforce fire safety regulations.

**Our key objectives for this year are:**

- Complete 1,500 fire safety audits, targeting buildings that present the highest risk.
- Complete 1,000 business safety checks on business premises.



- Continue to work as part of the Joint Audit and Inspection Team with Nottingham City Council staff, to inspect multiple-occupation residential buildings.
- Promote fire safety in our communities through business engagement and networks.
- Proactively work with building owners to reduce call outs to false alarms and people marooned in lifts.

**Our focus for improvements this year are:**

- Working with regional partners to support the implementation of a new Building Safety Regulator.
- Embedding changes in our ways of working in response to new responsibilities imposed by the Building Safety Act 2022.

**STRATEGIC GOAL 3:  
WE WILL RESPOND IMMEDIATELY AND EFFECTIVELY TO EMERGENCY INCIDENTS**

This goal focuses on our statutory duty to respond to emergencies.

**Our key objectives for this year are:**

- The Service will review its resourcing to risk with particular focus on the fire cover in the Ashfield area, following the findings of the Fire Cover Review in 2022.
- Deliver training and revalidation to maintain the skills and competence of operational staff.
- Respond to incidents within an average time of eight minutes.
- Work collaboratively with regional partners to improve the effectiveness of our response to incidents.

**Our focus for improvements this year are:**

- Work towards the replacement of our mobilising system in partnership with our colleagues in Joint Fire Control and Derbyshire Fire and Rescue Service.
- Continue to invest in new fire appliances and specialist vehicles, bringing three new appliances into service this year.
- Review our mobile technology to improve access to information for our Crews, including providing additional mobile radio capability to improve communications at incidents.

**STRATEGIC GOAL 4:  
WE WILL CONTINUE TO SUPPORT AND DEVELOP OUR WORKFORCE AND  
PROMOTE AN INCLUSIVE SERVICE**

This goal focuses on inclusion and the development and wellbeing of our workforce.

**Our key objectives for this year are:**

- Welcome two cohorts of wholetime apprentice firefighters, to begin training in April and September.
- Undertake community engagement and positive action to improve the diversity of applicants and appointees for roles at all levels of the Service.
- Promote employee health and wellbeing.
- Deliver a range of learning opportunities to increase understanding of inclusion issues across our workforce.
- Embed the Core Code of Ethics into our Service Values and behaviours, and act on the relevant learning from reports across the sector in relation to improving our culture.

**Our focus for improvements this year are:**

- Review our leadership development programmes.
- Introduce new uniform following the review of our Service's standards of dress.
- Streamline our recruitment processes to make them more efficient and reduce vacancy times.

**STRATEGIC GOAL 5:  
WE WILL CONTINUE OUR IMPROVEMENT JOURNEY TO DELIVER AN  
OUTSTANDING SERVICE**

This goal focuses on the continuous improvement of our services, systems and processes.

**Our focus for improvements this year are:**

- Undertake phase 2 of our Futures 25 programme, looking at service redesign and financial efficiencies.
- Further develop our online repository of information about risks and communities for our public-facing teams.
- Roll out new tablet computers on our appliances, to improve access to risk information and support mobile working.

- Continue to develop our management information capability to better support performance management and decision making.
- Ensure our intranet is readily accessible to all staff including those with different needs or access requirements.
- Continue to respond to the recommendations of public inquiries, sector learning and new fire standards as they are published.

**STRATEGIC GOAL 6:  
WE WILL MANAGE AND INVEST IN OUR SERVICE TO ENSURE IT IS FIT FOR  
THE FUTURE**

This goal is focused on financial and environmental sustainability.

**Our key objectives this year are:**

- Develop a strategy and roadmap for decarbonisation of our premises and activities.

**Our focus for improvements this year are:**

- Undertake work to improve accessibility and inclusion of facilities at our premises.
- Implement a central management system for electric vehicle charging facilities across our estate.
- To become more inclusive in our decision-making and engagement by developing a community advisory group to advise on the Service's work, reducing bias and promoting inclusion.

**Our performance targets for 2023/24**

Our CRMP describes four pillars around which we measure our performance. Our high-level performance targets for each of these pillars are shown below.

**Community Outcomes**

- Visit 14,000 homes to deliver Safe and Well Visits.
- Complete 1,500 fire safety audits.
- Complete 1,000 business safety checks.
- Reduce the number of Unwanted Fire Signals and lift rescues attended by 3% of the 2021/22 levels.
- Reach incidents within eight minutes, on average, from the time the first fire engine is dispatched.

**Equality, Diversity and Inclusion**

- 100% of new staff will complete mandatory EDI training within two months of joining.
- The Service fulfils its status as a Disability Confident employer.

- All fire stations undertake local positive action engagement activities to support employment, prevention and protection objectives.

### **Professional and Committed Workforce**

- Average number of days lost through sickness absence is at or below an average of 9.2 days per annum for wholetime and support staff and 13.2 day for on-call staff.
- All essential firefighter and officer training is completed.
- All staff have an annual personal development review.

### **Strong Governance and Financial Sustainability**

- Deliver services within the £49.97m budget set for 2023/24.