![Nottinghamshire Fire & Rescue Service logo – Creating Safer Communities]

Nottinghamshire and City of Nottingham
Fire and Rescue Authority

COMMUNITY RISK MANAGEMENT PLAN 2025-2028

Report of the Chief Fire Officer

Date: 28 February 2025

Purpose of Report:

To update Members on the consultation for the Community Risk Management Plan (CRMP) 2025-28, propose a final CRMP for approval and to present the year one Annual Delivery Plan (ADP).

Recommendations:

It is recommended that Members:

- Approve the Community Risk Management Plan 2025 - 2028.

- Note the findings of the consultation for the Community Risk Management Plan 2025 - 2028.

- Note the Annual Delivery Plan 2025/26.

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1.	BACKGROUND

1.1 The Fire and Rescue National Framework for England (National Framework document) states that fire and rescue authorities are required to produce an Integrated Risk Management Plan (IRMP) and, in doing so, they must assess all foreseeable fire and rescue related risks that could affect their communities.

1.2 The National Framework document also requires IRMPs to be easily accessible to the public and reflect effective consultation with the community, staff representative bodies and partners throughout their development (and at all review stages).

1.3 The National Framework document also states that fire and rescue services must be transparent and accountable to their communities for their decisions and actions, and encourage involvement in planning their local service through effective engagement.

1.4 The CRMP is developed in line with the National Fire Chiefs Council Fire Standard for CRMPs and in line with the HMICFRS Inspection framework.

1.5 The tenure of the Service's current Integrated Risk Management Plan, which is called the Community Risk Management Plan, ends on 31 March 2025, requiring the Service to publish a new plan from 1 April 2025.

2.	REPORT

COMMUNITY RISK MANAGEMENT PLAN 2025-2028

2.1 In September 2024, Members approved the draft 2025-2028 CRMP for public consultation.

2.2 In the 2025-28 plan the concept of having six strategic goals, relating to key business and development areas, remain relevant and therefore remain in the CRMP 2025-28. This ensures a continuity of understanding as well as ensuring that the Service maintains momentum across core service improvement areas.

2.3 The six strategic goals are:

- We will help people stay safe from fires and other emergencies.
- We will improve fire safety in the buildings people live and work in.
- We will respond immediately and effectively to emergency incidents.
- We will continue to support and develop our workforce and promote an inclusive Service.
- We will continue our improvement journey to deliver an outstanding Service.

- We will manage and invest in our Service to ensure it is fit for the future.

2.4   Following consultation, the Service undertook a full review of the consultation responses, including stakeholder and peer feedback.

2.5   The consultation identified minimal changes to the CRMP as high levels of confirmation and endorsement on the proposed approach was received.

2.6   The Service has made the following changes following consultation:

- Updated the Financial Overview section to provide greater clarity on the budget position over the term of the plan, and how the Service compares to other fire and rescue services in relation to value for money.
- Updated the Plan-on-a-Page section to better reflect the outcomes the Service aims to deliver.
- Inclusion of a section to summarise the role and outcomes of the Service's consultation and engagement activities.
- Grammar and wording changes, primarily to ensure clarity and aid the reader.
- Added benchmarking data to highlight the Service's excellent On-Call appliance availability.

2.7   The full consultation report, which details a summary of all public feedback, will be available on the Service's website alongside the launch of the CRMP to ensure continued transparency.

2.8   The final version of the CRMP, presented to Members for approval, is attached to this report as Appendix A.

CRMP CONSULTATION

2.9   In accordance with the approved Nottinghamshire Fire and Rescue Service (NFRS) Consultation Framework, the Service undertook a full consultation on the draft CRMP.

2.10   Unlike previous CRMP consultations, the Service chose to manage the consultation process internally rather than commissioning an external company. The Service adopted this approach following a review of previous outsourced consultations, to realise cost savings, to maintain greater oversight, and to further foster meaningful engagement with communities and partners.

2.11   The public consultation ran for a period of nine weeks, from 30 September 2024 to 30 November 2024. During this time, the Service facilitated six focus groups. Approximately 80 people attended, representing a 205% increase in attendance compared with the 2021 consultation.

2.12   The focus groups targeted minoritised communities, including LGBTQ+ individuals, people with disabilities, older people, younger people, and individuals from minoritised backgrounds who had previously engaged with

the Service as part of other initiatives. In addition, the Service facilitated a general populus focus group.

2.13 To support the community consultation, the Service wrote to over 180 external stakeholder bodies to invite feedback. This included neighbouring fire and rescue services, blue light partners, all tiers of local authorities, diversity, disability and community groups, and other public sector bodies.

2.14 Throughout the consultation period, the Service promoted the consultation through its social media channels, reaching approximately 300,000 users – an increase in reach of 329% compared with the last CRMP consultation.

2.15 The Service also conducted direct engagement. Staff distributed over 2,000 leaflets to members of the public, including business owners, when conducting business safety activity and homeowners during safe and well visits. Additionally, the Service included leaflets in all appropriate correspondence with members of the public throughout the consultation period.

2.16 Through the development and delivery of the consultation the Service sought advice and support from community representatives via the Community Advisory Group (CAG).

2.17 In total, the Service received 645 responses to the consultation questionnaire. Of these, members of the public submitted 453 responses, staff submitted 157 responses, and partner organisations submitted 35. Overall, responses received in this consultation increased by 658% compared with the consultation undertaken in 2021.

2.18 A cross-section of communities submitted responses to the consultation survey:

- Under thirty-fives saw an increase of 1,200% in responses in this consultation, from 11 in 2021 to 143 this time around.
- 57.5% of responses were from female respondents.
- The sexual orientation demographic distribution is representative of the community of Nottinghamshire.
- Non-white British responses increased by 925% compared with 2021, making up 19% of the total responses received in this consultation.
- Responses from individuals with a disability or long-term health condition increased by 13.2% compared with 2021 and was representative of this demographic in Nottinghamshire.
- Participation by most religions and beliefs was representative of the community of Nottinghamshire.

2.19 In addition to delivering a comprehensive consultation process, that resulted in record levels of feedback, a cost efficiency of circa £23,000 was made when compared to previous outsourcing costs.

2.20 As well as public and stakeholder consultation, to validate the Service's approach to CRMP development, external fire service peers with technical CRMP expertise undertook a peer review of the draft CRMP. The draft CRMP was reviewed against both the fire standard and the HMICFRS inspection framework. Positive endorsement on the services methodology and approach was received from this review.

2.21 The full consultation report can be reviewed as Appendix B to this report.

ANNUAL DELIVERY PLAN 2025-2026

2.22 The Service will produce a CRMP Annual Delivery Plan (ADP) for each of the three years of the CRMP. The ADP provides a focused view of the business year ahead and highlights the actions the Service will deliver against each of the strategic goals during the coming fiscal year.

2.23 Appendix C of this report contains the ADP for the fiscal year 2025/26. As the ADP will only be published online in an accessible format, it is presented to Members as a basic text format.

2.24 The Annual Statement of Assurance, presented to Authority for approval each July, reports publicly on how well objectives have been delivered against the previous year's ADP. Once approved the documents are hosted on the Service website for public transparency.

ACCESSIBILITY

2.25 The approved plans will be effective from 1 April 2025. The primary means to access the new CRMP, and the ADP will be via the Service's website. Responding to consultation feedback, a downloadable version will also be available.

2.26 This online approach ensures the Service conforms to current accessibility regulations and means that the documents can be translated into multiple languages, and the formatting supports the use of screen readers. printed versions will continue to be available on request to the public and printed copies will be available for internal reference.

2.27 A comprehensive programme of communications will support the launch of the plan to raise awareness of the new CRMP and the ADP both internally and externally to the organisation.

3. FINANCIAL IMPLICATIONS

3.1 The CRMP operates in line with the Service's Medium-Term Financial Strategy.

3.2 All of the business actions within the Annual Delivery Plan go through the Service's annual business planning process which includes robust financial and resource planning.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

4.1 Strategic Goal 4, outlined within the CRMP, is to "continue to support and develop our workforce and promote an inclusive Service."

4.2 This goal outlines NFRS' plans to ensure that the workforce has the professionalism, skills, capacity, and flexibility to deliver an outstanding service. This includes education and training, improved use of data to inform decision making, undertaking functional reviews to ensure that resources align to the needs of the organisation, and continuous professional development for colleagues in all areas, including talent management and leadership development.

5. EQUALITIES AND ETHICAL IMPLICATIONS

5.1 The Service undertook equality impact assessments (EIAs) for the consultation and the main CRMP document.

5.2 Any projects arising from strategic goal actions are subject to a specific EIA.

5.3 The hosting of the documents through the Service's website ensures that the Service meets current accessibility requirements for a range of communities.

5.4 Strategic Goal 4, outlined within the CRMP, is to "continue to support and develop our workforce and promote an inclusive Service."

5.5 This goal outlines plans to ensure that the NFRS workforce operates within an inclusive and positive workplace environment. It outlines the Service's commitments to drive cultural development, adopt a long-term approach to improving the diversity of the workforce and prioritise workforce wellbeing.

5.6 The CRMP was developed with alignment to the national Core Code of Ethics

6. ENVIRONMENTAL AND SUSTAINABILITY IMPLICATIONS

6.1 Strategic Goal 6, outlined within the CRMP, is to "manage and invest in our Service to ensure it is fit for the future."

6.2 This goal ensures that the Service manages its finances, delivers value for money, and investments are prudent to deliver an outstanding service which is fit for purpose now, and in the future.

6.3 A key objective of this Strategic Goal is to continue to refurbish and improve fire stations, with a focus on reducing the environmental impact of NFRS buildings.

6.4　The Service carefully considered environmental and sustainability implications during the development of the CRMP, the consultation process, the formulation of strategies underpinning the CRMP, and the creation of annual delivery plans. The Service remains committed to sustainability and to minimising its environmental impact.

7.　LEGAL IMPLICATIONS

The Fire Authority has a statutory duty to produce a Community Risk Management Plan and a requirement to fully consult, and consider the responses, on any changes to service delivery.

8.　RISK MANAGEMENT IMPLICATIONS

8.1　The proposed Community Risk Management Plan addresses the requirements of the National Framework document to assess 'all foreseeable fire and rescue service risks' and captures the actions that the Service will take to mitigate these.

8.2　In the development phase of the CRMP various assessments of risk are undertaken. These included a Strategic Assessment of Risk which looks to review all foreseeable organisational risk areas and an externally commissioned Fire Cover Review (FCR). The FCR reviews all operational risk areas and makes an assessment against our service delivery model. The findings from these reviews are then integrated into the CRMP and ADP workstreams. A high-level overview of these risk reviews is included in the CRMP including a specific section on 'Community Risk Assessment'.

8.3　For transparency both the Strategic Assessment of Risk and the Fire Cover Review will be available on the Service's website once the CRMP is launched.

9.　COLLABORATION IMPLICATIONS

9.1　The Service has been in close contact with neighbouring Services and partner agencies through the formation of the proposed plan.

9.2　A sector peer review was utilised as part of the consultation process.

10.　RECOMMENDATIONS

It is recommended that Members:

10.1　Approve the Community Risk Management Plan 2025 - 2028.

10.2   Note the findings of the consultation for the Community Risk Management Plan 2025 - 2028.

10.3   Note the Annual Delivery Plan 2025/26.

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

None.

Craig Parkin
CHIEF FIRE OFFICER

NOTTINGHAMSHIRE
Fire & Rescue Service

Community Risk Management Plan
2025–28

CREATING
SAFER
COMMUNITIES

Nottinghamshire Fire and Rescue Service is committed to ensuring equality of access to all. We recognise that we serve a diverse community.

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اگر آپ اس دستاویز کو کسی متبادل زبان میں یا قابل رسائی شکل میں دیکھنا چاہتے ہیں، تو براہ کرم ہماری ویب سائٹ ملاحظہ کریں۔

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Foreword

Welcome to our Community Risk Management Plan (CRMP) for 2025-28 which sets out how we will deliver our fire and rescue service over the next three years and highlights our key ambitions.

This plan has been produced in consultation with our communities and partners, to ensure it meets the needs of our communities and addresses the risks we face. It is aligned to our long-term ambition to be an outstanding fire and rescue service, as outlined in Our Ambition 2032 which is available on our website.

This CRMP builds on the strong performance of our last plan. We will be maintaining our focus on six strategic goals as we continue to work towards our ambition to deliver an outstanding fire and rescue service. In developing this plan, we have continued to be guided by our core purpose of "Creating Safer Communities".

The communities of Nottingham and Nottinghamshire are central to everything we do. Over recent years we have strengthened our links with community groups across the City and County, to better understand their needs and concerns. The insights these relationships provide, combined with other sources of information about how communities are changing, help us to develop and tailor our services. We value this dialogue and will continue to build and nurture these relationships over the life of this plan, to deepen our understanding of our communities. This will help

to ensure our resources and services are used to best effect to support and protect those who are most vulnerable to the risk of fires or other emergencies.

We have made considerable improvements in our productivity over the course of the last CRMP, delivering record levels of prevention and protection activities, alongside more community engagement too. This work is central to making communities safer. We will strengthen our community engagement programme over the life of this plan, working more collaboratively with partners to deliver efficient and joined up services. We will work with local authorities and others to support economic and social development across the county, ensuring the buildings people live and work in comply with fire safety legislation.

It is important that the public have trust and confidence in us as an emergency service. Over the last 18 months, the fire sector has been widely criticised for its culture and values. We believe it is imperative that we have a safe and inclusive working environment where people can thrive, and that we fulfil our public duties in a professional and respectful way. The results of our 2024 staff survey indicate that a majority of our colleagues

feel included and welcomed at work, and that they would feel confident to report concerns about any inappropriate behaviours or attitudes. However, there is always room for improvement, and we are not complacent. We will continue to invest in our cultural development and through our activities in the community to ensure we maintain public confidence.

As part of our commitment to being an inclusive employer, we have made a substantial investment in upgrading our station facilities to ensure they are accessible and provide dignity for all. We will invest further in our buildings during the life of this plan, to improve training and other facilities. We will also build a new community fire station to replace the ageing Stockhill fire station, which will be designed to use renewable energy sources.

There are other areas of investment which are needed to ensure the Service is fit for the future. We will invest in new emergency vehicles and operational equipment to ensure they align to the changing risks we face. We will also introduce a new emergency call handling and mobilising system.

We will continue to improve our environmental sustainability by increasing our fleet of electric support vehicles and taking opportunities to improve the energy efficiency of our buildings where we can.

Alongside this, we must ensure our investment programme is affordable. We consider the financial position of the Authority over the CRMP period against a backdrop of both national and local challenges. We have undertaken a number of reviews to ensure we have options to meet financial challenges that we may face during the three years of this plan. At the heart of any review is how we provide the best possible service to our communities while using our resources in the most efficient and effective way.

Our performance is independently assessed by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS).

Our most recent HMICFRS inspection took place in 2024. The inspection team judged our performance against eleven different criteria and their report confirms that we continue to be one of the best performing services in England. This reflects the collective hard work and dedication of our people who, every day of the year, deliver a service we can all be proud of. We hope that this judgement gives you, the public, confidence that we are doing the right things in the right way. However, we are not resting on our laurels. We continue to adapt and improve as our communities, society and risks evolve to ensure we use our resources and deliver our services in the most efficient and effective way.

You will find further information about this CRMP, and the strategies and delivery plans which support it, on our website.

Audra Wynter
Chair of the Combined Fire Authority

Craig Parkin DL
Chief Fire Officer

Introduction

Every fire and rescue service has statutory duties and responsibilities that are set out in legislation.

The **Fire and Rescue Services Act 2004** details our duties to:

Respond to fires and other emergencies

Prevent fires and other emergencies

Protect commercial and public buildings

Educate and inform the public

The **Civil Contingencies Act 2004** details our responsibility, as a category one responder, to work with other agencies and emergency services to assess risks and work together to plan and prepare for a range of emergencies.

The **Regulatory Reform (Fire Safety) Order (RRO) 2005** details our role in promoting, educating and enforcing fire safety regulations in premises such as offices, factories, shops, hospitals, care homes, public and tall buildings.

The **Fire and Rescue Service National Framework for England (2018)** sets out the priorities for fire and rescue authorities, which are to:

- Identify and assess the full range of foreseeable fire and rescue related risks within their areas

- Make appropriate provision for fire prevention and protection activities and response to fire and rescue related incidents

- Develop and maintain a workforce that is professional, resilient, skilled, flexible and diverse

- Collaborate with emergency services and other local and national partners to increase the efficiency and effectiveness of the service they provide

- Be accountable to communities for the service they provide

The Framework also requires us to produce an Integrated Risk Management Plan that sets out our assessment of risk and explains how we will use our resources to reduce risk and respond to emergencies. We are required to make this plan accessible and publicly available, and to consult with the public and other stakeholders in its development.

In line with the latest sector guidance, we have adopted the title of a Community Risk Management Plan that focuses on our commitment to serving our local communities.

We meet this requirement of the Framework through the publication of this Community Risk Management Plan (CRMP), which has been the subject of a formal public consultation.

The CRMP document is supported by other documents which are available on our website.

Our Ambition 2032

Describes our long-term ambition for the Service.

Our summary of the foreseeable fire and rescue risks within our communities and the actions we plan to take to mitigate them.

CRMP 2025-28

Our strategies provide more detailed information about how the Service plans to deliver and develop its services to meet the objectives set out in the CRMP.

Safer Communities strategy 2025-28

People and Culture strategy 2025-28

Enabling Services strategy 2025-28

Financial strategy 2025-28

Each financial year we produce a detailed plan for action, including performance targets and planned programmes of development.

Annual Delivery Plan

In addition to the legislative framework, the Fire Standards Board continue to develop a range of professional standards for fire and rescue services. We are committed to adopting these standards into our ways of working. They include a Community Risk Management Planning fire standard. We have developed this plan in accordance with that standard. Through benchmarking against these standards we can ensure a level of assurance across all aspects of our business.

About us

Our purpose

Our purpose is **'Creating Safer Communities'**, across the City of Nottingham and the county of Nottinghamshire, whether that be preventing emergencies from occurring, protecting people in the built-up environment or responding to 999 emergency calls.

We aim to positively contribute to the wider sustainable development of the communities of Nottinghamshire by improving life chances for young people and supporting our partners and other emergency services.

Our ambition

Our ambition is to be an outstanding fire and rescue service by 2032, where:

- Communities feel safe and protected by NFRS, and NFRS is a respected and valued emergency service and partner organisation

- Our services are built on efficient and effective practices, that are continually improving

- Our people are professional, proud and passionate to serve our communities

- The Service contributes to a more sustainable future

Our organisation

Nottinghamshire and City of Nottingham Fire Authority, which is made up of six Councillors from Nottingham City Council, 12 Councillors from Nottinghamshire County Council and the Nottinghamshire Police and Crime Commissioner, is legally responsible for the provision of the fire and rescue service.

The Service operates with over 800 people and an annual budget, in 2025-26 of £55m.

Our core services are delivered by a full-time equivalent staff of 704 people operating mainly from our fire stations, and they account for 63% of our annual expenditure. This includes an establishment of 432 wholetime firefighters and officers and 237 on-call firefighters.

Their work is enabled by 134 full-time equivalent roles working in support functions, who are mostly based at our Joint Headquarters and Service Development Centre. These colleagues account for a further 10% of our annual expenditure.

Our values and culture

Our ambition is not just about the work that we do, it also focuses on the way in which we go about our work. Our values and culture are important to us and play a significant role in becoming an outstanding organisation. Culture refers to our identity as an organisation, who our colleagues are, what we do and how we do it.

Our values ensure that we put communities at the heart of all that we do. They align with the national Core Code of Ethics, embedded in our leadership and behavioural frameworks. These frameworks set out the expected standards of behaviour from colleagues at all levels of the organisation.
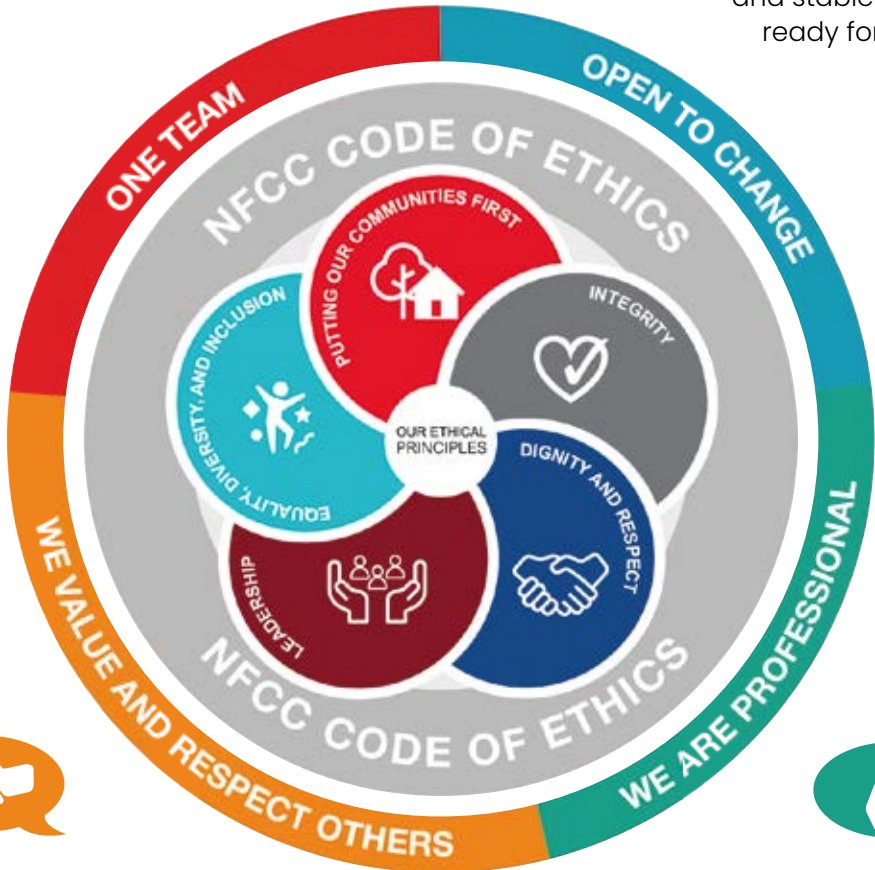
One team

We are one team working together to create safer communities

Open to change

We open ourselves up to new ideas and become a more sustainable and stable organisation, ready for the future.

Value and Respect

By treating our staff, our community and our service users with respect and consideration we become a more customer-focused and inclusive organisation.

Professional

We behave with integrity and take personal responsibility for our behaviour and decisions.

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Culturally, we are a positive, inclusive and welcoming organisation, in which

- We feel a sense of belonging and are caring and supportive of our colleagues

- We are proud and compassionate public servants who always put our communities first

- We are well trained and professional, as individuals and teams, and take pride in a job well done

- We feel valued and engaged, in an environment where everyone can thrive and contribute to our shared ambition of service excellence

- We are respected and empowered, and we take responsibility for our actions and decisions

- We celebrate our successes, and we acknowledge and learn from our mistakes

Our achievements

Emergency Service of the Year 2024

In 2024, we were named as Emergency Service of the Year at the annual Excellence in Fire Awards.

HMICFRS

HMICFRS inspect fire services on behalf of the public. In our 2024 inspection, we were judged to be 'Good' in ten out of eleven areas, and 'Adequate" in the eleventh, rating us as one of the best performing services in the country.

Skills for Justice accredited training centre

Awarded as an approved centre to deliver our fire safety qualifications and our incident command training programme. This ensures our training provision is delivered to the highest standards.

Ofsted

Our firefighter apprenticeship is governed by Ofsted. In our last inspection we received Good in the areas of quality of education, personal development, leadership and management and apprenticeships and Outstanding in the area of behaviour and attitudes.

Disability Confident

We are a disability confident employer. This means we have an inclusive workplace for people with disabilities.

White Ribbon

In 2023, we achieved White Ribbon accreditation and are working on an action plan to support the charity in engaging men and boys to end violence against women and girls.

Armed Forces Covenant

The Service is a Gold Award holder for our Armed Forces Covenant work. This demonstrates our commitment to supporting our Veterans and those currently serving as Reservists.
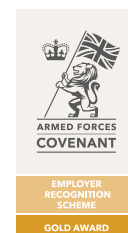
Financial overview

We strive to provide the public with value for money services. Over recent years we have worked hard to make efficiencies to ensure that services are maintained within our available funding.

It is a statutory requirement under the Local Government Finance Act for the Fire Authority to produce a balanced budget.

Medium-Term Financial Strategy

Each year we update our Medium-Term Financial Strategy (MTFS). This can be viewed on our website.

The MTFS provides an overarching view of the way in which the Fire Authority's finances will be managed and it brings together various related financial strategies in one cohesive document. It demonstrates how the Authority's resources are used to support its CRMP.

Within the MTFS, the medium-term financial plan forecasts funding requirements, based on a set of assumptions. In common with other public sector services, we continue to face challenging financial circumstances. This is reflected in the budget forecasts, which indicate an increasing risk of funding deficit. An efficiency strategy outlined in the MTFS has identified ways in which we will be seeking to make savings, to mitigate this risk.

- Shortfall
- Available funding
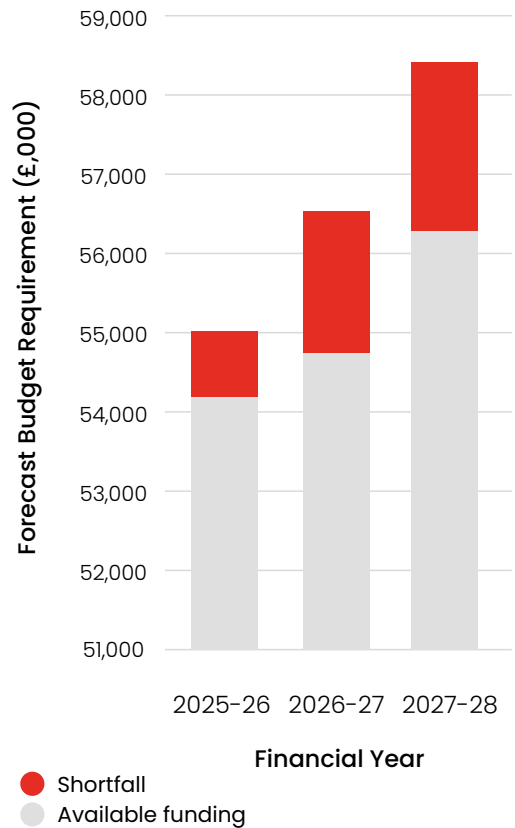
How we are funded

The Fire Authority is funded through a combination of income from council tax, income from business rates and a share of central government grants. The Service also generates a small amount of income. This is through rents, fees and charges, and investments.

Our budget for 2025-26 is £55m.

Funding breakdown 2025-26

Business rates 20%

Revenue support grant 15%

Income/Grants 12%

Council tax 53%

- Council tax
- Business rates
- Revenue support grant
- Income/Grants
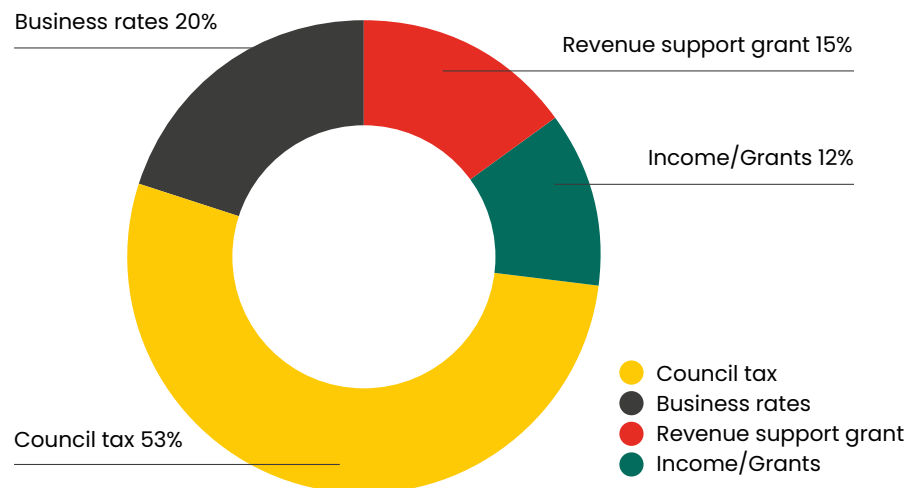
What we spend

We spend our budget in the following areas:

Revenue Expenditure 2025-26

- ● Employee costs
- ● Supplies and services
- ● Premises
- ● Debt Costs
- ● Transport

Transport 4%

Debt Costs 5%

Supplies and services 10%

Premises 8%

Employee costs 73%

Capital spending

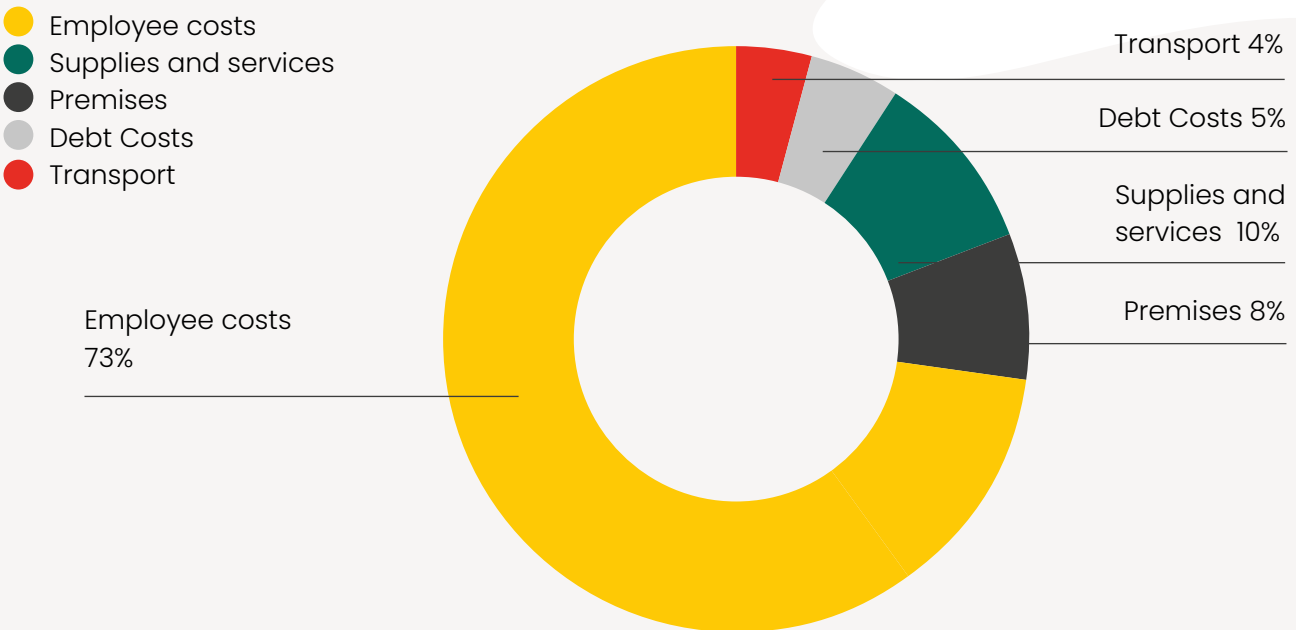Within the MTFS is the Service's Capital Strategy. This details how the Authority will invest in projects in areas such as fleet, estates, equipment and ICT. Our capital expenditure is largely funded through borrowing.

Plans for capital expenditure during this CRMP include:

- A new community fire station to replace Stockhill station
- A new emergency call handling and mobilising system
- New fleet including new fire appliances, a new Aerial Ladder Platform and other specialist vehicles
- New equipment including specialist operational

equipment for dealing with road traffic collisions

- New operational personal protective equipment
- New technology including ICT hardware replacement and system upgrades

In 2025-26, we will invest £8m across these areas.

Assurance

Our spending is scrutinised through the Fire Authority, both through the Finance and Resources Committee and the full Fire Authority meetings. Internal and external audits are also undertaken to provide a further level of assurance for the communities of Nottinghamshire.

The internal auditors provided a rating of substantial assurance for 2023-24. The external auditors commentary on value for money for 2021-22 and 2022-23 reports no significant weaknesses. They found the Fire Authority had proper arrangements in place in relation to financial sustainability, governance and improving economy, efficiency and effectiveness.

We compare well to other services in England. According to information compiled by HMICFRS, our overall expenditure per head of population is £40.92, compared with a national benchmark of £46.66. Our firefighters cost £23.98 per person per year, compared to a national benchmark of £26.96.

Community overview

Geography

- Borders with Derbyshire, Leicestershire, Lincolnshire and South Yorkshire

- Over 300 miles of waterways, with several major rivers and canals passing through the county, including the River Trent

- The county is made up of eight local authority areas, with nine market towns and a thriving, and increasingly diverse, city

838
sq miles

much of it rural land and forestry, including Sherwood Forest

Over **6,000** tall buildings more than 11m in height

Over **180** residential buildings over 18m in height, of which over **150** are in the City

Buildings and infrastructure

- 4,636 listed buildings, with 72 buildings on the Heritage At Risk Register

- Over 3,500 miles of road and motorway

- Over 20 miles of tramlines, with 37 trams and 50 stops across the network

- Two principal rail routes, the East Coast Main Line and Midland Mainline

Economic

Levels of deprivation vary across the City and County. The Index of Multiple Deprivation (IMD) is an official measure of relative deprivation in England.

- Nottingham City is ranked 11th out of 317 local authority districts, making it one of the most deprived in the country

- Nottinghamshire is ranked 101 out of 151 Upper Tier Local Authorities in England, with 1 bring the most deprived

- Mansfield is ranked 46 out of 317 local authority districts

- Rushcliffe is ranked 314 out of 317 local authority districts, making it one of the least deprived in the country

- The percentage of households experiencing fuel poverty varies from 10.6% in Rushcliffe to 18.1% in the City
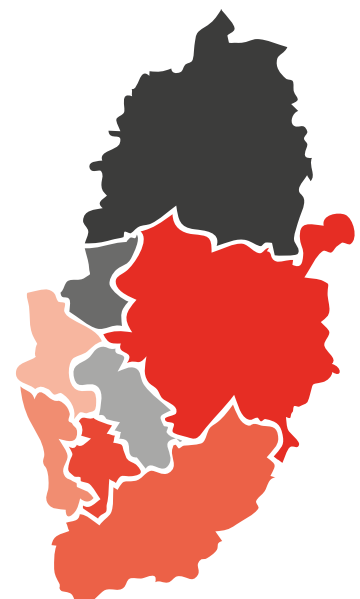
Population

- Around half the county's population live in and around Nottingham City

- Over 60,000 students in the City area, from two universities

- Almost 482,000 households in the county, of which 125,000 are in the City

Overall population of

1.15 million

people, **over 70%** living in urban areas

The ethnic diversity of the City is:

3% other

6% mixed ethnicity

10% Black

15% Asian

66% White
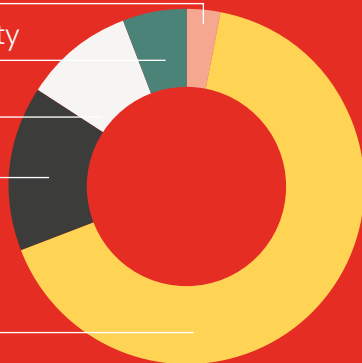
The ethnic diversity within the County is:

2% mixed ethnicity

1% Black

3% Asian

94% White
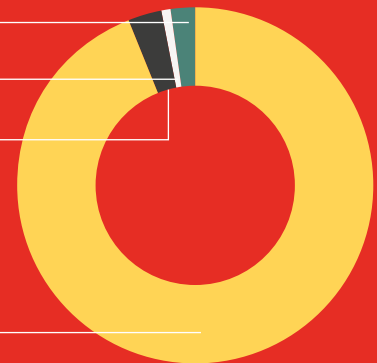
Health and lifestyle

- Smoking rates in the City and the Mansfield area are significantly higher than the national average at 21%. Within the County on average the rate is 12%, which is aligned to the national average

- 12,800 people are dependent on substances, alcohol being the most common

- Overall life expectancy in the City is 79 years and in the County it is 81 years which is close to the national average

Within the City, **17%** of people report living with a long-term limiting illness or disability. Within the County, the equivalent figure is **20%**.

Looking ahead

In order to ensure that we can provide an effective service into the future, it is important that we look ahead at the changes which we might need to respond to.

We use an approach called PESTELO analysis to help with this, which involves assessing the political, economic, societal, technological, environmental, legal and organisational landscape to determine significant risks and drivers. The key insights from this are summarised below.

Political landscape

The election, in May 2024, of the first East Midlands Mayor may provide opportunities for accessing funding for specific initiatives and is likely, in the longer term, to see closer collaboration with Derbyshire Fire and Rescue Service.

Working in partnership, the National Employers (England), the National Fire Chiefs Council (NFCC) and the Local Government Association (LGA) have developed "Fit for the Future", which defines what the fire and rescue sector aims to look like in the future and the challenges it faces in getting there. The previous Government had been pursuing fire sector reform and consulted on a White Paper in 2023. At the time of writing, we are awaiting further clarification on the direction the new Government intends to take in relation to sector reform.

Economic landscape

The high levels of inflation we have experienced during 2022-23 are abating but interest rates remain much higher than they have previously been. With continuing geo-political turbulence, there remains a risk to economic stability. Domestically, public sector spending in general, and in the fire sector in particular, is not expected to increase above the level of inflation in the coming years.

We are legally required to set a balanced budget, which is more challenging when we receive single-year funding settlements from the government. Nationally, the sector continues to lobby government for a longer-term funding settlement. In the meantime, we will need to continue to seek ways to improve our ways of working, restructure or redesign our services to live within our means.

Societal landscape

Our community constantly changes. Over the coming years we expect to see increasing diversity within the population of the City. Across the area, as nationally, the proportion of older people is growing, and more people are living alone and living at home with complex or chronic health conditions. Changes in health and lifestyle can affect the types and levels of risk we need to prepare for and the services we provide.

Technology landscape

Technology provides opportunities to make our processes more efficient, and to improve the accessibility of our services. However new technologies can also present new and emerging risks, which we will need to prepare for. For example, the growth in the use of lithium-ion batteries, in everything from disposable vapes to solar energy storage solutions presents new challenges for firefighting and fire prevention.

Artificial Intelligence (AI) presents both an opportunity and a threat. There will be opportunities to use AI-based tools to help improve the efficiency and effectiveness of our activities. The threat to cyber security is constant and ever-changing, and whilst AI can help us protect the Service from cyber crime, it is also something that criminals will use to attack organisations.

Environmental landscape

Extreme weather events are predicted to become increasingly frequent. They can lead to extensive wildfires and widescale flooding, of the kind we have responded to in recent years. This is already leading to changes in the way we train and equip our fire crews, and this will continue to be reviewed.

At the same time, we have a social responsibility to reduce our own carbon footprint, and will be working towards decarbonisation over the coming decade, including taking whatever steps we can to minimise the environmental impacts of our incident response activities.

Organisational landscape

As we work towards a more diverse workforce, we will need to ensure that we adapt to the needs of staff, including considering how we manage the physical demands of operational roles on an ageing workforce and balance the requirements of the Service against the diverse needs of our colleagues.

There will be a continuing focus on the health, safety and wellbeing of colleagues, especially in relation to issues such as contaminants and mental health.

With continuing national and political focus on culture and values within the emergency services, we will continue to nurture our positive and inclusive workplace culture.

" To ensure we can provide an effective service into the future, it is important to look ahead at the changes we might need to respond to. *"*

Community risk assessment

National risks

The National Risk Register 2023 provides information about the most significant emergencies that could impact the country now and in the future. It is maintained by the UK Government and based on the National Security Risk Assessment. This register identifies various risks that, while unlikely to occur, could have significant and potentially catastrophic consequences for different parts of the country. These risks include terrorist attacks, cyber-attacks, failures or accidents involving critical national infrastructure (such as electricity and gas supplies), extreme weather events, pandemics, emerging infectious diseases, widespread public disorder, and industrial action.

As a category one responder, we must be ready to act in the event of an incident and ensure that we can continue to deliver our statutory duties if we are affected by such events.

Regional risks

We are a key member of the Nottinghamshire Local Resilience Forum (LRF). The role of the LRF is to plan and prepare for localised incidents and catastrophic emergencies. It maintains a Community Risk Register, which identifies the most significant and high impact risks that could affect the county. We work with our partners to prepare plans and carry out exercises to mitigate these risks.

The Community Risk Register also informs our operational preparedness and business continuity plans within the Service.

Local risks

We have reviewed and updated our internal strategic assessment of risk, looking at political, economic, technical, environmental, societal, legal and organisational risks. Any factors which pose a significant risk are added to our corporate risk register where mitigations are then considered and managed by our leadership team. More information about our strategic assessment of risk can be found on our website.

Operational risks

Fires in dwellings (accidental and deliberate)

Fires in dwellings include buildings where people live or intend to live, such as houses, flats, accommodation blocks, residential caravans, and houseboats. National research and historical incident data show that fires disproportionately impact vulnerable individuals in our communities.

Analysis of the causes of fires in the home and their severity identifies that certain factors can make a person more vulnerable.

Risk of fires in dwellings
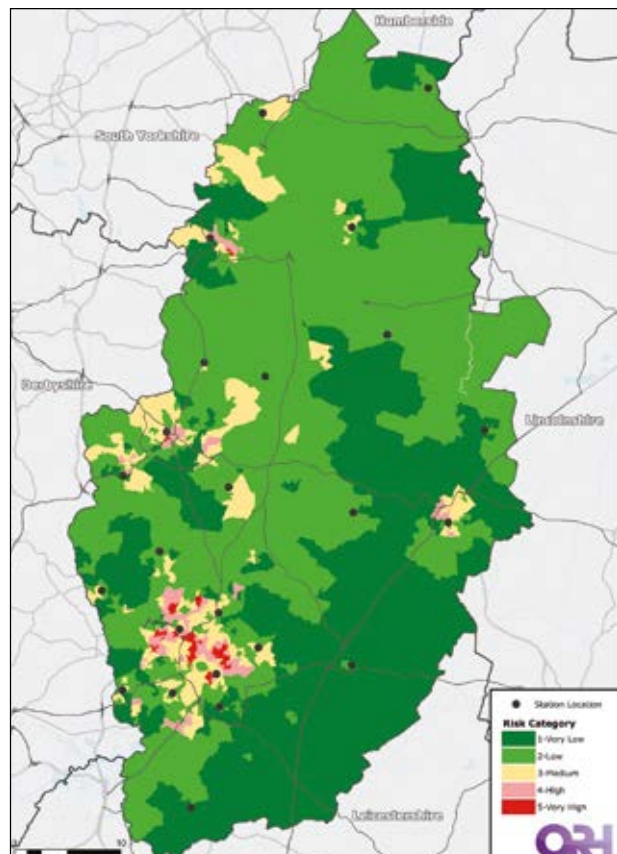
These factors include a person's age, mobility, mental health, whether they are on medication or have dependency, whether they live alone and whether they smoke. Additionally, people in marginalised groups, including those with language and cultural barriers, transient communities, and individuals who are socially and economically deprived can also be more vulnerable.

In 2023-24, we attended **542 dwelling fires where the cause was accidental or unknown**. During the same period, we responded to **44 dwelling fires that were identified as deliberate**.

Fires in industrial and commercial buildings (including waste and recycling sites)

Industrial and commercial buildings in Nottinghamshire, such as factories, offices, shops, and public buildings, generally have a lower fire risk. However, certain types of sites, particularly manufacturing, waste and recycling facilities present higher levels of risk and challenges in the event of an incident. Fires in these buildings can draw on significant resources and impact local communities and the environment.

Fire in tall buildings

Tall buildings, whether residential, commercial, or mixed-use, are designed and built to resist fire and prevent smoke spread. Although the risk of a fire starting is not increased, the unique challenges posed by tall buildings can amplify hazards. Factors such as layout, occupancy type, and environmental conditions can affect evacuation and firefighting efforts. We collaborate with partners to ensure compliance with fire regulations. High-rise buildings, defined as those 18 metres or taller, require additional fire safety measures, including

rising mains and protected lobbies. **Nottinghamshire has 281 buildings over 18 metres tall, of which 41 exceed 30 metres.**

Heritage and listed properties

Nottinghamshire boasts 4,500 listed buildings, structures, and monuments. These buildings are graded to reflect their special architectural and historic interest.

Wildfires

The threat of wildfires is increasing due to climate change. A wildfire is defined as a large, uncontrolled, destructive fire that spreads quickly over woodland or brush. There were 442 wildfires in England and Wales by Summer 2022, compared with 247 in 2021. Periods of warmer and drier weather create conditions that elevate the risk of wildfires. **According to the Met Office, wildfires are projected to increase globally by 14% by 2030, 30% by 2050, and 50% by 2100**. The warmer summer temperatures of 2022 likely contributed to a spike in grassland and vegetation fires. An increase in wildfires in Nottinghamshire could impact fire cover, the economy, flood risk, habitats, wildlife, and air quality. There may also be a need to assist colleagues in other counties during times of heightened wildfire activity.

Outdoor and secondary fires

These fires, occurring in grass, refuse, wheelie bins, etc., typically do not cause injury or loss of life. The majority are deliberate and impact communities, causing financial detriment to the local economy and diverting resources from other key activities. **In 2023-24, we attended 1,467 outdoor or secondary fires**, 701 of which were refuse fires. These fires accounted for **43% of all the fire related incidents we attended.**

Lithium-ion batteries and household devices

The use of lithium-ion powered devices, including e-scooters, e-bikes and energy storage, is on the rise, leading to an increase in related fire incidents. The use of e-cigarettes or 'vapes' also presents concerns, especially with the emergence of counterfeit or faulty products and poor charging practices. **By 2027, replaceable or rechargeable batteries in all consumer products, including vapes, will be mandatory.** Sustainability regulations are expected to increase the number of lithium batteries in use within our communities. In 2023-24, our crews attended five fires attributed to faulty e-scooter or e-bike batteries, resulting in four injuries, some serious. Based on current trends, this number is likely to rise.

Industrial hazards and hazardous materials

Businesses in the UK are legally required to protect their employees, third parties, and the public from potential hazards arising from their operations. Additionally, they must ensure that their activities do not harm the environment. Companies that handle or store hazardous substances must implement robust measures to prevent or mitigate the impact of accidents on both people and the environment. Businesses that use or store more dangerous substances are strictly regulated under the Control of Major Accident Hazards Regulations 2015 (COMAH) and the Radiation (Emergency Preparedness and Public Information) Regulations 2019 (REPPIR).

In Nottinghamshire, there are six COMAH sites, of which three are classified as Upper Tier and three as Lower Tier. Currently, no sites in Nottinghamshire are subject to REPPIR regulations.

Road Traffic Collisions (RTCs)

In 2023, a total of 4.81 billion vehicle miles were travelled on roads in Nottinghamshire. The road network includes major routes such as the M1, A1 and A46.

The majority of RTCs in Nottinghamshire occur between 12:00 and 19:00 hours. **Between 2021–23, 47 people were killed and 411 were seriously injured on Nottinghamshire's roads.** Excessive speeding accounted for 21 deaths, and drink or drug driving resulted in 18 deaths. The age groups most affected by RTCs are people aged 17–34 years, who account for a significant portion of casualties and fatalities. Motorcyclists, cyclists, and pedestrians are at higher risk of serious injury or death.

Vehicle fires

These fires can be accidental or deliberate, with the majority that we attend being deliberate. **Between 2021 and 2024, we attended an average of 384 vehicle fires per year.**

Risk of road traffic collisions

Electric vehicles & alternative fuel vehicles

Fully electric vehicles are considered essential for reducing carbon emissions and achieving a greener future. As the popularity of electric vehicles grows, so does the potential for fires involving these vehicles. **Fires involving lithium-ion batteries are often prolonged and present significant challenges to firefighters, as well as hazards to the public and the environment.** With the continued diversification of alternative-fuelled vehicles, we also anticipate an increase in the adoption of biogas and hydrogen-fuelled vehicles on our roads.

Rail and tram networks

Two principal rail routes, the East Coast Main Line (ECML) and Midland Mainline, run through Nottinghamshire, with Nottingham Train Station serving as a hub for the national rail network. The Nottingham Express Transit (NET) Tram network has two lines crossing Nottingham City and over 20 miles of tram lines serving local communities. Tram and rail incidents present specific and unique risks and hazards to our responding crews. During 2023-24 we attended nine incidents involving trains and trams.

Rescues from water

In Nottinghamshire, over 85,000 properties are at risk of flooding from various sources, with 12 major flood events over the past 12 years. Nottingham City Council and Nottinghamshire County Council maintain Flood Risk Management Strategies that aim to manage future flood risks

and adapt to climate change. Flooding related incidents account for a small number of our total operational incidents, however, flood conditions often pose challenges that require significant resources during spate conditions. **In 2023-24, we attended 44 incidents due to flooding, 14 of which involved vehicles.**

We maintain a National Resilience High-Volume Pumping appliance that supports responses to local and national flooding events.

Nottinghamshire also has a number of rivers and open water sources. We respond to incidents in which people need to be rescued from water. **In 2023-24, we attended 29 water rescue incidents. These incidents, while few, are challenging and high-risk.**

Rescue from height and depth (including confined spaces)

All our fire appliances are equipped with safe working-at-height equipment, enabling rescues from height and depth. These incidents are often protracted, complex and difficult to resolve. We have a specialist rope rescue capability for more complex incidents.

Bariatric rescues

We primarily respond to bariatric rescues at the request of the ambulance service or other agencies. These incidents can be complex and time-critical, involving the lifting and moving of individuals who often require medical intervention. **In 2023-24, we attended 79 bariatric rescues, an increase of 41% from 2022-23.**

Animal rescues

Animals in distress, including pets, livestock, and wild animals can pose serious risks to the public, other agencies and responders. We have a specialist animal rescue capability for the rescue of larger animals, many of which also include other complications such as the animal being injured or in water, mud, or at height. In 2023-24, we attended 78 animal rescue incidents.

" We identify and assess the full range of foreseeable fire and rescue related risks in Nottinghamshire. "

Fire cover review

Our response activity is a critical aspect of our service, reflecting our commitment to public safety and emergency response. In the formulation of this CRMP, we have reviewed our operational activity over the previous five years and assessed our risks. Working with an independent specialist, ORH, we have undertaken a fire cover review to provide an evidence-based assessment of how we resource against our known risks. The review has used nationally recognised methodologies, developed by the National Fire Chiefs Council (NFCC) in collaboration with ORH, and informs the approach we take through the strategic goals detailed within this plan. Over the past five years, we have responded to:

9,659 incidents	**8,992** incidents	**10,096** incidents	**11,342** incidents	**10,595** incidents
2019–20	**2020–21**	**2021–22**	**2022–23**	**2023–24**

There are no national standards for response times. During this period we have operated to our own standard of arriving at incidents, on average, within 8 minutes of the first fire appliance being mobilised. Reviewing the incidents we have attended, we can evidence a broad correlation between the location of our fire stations and our operational demands:

Relative incident density
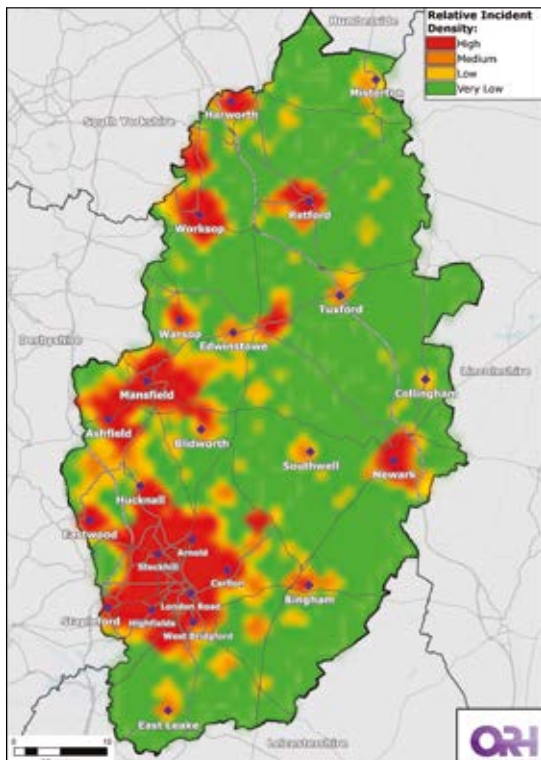
Average demand per year
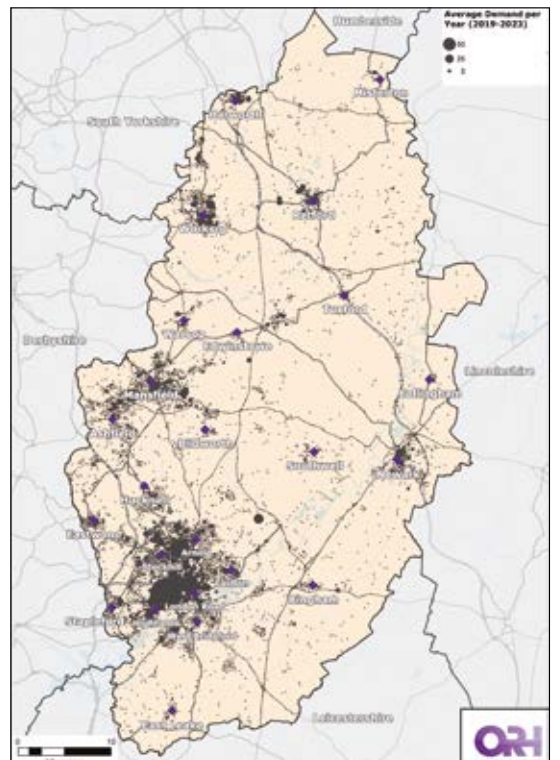
Analysis of the relative incident density provides insight into where in the county incidents happen. Unsurprisingly, it shows that we attend many more incidents in urban areas.

Analysis shows that our fire stations are well positioned in relation to the areas of highest demand.

Further analysis of operational activity and the availability of our fire appliances provides a detailed breakdown of the demands placed upon us to respond to incidents. This analysis reveals how often we can expect to respond to incidents and identifies the times when we are most likely to be needed. By combining this information with data on the availability of our fire appliances, we can assess how well we are resourcing to address risks and pinpoint areas for improvement. These insights enable us to effectively allocate resources to meet the demands posed by operational incidents.

The diagram below illustrates the average number of incidents per day we have attended, providing a clear overview of the operational demands we have faced across different types of incidents that we attend: fires, special service (non-fire incidents), and false alarms:

Average daily incidents – all incidents
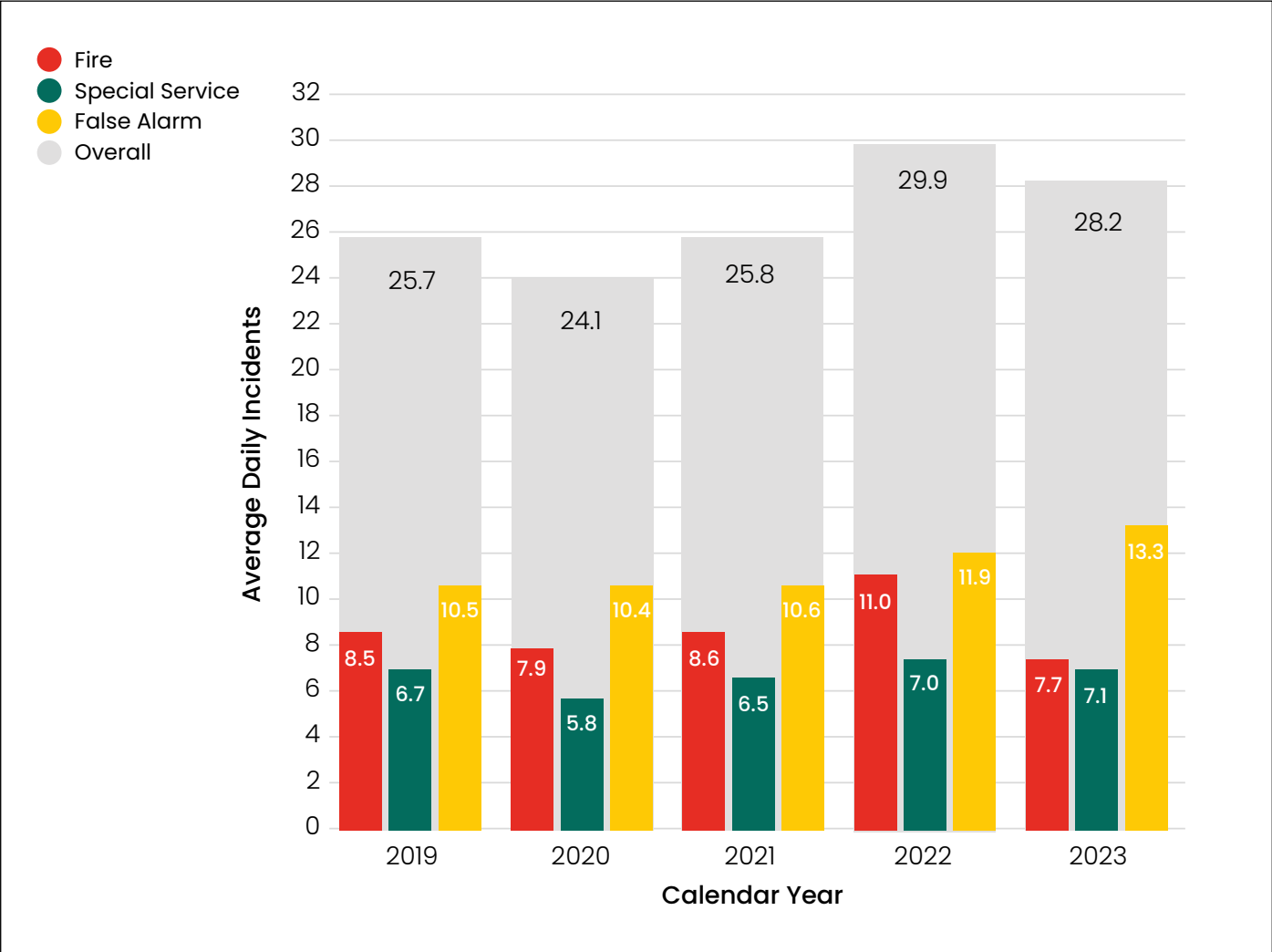
Following this, we can assess what our operational demands are broken down to hourly demand for all incident types:

Average hourly demand – all incidents
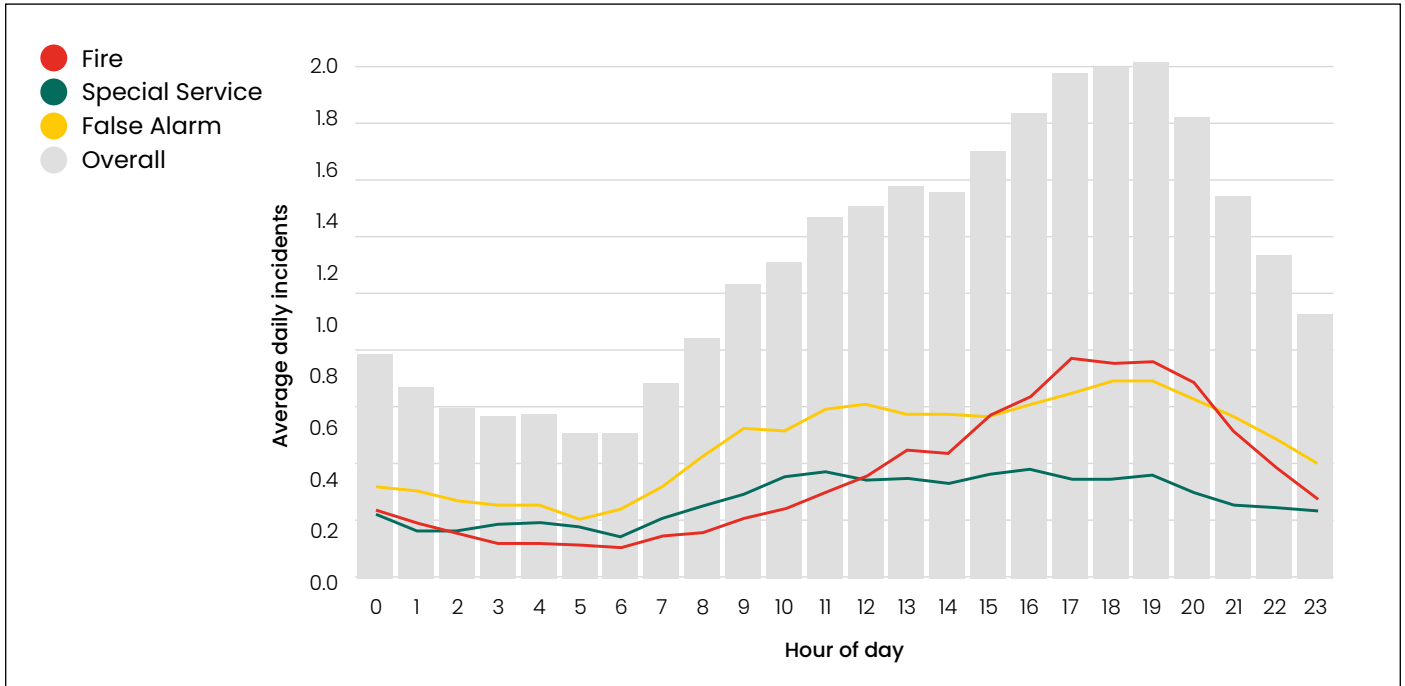
The highest demand for incidents occurs between 16:00 and 20:00, with a notable peak around 18:00. Demand from fire-related incidents is generally low during the night and steadily increases throughout the day, to a notable peak between 17:00 and 20:00. This aligns to the overall peak demand. Special services incidents present a largely consistent level of demand, albeit slightly higher during the daytime and early evening. False alarms generate the highest level of demand throughout the night and much of the day, with the higher levels of incidents occurring between 09:00 and 19:00.

When we consider the availability of our fire appliances, we have taken two years of availability data (January 2022 – December 2023) to demonstrate their availability categorised by duty system, including wholetime and on-call each month:

Availability by month by duty system
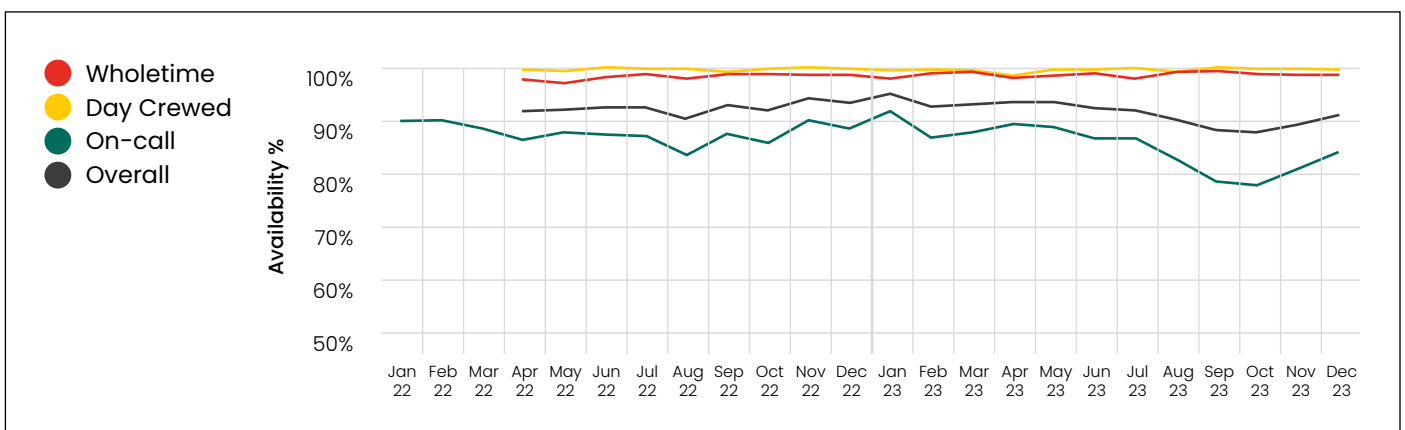
The wholetime duty system maintains consistently high availability, close to 100% throughout the year. Similarly, the wholetime day-crewed system also maintains high availability, around 100%. The on-call system shows more variability, with availability dipping to around 80% during certain months, indicating a potential area for improvement. Overall, the combined performance of all duty systems results in an average availability of around 90%.

We are one of the top performing services in the country for on-call availability. Our on-call firefighters often have other primary employment and will respond to operational incidents when alerted by pager, demonstrating considerable commitment to provide their services to the communities of Nottinghamshire. The diagram below illustrates the relationship between overall demand for operational incidents and the availability of our on-call fire appliances:

Demand and fire appliance availability by hour
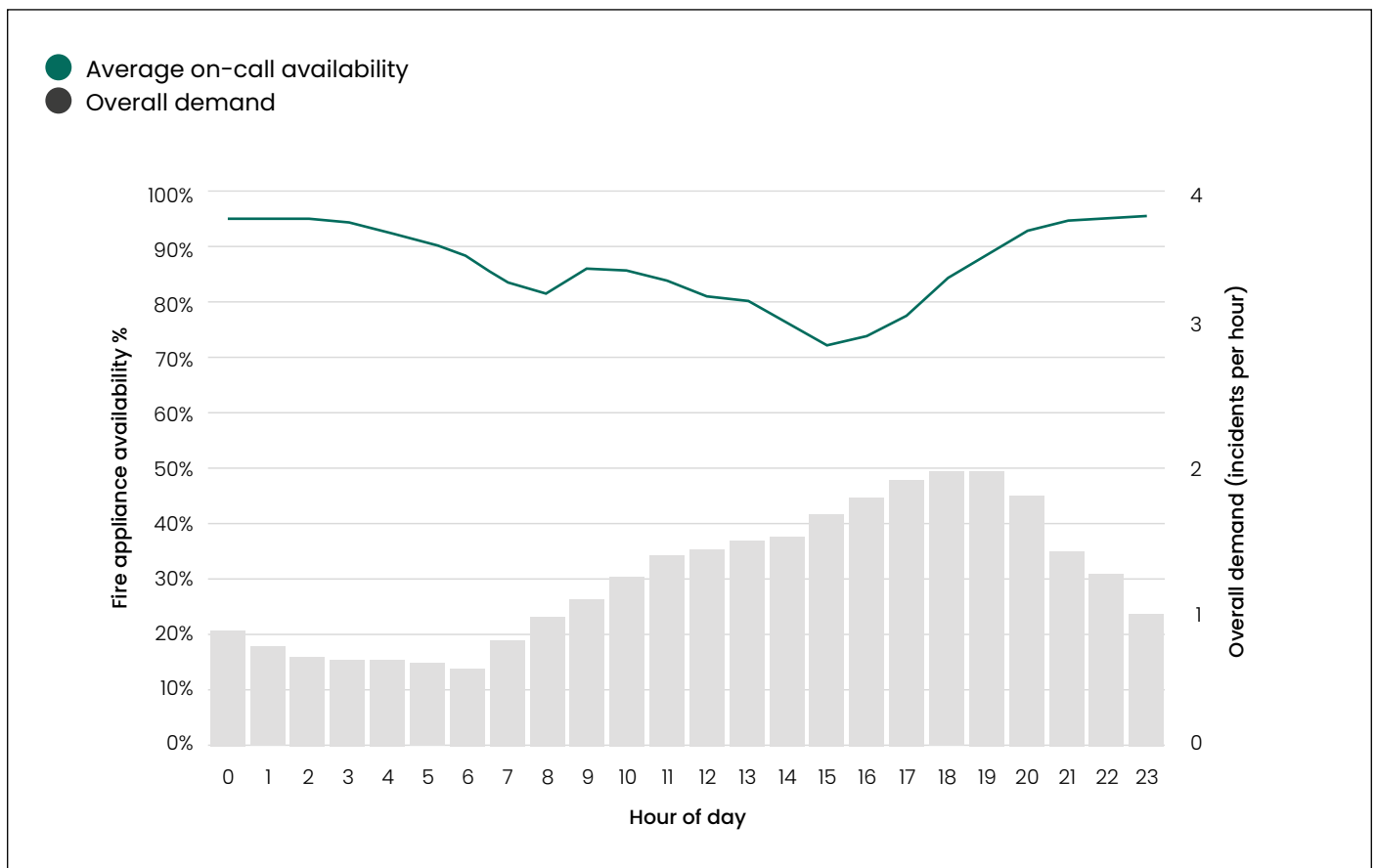
We can see that overall demand for incidents increases steadily from early morning, peaking between 16:00 and 20:00, before gradually decreasing. During these peak demand hours, the availability of on-call fire appliances shows a downward trend, dipping to around 80% between 09:00 and 19:00, and then recovering in the late evening and early morning hours. Recognising the need for improvement, we continually seek ways to enhance the availability of our on-call fire appliances during periods of higher demand.

Our services

Our core services are focused on our statutory duties to prevent, protect and respond to fires and other emergencies. They are informed and shaped by our analysis of risk, and we align our resources and focus our activities on the areas of greater risk.

Prevention and community engagement

The aims of our prevention work are to reduce the risk of harm to individuals from fires in their homes, and from incidents on the roads and in the water.

We seek to engage with people at all stages of life, targeting those groups and individuals who are at the highest risk of harm.

Targeted positive action

Aim: Promote firefighting as a career

Target: People interested in joining the Service, particularly groups currently under-represented in our workforce

Fire safety intervention

Aim: Address concerning behaviours relating to fire setting

Target: Individual young people referred from partner agencies

Safety Zone – multi agency activity day

Aim: Promote fire, water and road safety

Target: School children from higher risk areas

Young adults

Early Years

Road safety – fatal four

Aim: Promote safe driving, highlighting four main dangerous behaviours

Target: People referred by partner agencies

Student fairs

Aim: Promote safe cooking, fire safety in the home

Target: University students

School & nursery visits

Aim: Raise awareness of fire risks, promote the fire service as a career

Target: Schools in areas of higher risk, but also by request

Our targeted prevention services and activities

Do you know a CHARLIE?

Care and support needs
Hoarding and mental health issues
Alcohol and medication
Reduced mobility
Lives alone
Inappropriate smoking
Elderly – 65+

Recognise anyone?

If you know someone who displays one or more of these characteristics, get in touch, as statistics show they may be at more risk of fire. Visit **www.notts-fire.gov.uk** or call **0800 022 3235** today!

Biker down
Aim: Promote road safety
Target: Motorcyclists

Community reassurance and engagement
Aim: Promote safety advice in the aftermath of a serious incident
Target: People living, working or visiting the immediate vicinity of the incident

Occupational therapist visit
Aim: To assess needs and arrange support for people with complex needs
Target: Individuals referred by colleagues or partners
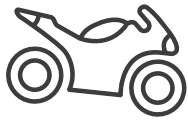
Safe and Well visit – individual home visit
Aim: Reduce specific risks of fire in home
Target: Vulnerable people assessed as high risk on CHARLIE risk profile

Working age adults & families

Later life

Data and intelligence led engagement
Aim: Promote safety advice and smoke alarm ownership and identify people who would benefit from a Safe and Well visit
Target: Properties in areas where smoke alarm ownership is likely to be low

Press to Test– email service to remind people to test their smoke alarms
Aim: To provide regular emails containing safety advice and encourage people to test their smoke alarms regularly
Target: Subscribers to service

Safeguarding referrals
Aim: To protect children and vulnerable adults from harm or exploitation

Homelessness shelter support – in partnership with City and County councils
Aim: To provide shelter and support for homeless people during periods of cold weather
Target: People living rough in the City and County

Our community engagement activities

Community engagement takes many forms from spending time out and about in our communities, attending events, to media campaigns.

Community befriending scheme

Aim: Improve community engagement and promote the Service as employer

Target: Under-represented and minoritised community groups

Have a go days

Aim: To encourage people to consider a career as a firefighter

Target: Individuals who may be interested in joining the Service, particularly from groups that are currently under-represented in the workforce

Community events – attendance at local events, such as Pride, Emergency Services Day, Nottingham Carnival, local fetes and carnivals

Aim: Positive service visibility and reputation, promote the Service as employer of choice, raise awareness of safety issues

Target: Local communities

Station open days

Aim: Build relationships with local communities, raise awareness of our services and promote the service as an employer of choice

Target: Local residents in station area

National safety campaigns – focused on specific fire, road and water risks

Aim: Raise awareness of specific risks aligned to NFCC campaigns calendar

Target: General population

"Yes, you can" campaigns

Aim: To attract applications to join the Service in on-call capacity

Target: People who live or work near an on-call fire station

Community Advisory Group

Aim: To build relationships with community leaders to help us understand needs and develop and deliver services

Target: Minoritised communities

Fire investigation

Our team of specialist fire investigators attend fire incidents where the cause is unclear, to detect the probable source and cause of ignition. Their findings are used to inform future prevention activities. Where the cause is suspicious they work with police colleagues to identify and collect evidence.

Partnerships and collaborations

We work in partnership and collaboration with a range of other partners and organisations, to build relationships and provide targeted services.

Safelincs – online tool for home fire safety advice

Aim: To allow self-assessment and mitigation of risks and generate referrals for home visits where the risk is high

Road safety partnership

Aim: To reduce deaths and injuries on Nottinghamshire's roads

Water safety partnership

Aim: To reduce deaths and injuries from incidents in open water

Antisocial behaviour tasking groups

Aim: To reduce antisocial behaviour and mitigate its effect

Strategic partnerships

Aim: To deliver our statutory duties in relation to Safeguarding, Prevent (countering violent extremism), Serious Violence, Violence against Women & Girls, Health & Wellbeing and Community Safety

CHARLIE training

Aim: Training for partner agencies, particularly in health and social care sector on how to assess the risk of fire for individuals they work with, using our CHARLIE risk assessment tool

Red routes and safe spaces

Aim: To provide reassurance and support partnership approaches to reduce crime

StayWise – educational resources and activities

Aim: The delivery of nationally standardised learning resources for our community safety practitioners to use in delivering safety messages

Fire dogs – a shared resource across East Midlands fire services

Aim: Specially trained hydrocarbon detection dogs, used to detect the source and support prosecutions of deliberate fires.

Protection and business engagement

Our protection activities focus on fire safety in non-domestic premises, including commercial buildings, workplaces, public buildings like hospitals, theatres, venues, care homes, tall buildings, and apartment blocks. We collaborate with partners to ensure safety and work closely with businesses to minimise the impact of incidents when they do occur. We are responsible for enforcing fire and building safety legislation (Regulatory Reform (Fire Safety) Order 2005) as the regulating authority for Nottingham and Nottinghamshire.

Our protection and business engagement activities

Joint Audit and Inspection Team – in partnership with City Council

Aim: A joined up approach to ensure fire safety compliance in high risk residential buildings

Target: High risk residential buildings within the City

Building consultations

Aim: Provide statutory consultation for buildings that will fall under the Fire Safety Order 2005 once built.

Target: All appropriate building consultations

Licensing consultations

Aim: Provide professional fire safety opinion on licencing applications

Target: All licensing applications

Construction

Design

Occupation

Support for Building Safety Regulator

Aim: Provide professional support, expert advice and monitoring of the development of high-rise residential buildings

Target: All relevant developments within the Building Safety Act 2021

Safety Advisory Groups

Aim: To provide professional support and expert advice on fire safety at large venues or events

Target: Relevant local authorities

Fire safety audits

Aim: To regulate compliance with relevant fire safety legislation

Target: High risk premises identified within our risk-based inspection programme

Fire safety seminars

Aim: Guidance to on how to complete a fire risk assessment, advice and support on the demands of Fire Safety legislation

Target: New business owners and responsible persons

Business Support

Aim: Provide advice and guidance to businesses on their responsibilities in relation to fire safety regulations and provide ongoing support relating to business continuity

Target: Designated Responsible Persons

Diverse interaction and business support (DIBS)

Aim: Engagement and education of businesses in diverse communities

Target: Specific premises in a targeted community

Business reassurance and engagement

Aim: Promote safety advice following a significant fire in a business premises

Target: Premises in the vicinity of a significant incident

Business safety checks

Aim: To regulate compliance with relevant fire safety legislation

Target: Premises identified as being lower risk

Post fire inspection

Aim: To provide support and advice on business recovery and avoiding future incidents

Target: Premises within the scope of the Fire Safety Order 2005 that have experienced a fire

Pre-incident planning

Post-incident response

Complaints

Aim: To respond to complaints and concerns relating to fire safety measures in regulated premises

Target: Premises referred to us

Enforcement action

Aim: To enforce legislation when regulated premise are not compliant with relevant legislation, from providing advice through to prosecution, all conducted in line with the Regulator's Code

Target: Responsible Persons for regulated premises

Unwanted fire signal reduction

Aim: To reduce the number of repeat mobilisations to fire alarm activation as a result of poor fire safety management

Target: Premises that trigger multiple mobilisations

Response

Our statutory duty to prepare for, and respond to, emergencies is covered by the Civil Contingencies Act 2004 and the Fire and Rescue Services Act 2004.

We have 24 fire stations strategically positioned across the county:

| **11**	**1**	**12**
are staffed 24/7 by wholetime crews, three of these also have on-call crews	is staffed by a wholetime crew during the day, with on-call cover at night	are staffed by an on-call crew

They host 30 fire appliances and a range of specialist vehicles including two aerial ladder platforms, command and welfare support vehicles, specialist rescue units, and a high-volume pump. To ensure appropriate supervision and control at more complex incidents, a cadre of 30 officers are available on a rota system to deploy to incidents and take overall control of these situations.
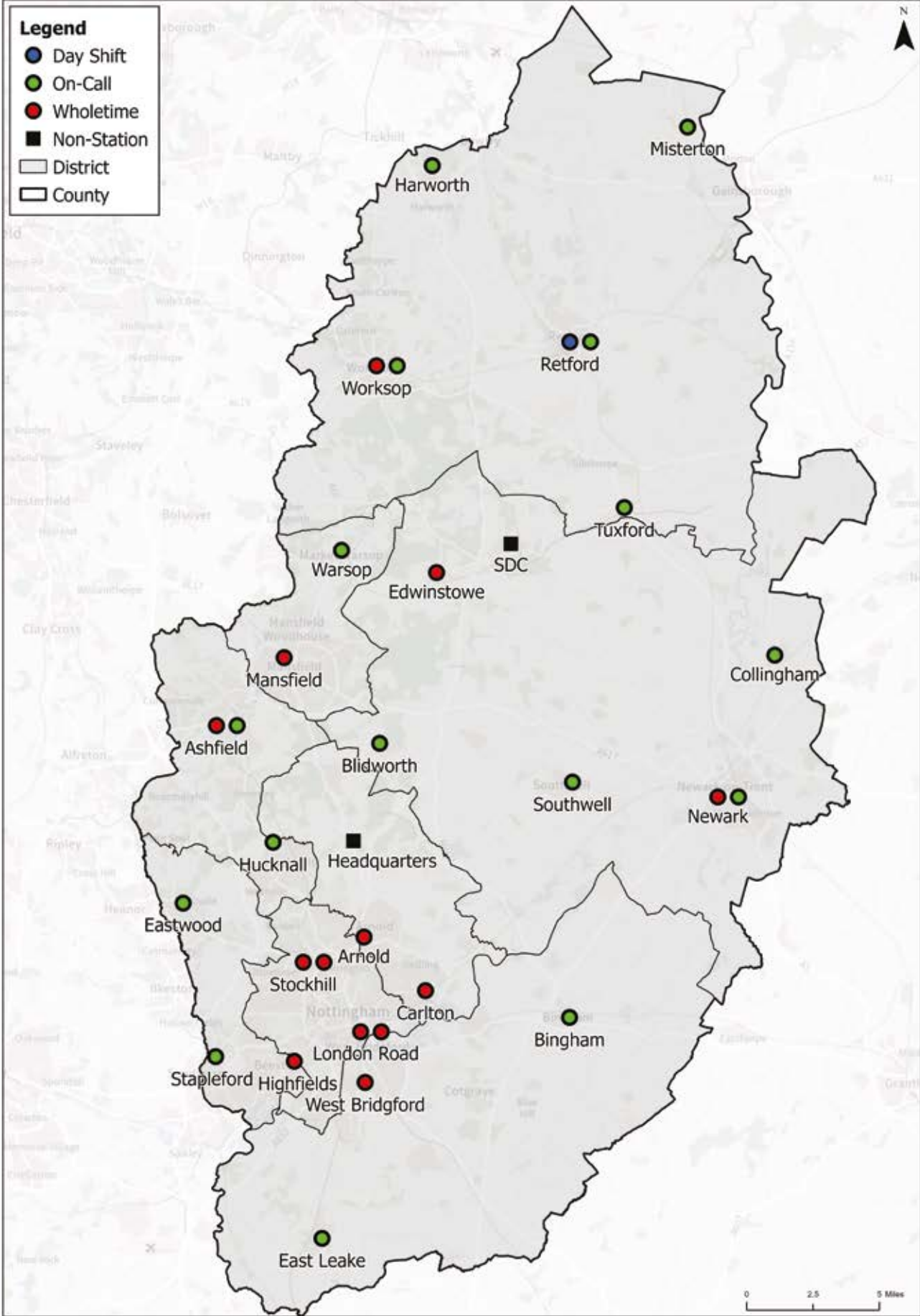
Our operational response activities

To deliver our operational response safely and effectively takes considerable preparation, training and exercising. This ensures we are there for our communities when they need us. We monitor and assure our incident response to gather any operational learning that we can use to improve our own performance. We share learning with other partners and fire services to improve safety and effectiveness across the sector.

Shared learning
Information from operational incident debriefs, monitoring and feedback drives continuous improvement through updates to training and operational practices. Where relevant this learning is shared through regional and national channels.

Emergency planning and preparation
Working with partners as a member of the Local Resilience Forum, with neighbouring fire services, and internally to plan and prepare for major or complex incidents requiring multi-agency response.

Operational assurance
We monitor incident trends, co-ordinate risk information updates and the sharing of learning, and quality assure response practices.

Maintaining risk information
Visiting targeted premises to capture site specific risk information and develop tactical plans for dealing with incidents.

Incident debrief
A debrief is conducted after every incident to capture any learning and check on the welfare of those who attended.

Operational training and maintenance of competence
Mix of practical and desk-based training to equip firefighters with skills and knowledge to deal safely and effectively with any type of incident.

Responding to national incidents
We have specialist capabilities for larger scale incidents such as flooding and terrorist attacks which we can deploy anywhere in the country at the request of other services. We can similarly call on other services for their support.

Exercises and drills
Practical and tabletop exercises to test the effectiveness of plans, often in partnership with neighbouring fire services and other blue light partners.

Responding to local incidents
We aim to reach all incidents within an average of 8 minutes from the time the first appliance is mobilised. We have a range of specialist appliances and specially trained officers that we can send to an incident as required. We have mutual aid arrangements with our neighbouring services that allow us to request or provide resources to help with incident response.

Receiving calls
Joint Fire Control take 999 calls and mobilise the appropriate response depending on the type and severity of incident.

Operational learning

Operational preparedness

Operational response

In an average year in Nottinghamshire we:

Attend over **10,500** incidents, typically including around **3,400** fires, over **560** road traffic collisions, and over **4,500** false alarms

Respond to calls for help in an average of **8** minutes from the time the first fire engine is mobilised

Attend around **1,500** incidents to provide humanitarian assistance and rescues of people

Carry out over **16,000** Safe and Well visits, targeting those people at a higher risk of having a fire at home

Carry out over **2,200** engagements with businesses to ensure compliance with fire safety legislation

We deliver over **700** training events, from a portfolio of over **140** courses, which are attended by more than **3,000** delegates

Enabling services

Perceptions of the fire service tend to be shaped by our visible presence on the streets of Nottinghamshire, which is dominated by the frontline work of our firefighters.

It's important to recognise that these services can only be delivered through the work of colleagues within our enabling services. Our small teams of support staff, many of whom are specialists in their fields, ensure that we can deliver our prevention, protection and response activities safely and effectively, and are an essential part of creating safer communities.

People services

Our people services ensure effective workplace planning is in place to recruit and train colleagues with both the operational and enabling skills that we need.

> " Our services can only be delivered through the work of colleagues within our enabling services "

The Service is committed to ongoing learning and development for all colleagues, and a range of initiatives support this as part of wider organisational development activity. The health, safety and wellbeing of our workforce is paramount and dedicated Occupational Health and Health and Safety teams ensure colleagues are fit, healthy and protected from harm at work.

We provide a comprehensive package of health, fitness and wellbeing support to help colleagues stay physically and mentally well.

Buildings, vehicles and equipment

Our buildings and property are maintained to a high standard, to ensure that they are fit for purpose as operational bases from which to provide our emergency response. We also manage projects to deliver major refurbishments and new builds.

We procure, maintain and test all the safety and rescue equipment used by our firefighters, including fire appliances and other vehicles in our fleet.

Digital and data

Digital technology underpins everything we do. Whether it's mobilising fire appliances and making sure that firefighters have the data and intelligence they need to deal with incidents safely, or using business systems to manage our administration, technology touches every part

of our service. We maintain and support the systems, networks and devices used by colleagues across all our sites and manage the security of our systems and data.

Financial management and procurement

We have a duty to ensure that public money is properly accounted for and prudently spent, which we do through a robust system of financial management. We undertake professional and compliant procurement of services and supplies, to ensure we achieve best value for money. At the same time, we seek to maximise opportunities to deliver social and economic benefits to our communities by ensuring our procurement processes are accessible, tenders are widely promoted and encourage the use of local labour and businesses where appropriate.

Corporate services

The smooth running of the Service is dependent on a range of corporate services. They include financial services including payroll, corporate planning, internal governance and risk management, performance and management information services, internal and external communications and corporate administration.

More information about our how our enabling services support the delivery of this CRMP is available in the Enabling Services Strategy 2025-28 on our website.

Our goals and plans

We have six strategic goals which provide focus for our plans and activities.

For each of these goals, we have considered what we need to do in taking the next steps towards achieving our ambition to be an outstanding service. We have identified the opportunities and challenges we are likely to encounter and reviewed our strategic assessment of risk. From this we have developed our plans for the coming three years which are outlined in the following sections.

Goal 1
Prevention

> ⚠ We will help people stay safe from fires and other emergencies

We know that the best way to help people stay safe is to prevent emergency incidents from happening in the first place. We do this through a wide range of activities and services, ranging from safety campaigns to bespoke interventions. We prioritise those individuals and communities who face the highest risk of harm when allocating resources and designing services.

Through our community engagement activities, we focus on building and nurturing relationships with a variety of groups across the county. Dialogue within communities, combined with insights from our data analysis, help us understand how we can tailor and deliver our services to best effect. It also allows us to promote the work of the Service and reinforce our key positive action messages to encourage people from all backgrounds to apply for roles within our Service.

Goal 2
Protection

> 🏢✓ We will improve fire safety in the buildings people live and work in

Buildings such as business premises, hospitals, care homes, tall buildings and apartment blocks must comply with relevant fire safety legislation, including the Regulatory Reform (Fire Safety) Order 2005.

We have a statutory role in enforcing this legislation, which we do through a risk-based programme of inspection. However, our work extends beyond this, to include providing information and guidance to businesses, providing professional feedback as statutory consultees for planning applications and consulting on public safety at sporting and entertainment venues and large public events such as the Goose Fair.

Goal 3
Response

> We will respond immediately and effectively to emergency incidents

When we receive a 999 call we respond immediately with the nearest appropriate fire engines and specialist equipment, depending on the size and nature of the incident. Our aim is always to deal effectively and efficiently with the incident, to save lives and minimise the damage to property and the environment.

We maintain our operational preparedness by ensuring that colleagues are fully trained and properly equipped and have access to up to date and accurate risk information. We undertake regular exercises and drills, including some with partner agencies, to ensure we are well prepared and have effective procedures.

We routinely collect learning from incidents and feed that back into our own training and procedures to continually improve our performance and ensure the safety of our colleagues and the public. Where appropriate we share our learning with other organisations, both regionally and nationally.

Goal 4
People and culture

> We will continue to support and develop our workforce and promote an inclusive Service

Our people are our biggest asset, and this goal is focused on ensuring we maintain a workforce with the skills, professionalism, capacity and flexibility to deliver our services.

We have a strong set of values, which underpin a positive, ethical and open culture. We value diversity and we engage in positive action to promote NFRS as an employer of choice to all sections of our community.

We place great emphasis on the safety, health and wellbeing of all our colleagues, particularly those involved in incident response, and provide a range of services to support the physical and mental health of everyone.

Goal 5
Service improvement

We will continue our improvement journey to deliver an outstanding Service

To achieve our ambition to be an outstanding service, and then to maintain that performance, we need to be open to change and continually seek to improve our ways of working. This involves all areas of the organisation working together to improve the quality, efficiency and effectiveness of the work we do.

It also involves us building and maintaining strong relationships within the community to better understand the needs of different groups, and how best to mitigate the risks.

We will need to innovate and collaborate with others to ensure that we can provide an effective but affordable service.

Goal 6
Sustainability

We will manage and invest in our Service to ensure it is fit for the future

We need to protect the long-term future of the service by investing in our buildings and equipment through a timely and cost-effective programme of capital investment.

We also need to ensure that we respond to new and emerging risks, by investing in new methods, skills, and equipment where required.

We take our social responsibility to reduce our own impact on the environment seriously, by reducing the carbon footprint of our organisation and by seeking ways to minimise the impact of our fire-fighting activities on the local environment.

Our 2025–28 plan on a page

During the life of this CRMP, we aim to achieve the following outcomes.

Strategic goal 1 – Prevention

- Undertake at least 50,000 home visits to improve safety, targeting those with the highest risk
- Work with partners to deliver safety messages to at least 6,000 primary school children
- Further build our community befriending scheme, developing relationships with at least 150 community groups
- Deliver road safety education in collaboration with partners
- Develop a youth engagement programme

Strategic goal 2 – Protection

- Undertake at least 10,000 inspections of business premises to provide advice and undertake regulatory activity
- Respond to all building and licencing consultations, providing feedback within 15 working days
- Reduce the number of unwanted fire signals we attend
- Undertake 1,500 proactive business engagements to promote fire safety

Strategic goal 3 – Response

- Attend incidents within 8 minutes, on average, from the time the first appliance is mobilised
- Ensure availability of on-call appliances at 85% or better, and whole-time appliances at 98% or better
- Deliver new fire appliances and specialist vehicles
- Implement the new mobilising system
- Review specialist response capabilities to align them to risk

Strategic goal 4 – People and culture

- Further improve the diversity of the workforce
- Continue to improve culture and staff satisfaction, measured through staff surveys and our cultural dashboard
- Implement wellbeing programmes to promote physical, mental and emotional health, and reduce sickness absence
- Ensure all colleagues have the training required to maintain competence in their roles
- All operational colleagues pass annual fit test
- All colleagues complete an annual PDR

Strategic goal 5 – Service improvement

- Achieve at least 2% non-pay related efficiency savings and increase productivity by 3%
- Improve engagement with our communities
- Implement audit and inspection recommendations that improve assurance and services
- Complete and implement functional reviews of our digital and people services
- Increase the use of data to drive service improvements and transparency
- Continue to improve the accessibility and inclusion of our premises

Strategic goal 6 – Sustainability

- Deliver balanced budgets whilst maintaining adequate reserves
- Build a new community fire station
- Reduce the Service's carbon footprint over the life of the CRMP
- Improve our training facilities ensuring they are aligned to community risks
- Explore collaborative opportunities as they arise

Strategic goal 1:

⚠ We will help people stay safe from fires and other emergencies

This goal focuses on the work we do to prevent fires and other emergencies and reduce the potential harm such incidents can cause. We deliver this through our Prevention strategy. More information about this is available in our Safer Communities Strategy 2025-28, which is available on our website.

Over the last three years, we have significantly increased our overall productivity and we have invested in tools and research to improve our understanding of our communities. We have made improvements to our systems and invested in enhanced safeguarding training for colleagues. We have reorganised our Prevention team to better align our resources to meet the needs of the community.

Over the life of this CRMP, we will be focusing on how we can more effectively identify and reach those who are at a higher risk of harm. We will work with partners to explore ways in which we can tailor our activities to meet the needs of individuals and communities. Our work brings us into contact with vulnerable people who are at a higher risk of having fires, or from the effects of a fire, and they are often known to and engaging with multiple agencies. This can lead to duplication and sometimes gaps

in the response to the individual's needs and risks. We aim to explore opportunities to work more collaboratively with partner agencies to provide a more efficient and joined up service.

The key to success in our prevention work is being able to identify and engage with those most at risk. We will improve our use of data and local intelligence to more accurately target our activities. We will seek to expand and improve our engagement with communities where the risks could be better understood and addressed, including young people and rural communities.

At the same time, we will maintain our focus on improving our productivity and effectiveness through more effective use of systems and data.

Over the life of this plan, we aim to:

- **Strengthen our community engagement programme**

- **Build on our risk-based approach to our prevention activities**

- **Ensure the continued development and competence of our colleagues and partners**

- **Work with partners and community groups to explore ways of increasing our capacity and tailor our delivery of services**

- **Improve ways of working across multiple agencies to provide tailored and person-centred solutions for people, without duplication of effort**

- **Review how we deliver fire investigations in line with new national standards and levels of demand**

Strategic goal 2:

> We will improve fire safety in the buildings people live and work in

This goal is focused on our statutory role to enforce fire and building safety regulations. We deliver this through our Fire Protection strategy. More information about this is available in our Safer Communities Strategy 2025-28, which is available on our website.

Over the last three years, we have invested in expanding the skills and capacity of our teams and have made significant improvements to overall productivity. There has also been a focus on adapting to the requirements of new building and fire safety laws, including supporting the establishment of a Building Safety Regulator. We have provided support to businesses, and those responsible for premises, to help them understand and comply with the requirements the new legislation places on them.

Over the period of this CRMP, we will continue to improve our productivity, by improving our efficiency as well as ensuring our resources remain closely aligned to the demands of our regulated activities. We will continue to adapt and embed our ways of working with the Building Safety Regulator and improve the way we manage risk information. We will work with East Midlands Combined County Authority to implement the Remediation Action Plan, to address unsafe cladding on residential buildings.

We will place an increased focus on our advice and education activities, whilst ensuring that those premises which present the greatest risks are regularly audited by competent inspectors. We will develop our use of data and local intelligence to tailor and target our services to the needs and risks of our communities.

One area of particular concern is unwanted fire signals. In 2023-24, we attended almost 5,000 incidents which turned out to be false alarms. These incidents cost the Service money, but also tie up resources which could be required elsewhere. We work hard to reduce the number of unwanted fire signals and have seen improvements in some areas. For example, by working with local hospitals and NHS trusts we have seen a reduction in the number of unwanted fire signals at their sites. However, in common with other services nationally, we are experiencing a higher number of calls triggered by domestic monitoring systems. This is largely due to an increase in numbers of people who would ordinarily live in sheltered accommodation now living in a domestic setting equipped with monitored smoke detection equipment. We will invest in further research and work with partners locally and nationally to understand this emerging picture and explore new approaches to reducing the impact of unwanted fire signals.

Over the life of this plan, we aim to:

- **Continue to develop and enhance our risk-based approach to the inspection of business premises**

- **Ensure the continued development and competence of our team of specialist fire safety professionals and operational managers, in line with the NFCC competency framework**

- **Implement new and improved ways to tackle the causes of unwanted fire signals**

- **Continue to support the economic and social development across the county**

Strategic goal 3:

We will respond immediately and effectively to emergency incidents

This goal is focused on ensuring that we are able to respond effectively and safely to incidents when they happen. We deliver this through our Response strategy. More information about this can be found in our Safer Communities Strategy 2025-28, which is available on our website.

Over the last three years, whilst the annual number of incidents we have attended has been broadly unchanged, we have dealt with some key events, including:

- Our largest ever incident, involving 20 fire appliances at its height
- Our longest ever incident, which lasted for 31 days
- Significant wildfires and flooding incidents caused by extreme weather events

We work closely with other fire services and partner agencies to ensure we are well prepared to respond to these larger, more complex incidents. The learning we have taken from these events has been used to update operational training and inform decision making relating to our firefighting vehicles and equipment.

We have made significant investment in our firefighting vehicles, including specialist vehicles, and in our fire stations. We opened a new station at Worksop and have improved facilities at several other stations and our training centre. Another important development is the procurement of a new mobilising system for Joint Fire Control, which we are working in collaboration with Derbyshire Fire and Rescue to deliver.

Over the life of this CRMP, our focus will remain on ensuring we deliver a safe and effective emergency response. We will continue investing in our people, buildings, vehicles and equipment. We will keep abreast of changes in community and firefighter risks and adapt our training and response models where necessary, aligned to National Operational Guidance.

We will commission reviews into our operational resource management and specialist response and develop a risk-based approach to our response standard. This will ensure that we remain resourced to risk and have the flexibility to respond to new and emerging risks.

We are one of the best performing fire services in England for on-call appliance availability and sustaining this remains a key area of focus. We will also be working to improve our ways of working with Joint Fire Control as we implement the new mobilising system.

Over the next three years, we aim to:

- **Retain our commitment to reach incidents within 8 minutes, on average, from the time the first appliance is mobilised**
- **Ensure the continued development of skills, effective utilisation and resilience of our operational workforce**
- **Invest in our facilities and equipment to ensure our response capabilities remain fit for the future**
- **Implement improvements to systems and data, including a new mobilising system and incident recording system**

Strategic goal 4:

We will continue to support and develop our workforce and promote an inclusive Service

This goal is focused on ensuring that our workforce has the professionalism, skills, capacity and flexibility to deliver an outstanding service, within an inclusive and positive workplace environment. We will achieve this through our People and Culture Strategy 2025-28, which is available on our website.

Over the last three years, we have completed our relocation to a new Joint Headquarters, which we share with Nottinghamshire Police, and improved facilities at many of our on-call fire stations and our operational training centre to ensure they are inclusive for all.

Recruitment has been a significant focus across both operational and support roles. We recommended recruitment for wholetime operational firefighters for the first time in a number of years, which through effective positive action, has helped to diversify our operational workforce. We have maintained our on-call firefighter numbers, bucking a national trend. We have seen a high turnover in our support colleagues but have been successful in recruiting across all roles.

We have introduced employee networks, to give voice to under-represented groups within the workforce and will continue to support the development of these as a valuable component of our employee engagement. We have responded to a number of sector cultural reports, using these, as well as our own internal reviews to inform our continual improvement.

Over the period of this CRMP, we will maintain a strategic focus on our cultural development and improving the diversity of our workforce. We will work within our available resources to ensure that we have the right people, in the right places with the necessary skills to deliver high quality services. We will place particular focus on improving the efficiency and effectiveness of our teams, and developing management and leadership skills at all levels.

Over the life of this CRMP, we aim to:

- **Drive cultural development through effective communication and engagement with colleagues, education and training, and improved use of data to inform decision making**

- **Adopt a long-term approach to improve the diversity of our workforce as an integral part of our workforce planning, to inform our recruitment, promotion and progression activities**

- **Prioritise workforce wellbeing, reviewing and developing our provisions to support both physical fitness and mental health**

- **Safeguard the health, safety and welfare of colleagues, through investment in contaminant management, training facilities and continuous operational learning**

- **Undertake functional reviews to ensure that we align our resources to the needs of the organisation, and have the capacity and flexibility to deliver high quality services**

- **Promote and enable continuous professional development for colleagues in all areas, with a particular focus on talent management and leadership development**

Strategic goal 5:

> We will continue our improvement journey to deliver an outstanding Service

This goal is focused on improving the efficiency, effectiveness and productivity of the Service and ensuring that our activities and resources remain aligned to the needs of the community.

Over the life of the last CRMP, we have made a range of improvements to our services, including the cost neutral introduction of wholetime crewing at Ashfield fire station. We have developed our engagement with marginalised and minority communities, and commissioned research to further understand how to improve our engagement with, and recruitment from, under-represented groups. We have improved the access to information and services through the introduction of a new website, which has been rated as one of the best in the country for accessibility.

We have also made significant improvements to our internal planning, governance and performance management processes, to improve productivity, performance and oversight across key areas of the organisation.

Over the life of this CRMP, we will continue to focus on improving the efficiency and effectiveness of our ways of working through process improvement, innovation and the effective use of data and systems. We will build on the work done to date to understand and engage with communities to improve and promote our services and develop our reputation as an employer of choice. We will also continue to adapt and align our ways of working to sector best practice, national fire standards and the recommendations and learning from national inquiries and reports.

Over the next three years, we will:

- **Extend our use of data and information to improve the quality of our services and the efficiency and effectiveness of our ways of working**

- **Expand and embed our approach to evaluation to better understand the impact and benefits of our activities**

and feed learning into future work

- **Improve our internal and external communications capability, informed by insights gained from engagement with our community and colleagues**

- **Exploit the potential of technology to improve efficiency and productivity, moving towards a self-service approach where practical**

- **Implement service improvements identified through innovation, research and development, and sector reforms**

- **Embed national fire standards, recommendations from national inquiries and sector reports, and NFCC toolkits**

Strategic goal 6:

We will manage and invest in our Service to ensure it is fit for the future

This goal is focused on the work we do to ensure that the Service and its finances are well managed, that we deliver value for money, and that we invest prudently to deliver an outstanding service which is fit for purpose now and in the future.

Over the last three years the country has experienced a period of considerable financial instability, caused by events both here and abroad. As a result, we have faced a range of challenges including high rates of inflation, higher than budgeted pay settlements, significantly increased interest rates, and supply chain issues.

We have worked hard to deliver a balanced budget throughout this period whilst protecting frontline services. We have maintained our commitment to invest in the Service, including capital investments in our stations, training facilities and firefighting vehicles and equipment. We are committed to reducing our environmental impact and working towards a net-zero carbon footprint. We have developed a decarbonisation roadmap which will inform our strategy for meeting our statutory obligations in this area.

Our ongoing focus on strong governance is reflected in positive assessments from both our internal and external auditors on the strength of our corporate governance and risk management, and on the value for money we deliver.

Over the life of the next CRMP, we expect the financial challenges to continue to shape our plans. Whilst we continue to receive single year funding settlements, it is difficult to plan for the future with confidence. We will use all available data to find the most effective ways of providing the best possible services to the public, utilising our resources to best effect, whilst fulfilling our statutory obligation to operate with a balanced budget.

Over the next three years, we will:

- **Build a new community fire station to replace the existing Stockhill station**
- **Continue to refurbish and improve our other fire stations, with a focus on reducing the environmental impact of our buildings**
- **Maintain proportionate investment in vehicles, equipment and systems, including retendering for systems and services that are coming to the end of their contracts**
- **Improve our processes for planning, procurement, risk management and internal governance**
- **Continue to seek opportunities for collaboration where there is benefit to be gained**

Governance and assurance

Various governance bodies and systems are required to deliver an efficient fire and rescue service to our communities. Good governance ensures accountability, through an appropriate level of scrutiny and oversight, and supports robust decision making across the organisation.

Nottinghamshire and City of Nottingham Fire and Rescue Authority

This is often referred to as the Combined Fire Authority (CFA) and is legally responsible for ensuring we have the people, equipment and training needed to carry out our duties in relation to fire prevention; fire safety; firefighting and rescue; road traffic collision extrication and rescue; and other emergency rescue activities such as responding to flooding or terrorism.

The Authority consists of 18 elected councillors, of which six councillors are from Nottingham City Council and 12 councillors from Nottinghamshire County Council.

Nottinghamshire's Police & Crime Commissioner is also a member of the Authority.

There are six committees that report to the Fire Authority. These are:

• Appointments

• Community Safety

• Finance and Resources

• Human Resources

• Personnel

• Policy and Strategy

Collectively these committees and the full Authority make decisions on key matters such as policy, strategy and budget.

The Authority also facilitates a Strategic Inclusion Board and local Fire Pensions Board. The Strategic Inclusion Board ensures that the Authority sets and maintains its strategic direction in relation to equality, diversity and inclusion.

It oversees and supports the Service's work to discharge its statutory responsibilities in all relevant areas of equalities legislation and acts as a group for consultation at Member level. The Fire Pension Board oversees the administration of the Firefighter Pension Schemes. Meetings of the CFA and its committees are open to the public. Further information can be found on our website.

Combined Fire Authority

Policy & Strategy Committee

Finance & Resources Committee

Community Safety Committee

Human Resources Committee

Appointments Committee

Personnel Committee

Internal Assurance

The Service has a number of key meetings that provide internal scrutiny, monitoring and governance across key business areas. These include:
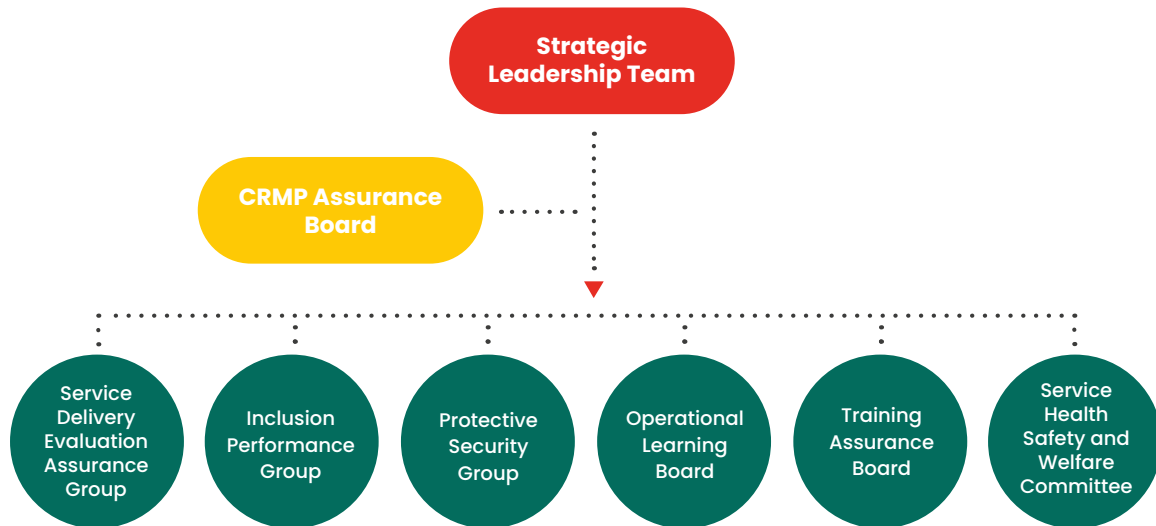
Strategic Leadership Team

The Strategic Leadership Team is responsible for implementing the strategy and policy decisions taken by the CFA.

Under the direction of the Chief Fire Officer, the team meets to discuss Service priorities, collectively understand emerging issues and determine whether additional formal reports or business cases are required for consideration.

CRMP Assurance Board

The CRMP Assurance Board focuses on the progress being made against the strategic goals in the CRMP. It meets monthly and is chaired by the Chief Fire Officer. It scrutinises performance reports and key performance indicators.

Operational Learning Board

Chaired by the Area Manager for Risk and Assurance, the Operational Learning Board meets to ensure that we can effectively learn from the operational incidents and exercises that have taken place.

This board also considers learning that has come from other fire and rescue services to ensure an efficient, safe and effective operational response and to support the goal of delivering an outstanding service. This board meets quarterly.

Service Delivery Evaluation and Assurance Group

Chaired by the Area Manager for Response, the Service Delivery

Evaluation and Assurance Group provides oversight, monitoring and scrutiny for the performance of our Prevention, Protection and Response departments.

Risk and performance matters are considered, with the aim of addressing any areas of concern and highlighting and learning from areas of good practice. The Group meets on a quarterly basis.

Inclusion Performance Group

Chaired by the Assistant Chief Fire Officer, the group provides oversight and assurance of matters relating to equality, diversity and inclusion. The group comprises heads of department, chairs from each of the five staff networks and representatives from the recognised trade unions.

The group considers relevant performance metrics and policies and supports collegiate problem solving though the inclusion of staff voices as part of the organisational decision-making structure.

Community Advisory Group (CAG)

Chaired by the Assistant Chief Fire Officer, this focus group is made up of external stakeholders, designed to act as a sounding board and advisory group to support NFRS's development of policies, procedures and communications. The group aims to represent all communities across Nottingham and Nottinghamshire, and to be a voice for marginalised and under- represented communities. CAG offers critique, advice and feedback from communities in relation to the delivery of services and acts as a point of reference on issues relating to service delivery, policy change, culture, consultation, and engagement; and particularly how these may affect communities and marginalised groups within them.

Service Health, Safety and Welfare Committee

Chaired by the Assistant Chief Fire Officer, the Service Health, Safety and Welfare Committee, is a Safety Committee as defined by the Safety Representatives and Safety Committee Regulations 1977.

The Committee is the forum where Safety Representatives meet with those line managers with responsibility for health and safety so that consultation and discussions on health, safety and welfare can take place. This group meets once a quarter.

Training Assurance Board

Chaired by the Head of People and Organisational Development, the Training Assurance Board provides the mechanism for multidisciplinary oversight and performance management of training and competency related management information.

The group is responsible for receiving performance reports relating to operational training, digital learning, leadership and management and diversity and inclusion to ensure compliance with expected key performance indicators. The group meets on a quarterly basis.

Protective Security Group

Chaired by the Assistant Chief Fire Officer for Corporate Services in their role as Senior Information Risk Officer, the Protective Security Group provides guidance and leadership to maintain and improve the compliance, integrity and availability of all assets and infrastructure across the Service.

It is responsible for setting direction and providing support for security issues. It provides

assurance and accountability at a strategic level to manage and address risk. The group meets once a quarter.

Collaboration Boards

We facilitate a Strategic Collaboration Board that looks for opportunities to work with Nottinghamshire Police and oversees current collaborations. The membership of the group includes the Chair of the Fire Authority, the Chief Fire Officer, the Chief Constable and the Police and Crime Commissioner. We also have a Collaboration Board which facilitates governance and reporting of our Joint Fire Control with Derbyshire Fire and Rescue Service and explores areas for continued collaboration. This is attended by Fire Authority members and senior officers of both services.

Annual Statement of Assurance (ASOA)

The Fire and Rescue National Framework for England requires the Fire Authority to produce an annual report of the work the Service has undertaken to fulfil its statutory duties and deliver the commitments made in the CRMP. The ASOA must also provide assurance to our communities and to government on financial, governance and operational matters.

We publish our ASOA in July of each year following review and approval by the Fire Authority. You can find our recent ASOAs in the Service Plans section of our website.

Independent assurance

We receive independent assurance of our governance and performance through the work of appointed auditors and the fire sector inspectorate.

Internal Audit Programme

Each year the Service commissions Nottinghamshire County Council to undertake 95 days of audit, directed at those areas which present highest risk to the Fire Authority and the Service. The findings of these audits are reported to the Fire Authority with the information on the outcomes publicly available. Internal audit ensures that appropriate levels of assurance are in place for key activities, systems and business processes and informs the risk management and continuous improvement approach of the Service.

External Audit

Our financial governance and accounts are assured by our appointed external auditors.

His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)

HMICFRS assess and report on how well fire and rescue services prevent and protect against and respond to fires and other emergencies. It also looks at how well the Service looks after its staff. They carry out inspections of services' performance in eleven areas of interest, and examine and report on critical national issues and themes in an annual State of Fire Report. You can read our inspection reports via our website.

How you've shaped our plan

We have developed this CRMP in consultation with community groups, partners and colleagues. The draft plan was presented for public consultation during October and November 2024, through a process aligned to the principles and expectations of our Consultation Framework.

We sought feedback from the public through an online survey, focus groups, community events and direct engagement. The consultation was promoted through social media, Notts TV, leaflet distribution and direct engagement with community groups and members of the public. We took positive action to reach out to under-represented groups to ensure that the voices of minoritised communities were heard, hosting a total of six focus groups involving almost 80 people. We also wrote to over 180 external stakeholder bodies, including neighbouring fire and rescue services, blue light partners, all tiers of Local Authorities, diversity, disability and community groups, and other public sector bodies. A peer review by two other fire services provided assurance on the plan's quality, in relation to compliance with statutory requirements and fire standards, and sector best practice.

Overall, we received 645 responses to our survey, of which 453 came from members of the public, 157 from staff and 35 from partners.

Analysis of the responses show that we successfully engaged a broad cross section of people, largely reflecting the make-up of the population in terms of gender, sexual orientation, religions and beliefs and those living with disability. We saw a significant increase in engagement, compared to previous consultations, particularly from young people (under 35 years), older people (over 64 years) and those from non-white backgrounds.

The main outcomes of the consultation are presented here, with further detail available in the full consultation report on our website.

We are always keen to hear from members of the public. You can contact us through any of the ways listed on the back cover, to provide feedback or register an interest in getting involved in future consultation and engagement events.

Key findings

95.6% of respondents agreed that our strategic goals focus on the right areas.

91% agreed that we have accurately identified and prioritised risks.

81% of respondents agreed that the CRMP was accessible to everyone in their community and easy to understand.

73% of respondents indicated a preference for the web-based version, with **27%** preferring the print format. We will continue to offer both versions.

On our service delivery plans

91%

of respondents agreed that our plans will help communities stay safe from fires and other emergencies.

91%

of respondents agreed that our approach to enforcing fire and building safety regulations was appropriate.

94%

of respondents expressed confidence in our emergency response to incidents.

Many people expressed views about the importance of our work to prevent fires and educate people, especially young people.

"I feel confident that NFRS is committed to keeping our community safe from fires and other emergencies. Their focus on prevention, education, and community engagement is key". (focus group attendee)

"Focus on more education in schools/colleges across the ages, given the risks of poor quality batteries which power many electrical devices". (survey respondent)

The development of a youth engagement programme is one of our objectives during the term of this CRMP.

On our people and culture

"NFRS seems to genuinely want to be more inclusive & diverse". (focus group attendee)

The focus groups were asked what sort of organisation NFRS was striving to be. The word cloud below captures their responses.

On our improvement plans

We asked what areas we should target to improve our effectiveness and efficiency.

The most popular themes were:

- Community engagement and communications
- Resourcing and finances
- Staff wellbeing
- Use of digital systems and data

Some people expressed concern about our ability to deliver improvements with the resources available to us.

"I agree that you should maintain and improve but with a decreasing budget not sure it can be achieved" (survey respondent)

83% of focus group attendees and **77%** of survey respondents said it would be reasonable or very reasonable to ask residents to pay an increase of up to £5 on the council tax to support funding for the fire service.

Glossary of terms

|	
AFA	Automatic Fire Alarm
ALP	Aerial Ladder Platform
CFA	Combined Fire Authority
CFO	Chief Fire Officer
COMAH	Control of Major Accident Hazard sites
CRMP	Community Risk Management Plan
EMAS	East Midlands Ambulance Service
EV	Electric Vehicle
FRS	Fire and rescue service
HMICFRS	His Majesty's Inspectorate of Constabulary and Fire & Rescue Services
HVP	High Volume Pump
ICT	Information and Communication Technology
IRMP	Integrated Risk Management Plan, also known as the Community Risk Management Plan
LRF	Local Resilience Forum
MTFS	Medium Term Financial Strategy
NFCC	National Fire Chiefs Council, the professional voice of the UK fire and rescue service
NFRS	Nottinghamshire Fire and Rescue Service
NHS	National Health Service
On-call	A duty system where firefighters who live or work near their local fire station and respond to emergency calls using personal pagers
PDR	Performance and Development Review
PESTELO	An analysis tool that examines the Political, Environmental, Social, Technological, Economic, Legal & Organisational factors that could impact and organisation
RBIP	Risk Based Inspection Programme
RRO	Regulatory Reform (Fire Safety) Order 2005
RTC	Road traffic collision
SDC	Service Development Centre
SLT	Strategic Leadership Team
SWV	Safe and Well Visit
Wholetime	A duty system where a fire station is staffed 24 hrs a day, 365 days a year by firefighters working a shift system

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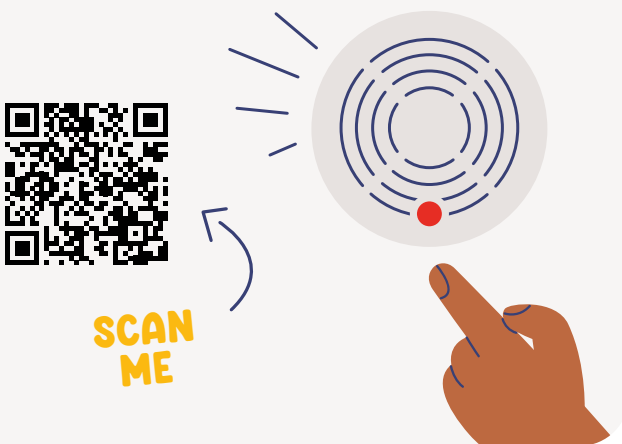
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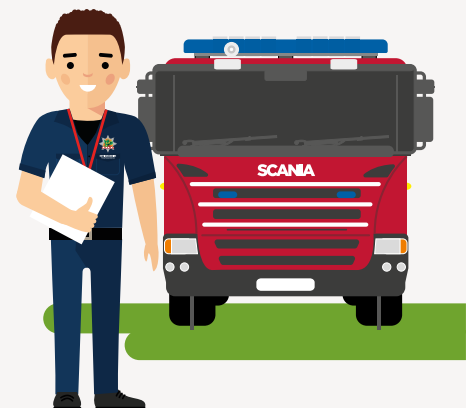
SCAN ME
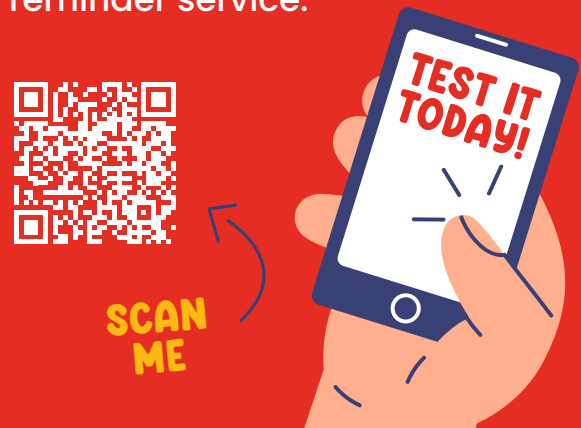
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NOTTINGHAMSHIRE
Fire & Rescue Service

Nottinghamshire Fire & Rescue Service

Community Risk Management Plan – Consultation Report

NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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PART ONE: INTRODUCTION, CONTEXT & GOALS

1. Introduction

The Nottinghamshire Fire and Rescue Service's (NFRS) Community Risk Management Plan (CRMP) consultation aimed to engage with our communities, stakeholders and workforce to gather meaningful insights that would inform the development of our CRMP and the strategic priorities outlined within it.

This report presents the findings of the consultation, designed to increase outreach, feedback and consultation responses and deliver for a cost-efficiencies.

The methodology used combined quantitative and qualitative methods to capture a wide range of perspectives:

An online survey was developed to gather broad feedback from the public, stakeholders, and staff. This provided measurable data to underpin analysis.

For additional depth, the Service facilitated focus groups, which allowed participants to explore the key themes of the CRMP in greater detail and provided richer, more nuanced insights.

The Service engaged directly with minoritised groups to ensure their voices were heard, ensuring the findings reflect the diversity of the population of Nottinghamshire. This included targeted communications, partnership work with community organisations, and adapting consultation methods to meet the needs of different groups.

This report consolidates the findings of the consultation process, providing a comprehensive review of the feedback received and its implications for the CRMP.

The insights gathered will play a crucial role in confirming and shaping our strategic direction and ensuring that our Service continues to effectively manage community risk, meet public expectations, and deliver on our commitment to equality, diversity, and inclusion.

2. A Change in Approach

For this consultation, NFRS adopted a new approach – delivering the consultation entirely in-house. This contrasts with previous CRMP consultations that have commissioned external specialists at a cost of approximately £30,000 (based on 2021 consultation).

The consultation was conducted by the Corporate Team in collaboration with the Communications & Engagement Team. The cost for delivery realised a saving of Circa £24,000 against outsourcing.

There were risks associated with this approach, along with potential benefits. These are outlined below.

Risks and Mitigations
Various considerations went into the decision to take this approach, including, but not limited to:

- Internal capacity
- Internal capability
- The need to reach diverse audiences

The Service managed these risks by:
- Alignment to the Service's Consultation Framework
- Undertaking extensive planning and task allocation
- Undertaking close collaboration within teams
- Seeking advice externally, including Community Advisory Group
- Utilising NFCC CRMP Fire Standard guidance,
- Ensuring alignment to the fire service National Framework
- Alignment to learning from HMICFRS inspections and their CRMP audits
- Managing timelines diligently
- Conducting regular in-flight reviews
- Target Service efforts
- Utilising existing partnerships with community organisations where possible
- Seeking community organisations out to participate
- Utilising multiple methods of delivery to meet the needs of Nottinghamshire's diverse communities.

Benefits

Running the consultation in-house gave greater autonomy and flexibility, allowing the Service to own the design and execution of the online survey and focus group activities whilst aligning closely with service values, the specific requirements of the CRMP, and the National Framework.

Direct involvement facilitated stronger connections with various community groups. This enabled a deeper dive into discussion at focus groups, resulting in authenticity to the feedback given.

The consultation has provided learning and insight (via evaluation) into engaging with communities, which can be utilised going forward. Positive interactions with community groups who attended focus groups has led to opportunities to engage with them in future. Lessons learned will also aid in the launch of the CRMP later this financial year.

Delivering consultation in-house has proven to be a successful balance of cost efficiency, engagement quality, and results. The insights gathered are robust, comprehensive, and reflective of the communities NFRS serves.

By addressing risks proactively and embracing the opportunities of an in-house consultation, a strong precedent has been set for future engagement activities.

3. Operating Context

The Fire & Rescue Services Act 2004
The Fire and Rescue Services Act 2004 establishes the statutory framework for Fire and Rescue Services in England and Wales. Under the Act itself, there is no explicit mention of the term Community Risk Management Plan (CRMP) or Integrated Risk Management Plan (IRMP). However, the Act does explicitly refer to the National Framework in Section 21, which outlines its purpose and the obligations of fire and rescue authorities concerning it. The requirement for a CRMP is therefore derived from the duties imposed by the Act and is reinforced by the Fire and Rescue National Framework for England, outlined below.

Alongside outlining the core functions of a Fire & Rescue Service, the Act refers to the need to assess risks and plan to address them, implicitly requiring Fire & Rescue Services to take a risk-based approach to fulfilling their duties.

The CRMP is the mechanism through which risks are assessed, prioritised, and addressed, ensuring the effective deployment of resources – thus being an integral part of fulfilling Nottinghamshire Fire & Rescue Service's duties under the Fire & Rescue Services Act 2004.

The National Framework for Fire & Rescue Services
The National Framework stipulates that each fire and Rescue Authority has a duty to produce a CRMP which meets specific requirements.

The table below outlines those requirements, and describes how they have been met through the CRMP development and consultation process:

National Framework Requirement	Draft CRMP Product Development	Consultation Process
Reflects up to date risk analyses including an assessment of all foreseeable fire and rescue related risks	NFRS undertook a Fire Cover Review via a third-party, sector-leading, independent partner, ORH. This process considered the distribution of NFRS Fire Cover, the current delivery model of NFRS operational capabilities, and utilised the NFCC Risk Methodology to identify high risk areas of the County and consider how NFRS is resourced against those risks, informing the decisions made around our priorities over the next three years. An overview of this can be found from page 22-25 in the Draft CRMP. In addition, NFRS undertook a Strategic Assessment of Risk, looking at political, economic, technical, environmental, societal, legal and organisational risks. Any factors which pose a significant risk are added to the corporate risk register, and these are also captured within the CRMP (pages 18-21).	The consultation sought to verify with our communities, staff and partners that they were confident that we had assessed all risks relevant to their communities. The results are detailed in this report.
Demonstrate how prevention, protection and response activities will best be used to prevent fires and other incidents and mitigate the impact of identified risks on its communities	NFRS' draft CRMP outlines all these areas in pages 26-34 of the document. These pages outline the services we currently deliver in relation to protection, prevention and response. Pages 37-44 of the document outlines our plans going forward, including performance outcomes.	The consultation sought to verify with our communities, staff and partners how confident they felt in our plans to prevent and/or mitigate fires and other incidents. The results are detailed in this report.
Outline required service delivery outcomes including the allocation of resources	A full, in-depth Fire Cover Review was undertaken and is outlined within the CRMP (pages 22-25). This process considered all operational resources and their availability, against volumes of work. Priorities and delivery targets have been set out within the CRMP according to NFRS resourcing and productivity.	The consultation sought to verify with our communities, staff and partners that they were confident that our resources were best placed to mitigate risk in their communities. The results are detailed in this report.
Set out its management strategy and risk-based	Strategic Goal 2, outlined within the draft CRMP, sets out how NFRS intends to meet the	The consultation sought to verify with our communities,

programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005	provisions of the Regulatory Reform (Fire Safety) Order 2005. This includes building on our Risk-Based Inspection Programme. Details of this can be found on pages 30-31, 37, 40 and 43.	staff and partners that they have confidence in our enforcement provision. The results are detailed in this report.
Cover at least a three-year time span	The CRMP lifespan is from April 2025 to March 2028. Plans cover this full period, with an annual delivery plan outlining each year. The plan itself will be reviewed periodically to ensure it continues to be deliverable.	
Reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies and partners;		The consultation process included communities, staff and stakeholders. The process was delivered in line with the NFRS Consultation Framework and was effective, as outlined in this report.
Be easily accessible and publicly available.	Accessibility was considered throughout the development of the draft CRMP. An accessible version is available online, and the PDF version is available in multiple languages. An Equality Impact Assessment was undertaken in advance of the consultation.	The consultation sought to verify with our communities, staff and partners that they felt that the CRMP is accessible to them and their communities. The results are detailed in this report.

CRMP Fire Standard

The Fire Standards Board is an independent body responsible for overseeing the development, maintenance, and promotion of professional standards for fire and rescue services in England. The Fire Standards establish a consistent framework of excellence for fire and rescue services across England, aiming to improve service delivery, ensure consistency, and drive continuous improvement in the sector.

The CRMP Fire Standard provides a framework for how fire & rescue services should develop their CRMPs.

The below table outlines the CRMP Fire Standard and describes how they have been met through the CRMP development and consultation process:

Fire Standard Outcome	Draft CRMP Product Development	Consultation Process
Being able to demonstrate how protection, prevention and response activities have and will be used collectively to prevent and/or mitigate fires and other incidents	NFRS' draft CRMP outlines all these areas in pages 26-34 of the document. These pages outline the services we currently deliver in relation to protection, prevention and response. Pages 37-44 of the document outlines our plans going forward, including performance outcomes.	The consultation sought to verify with our communities, staff and partners how confident they felt in our plans to prevent and/or mitigate fires and other incidents. The results are detailed in this report.
Effectively consulting and engaging with communities, FRS staff and stakeholders		The consultation process included communities, staff and stakeholders. The process was delivered in line with the NFRS Consultation Framework and was effective, as outlined in this report.
Using a robust risk analysis process (giving due regard to existing and emerging local,	NFRS undertook a Fire Cover Review via a third-party, sector-leading, independent partner, ORH.	The consultation sought to verify with our communities, staff and partners that they were confident that we had assessed all risks relevant to

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regional and national hazards)	This process considered the distribution of NFRS Fire Cover, the current delivery model of NFRS operational capabilities, and utilised the NFCC Risk Methodology to identify high risk areas of the County and consider how NFRS is resourced against those risks, informing the decisions made around our priorities over the next three years. An overview of this can be found from page 22-25 in the Draft CRMP. In addition, NFRS undertook a Strategic Assessment of Risk, looking at political, economic, technical, environmental, societal, legal and organisational risks. Any factors which pose a significant risk are added to the corporate risk register, and these are also captured within the CRMP (pages 18-21).	their communities. The results are detailed in this report.
Ensuring resource deployment decisions are balanced against an assessment of internal and external resource availability	A full, in-depth Fire Cover Review was undertaken and is outlined within the CRMP (pages 22-25). This process considered all operational resources and their availability, against volumes of work. Priorities and delivery targets have been set out within the CRMP according to NFRS resourcing and productivity.	The consultation sought to verify with our communities, staff and partners that they were confident that our resources were best placed to mitigate risk in their communities. The results are detailed in this report.
Creating, and being able to evidence, its community risk management plan in line with a nationally approved structure which involves the key components detailed within this standard.	The Plan has been developed in line with the National Framework (outlined below), NFCC guidance, and the NFCC Fire Standard (outlined here).	

The NFRS Consultation Framework

The Nottinghamshire Fire and Rescue Service Consultation Framework serves as a guiding document to ensure that NFRS consultation processes are effective, transparent, and inclusive. It underpins the service's commitment to engaging meaningfully with Nottinghamshire communities, alongside the NFRS workforce, representative bodies, and key stakeholders. It highlights the importance of consultation in informing decisions made by the Service.

The below table outlines the requirements of the Consultation Framework and how NFRS has met them.

Consultation Framework Requirement	Draft CRMP Product Development Consultation Process
Section 1: When to consult The NFRS Consultation Framework outlines that consultations: - Should take place when decisions are likely to have a direct impact on the public - Should be conducted using a range of methods	The CRMP has a clear tangible impact on the public, as it outlines the organisations strategic commitments to the public over the next three years, including how the Service's resources will be allocated to mitigate risks within the County. A consultation process was therefore required and was undertaken. The survey questions and focus groups delivery were developed to inform the public about how the CRMP is likely to impact them in order

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• May include an informal 'pre-consultation' period of engagement • Should include qualitative and quantitative data gathering methodologies • Should avoid taking place during periods where responses may be affected (e.g. elections & holiday periods).	to ensure the public were informed when answering whether they therefore agree with the steps taken. The consultation process included multiple methods – Focus Groups, online survey, peer review, engagement with partners, correspondence, and staff engagement. Informal consultation did take place. The service corresponded with partners, local FRS, and colleagues to seek opinions. These supported the development of the CRMP. Both qualitative and quantitative data was gathered via a range of methods – primarily the online survey and Focus Groups. The consultation was scheduled between the General Election (in line with Purdah) and the Christmas period in line with this requirement. It ran for 9 weeks, due to the time available between Purdah and the Christmas period, including time to analyse the results of the consultation. The above outlines that NFRS met the requirements of the Consultation Framework Section 1.
Section 2: The duration of consultation The NFRS Consultation Framework outlines that consultations: • Will typically last between two and twelve weeks – proportionately • May be extended if it takes place over a period where consultees are less able to respond • Should use a range of different methods to gather data • Should ensure that the public, stakeholders and staff have a wide range of option to express their views.	The consultation was scheduled between the General Election (in line with Purdah) and the Christmas period in line with this requirement. It ran for 9 weeks, due to the time available between Purdah and the Christmas period, including time to analyse the results of the consultation. The consultation process included multiple methods – Focus Groups, online survey, peer review, engagement with partners, correspondence, and staff engagement – to ensure a wide range of people had the opportunity to express their views, in a variety of ways. The above outlines that NFRS met the requirements of the Consultation Framework Section 2.
Section 3: The content of our consultation The NFRS Consultation Framework outlines that consultations: • Are clear about the reasons for the consultation • Are clear about the proposals • Are clear about how the public and stakeholders might be affected • State how the consultation will run and what we will do with the information gathered • Should provide options, costs, benefits and additional information • Should be equality impact assessed, ensuring that methods of engaging with communities are considered to ensure their needs are reflected • Should include a mixture of questions, which should be as clear as possible	The consultation process included a clear description of what the consultation was for, and what it was about. Questions provided on the online survey provided an explanation of why the question was being asked. Both the survey and focus groups provided an explanation of why NFRS was gathering the data, and what it would be used for. An EqIA was completed prior to the consultation and reviewed during the consultation to ensure that minoritised communities were considered and represented throughout. The methodology used was multi-faceted, with a mixture of methods of responding to the consultation as well as a mixture of qualitative and quantitative data/questions.
Section 4: The accessibility of our consultation The NFRS Consultation Framework outlines that consultations: • Should be accessible by and targeted toward people affected by decisions	The CRMP is available in accessible versions, and questions regarding its accessibility were specifically asked within the consultation. 81% of respondents agreed or strongly agreed that the CRMP is accessible to them and their community.

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• Use a range of methods which can be targeted according to need • Should state how people can participate • Be easy to understand, avoiding jargon • Be pro-active, and use alternative versions to ensure accessibility	The consultation was hosted on the NFRS website which is highly regarded for its accessibility scores – this level of accessibility applied to the consultation survey. To ensure minoritised voices were heard, focus groups with minoritised communities were arranged and undertaken. Style, language and delivery was adjusted to accommodate different people.
Section 5: The cost of our consultation The NFRS Consultation Framework outlines that consultations: • Should consider the burden and cost on the organisation • May consider referring people to information already in the public domain • Use social media to keep costs down, but won't rely on this option alone • Should make budgets available for public scrutiny through our accounts	NFRS elected to undertake the consultation in-house. A consideration around this was the costs of utilising a 3rd party supplier, versus undertaking this within the service. This resulted in a significant saving to the organisation, detailed within this report. Social media was utilised, along with a range of other promotional methods – including a television appearance, correspondence, and direct contact and engagement. A breakdown of costs is available.
Section 6: Our response to the Consultation The NFRS Consultation Framework outlines that consultations: • Should consider all responses • May provide a general summary of who responded, and the views gathered • Should publish responses, including how they have informed service priorities • Present the findings of the consultation to Full Fire Authority for decisions.	Work has been undertaken to consider all responses – this report summarises these findings and is provided to the Fire Authority to supplement formal reporting. Responses and outcomes will be published alongside the CRMP itself, which has been updated following feedback review, and will include a section articulating the consultation results and how it has changed the plan.
Section 7: Our capacity to consult The NFRS Consultation Framework outlines that consultations: • Should be conducted by NFRS where possible • May utilise independent/3rd parties where necessary • Should only use providers who meet Framework and best value requirements.	NFRS elected to undertake the consultation in-house. A consideration around this was the costs of utilising a 3rd party supplier, versus undertaking this within the service. This resulted in a significant saving to the organisation, detailed within this report.

4. Consultation Goals

Prior to undertaking the consultation, various objectives and targets for the consultation were agreed. They were designed to be challenging, ambitious, achievable and measurable.

The goal via the online survey was to reach 330,000+ members of the public, anticipating this would elicit a survey response rate of approximately 333 to 667 responses.

Of these, NFRS aimed to reach:
- Racially minoritised groups: Target of 96 responses.
- Disabled people, LGBTQ+ community, older people: 20 responses each.
- Young People: Estimated 96 participants

The survey would be supplemented via focus groups, involving fewer participants but offering richer, more nuanced feedback. The Service's goal was to undertake a minimum of five Focus Groups, with one for each of the following demographics:

- Racially minoritised groups
- Disabled People
- LGBTQ+ Community
- Older People
- Young People
- General population

NFRS aimed to have at least 10 participants at each Focus Group.

Internally, the Service's goal was to engage service staff (~300 responses), the Fire Authority (19 members), representative bodies (~3 responses), and stakeholders/partners (20 responses).

Promotion
To achieve reach and responses ambitions, promotion of the consultation was critical. The Service aimed to undertake a robust campaign utilising both online reach and direct correspondence to leverage responses. This included:

- Social Media Marketing (external)
- Press Releases and a media launch to maximize public awareness (external)
- Use of leaflets, flyers, and station dressing to capture attention (internal & external)
- Partner communications, newsletters, and correspondence to enhance visibility through existing networks (external)
- Incentive - entry into a £100 prize draw for completing the survey (internal & external)
- Service communications such as CFO briefings, newsletter, informative and staff meetings (internal)

In addition to the above consultation-specific activities, the Service aimed to maximise its existing, typical activities and leverage them to raise awareness of the consultation at every opportunity. This included:

- Safe & Well Visits: Approximately 1,250 per month during the consultation period.
- Community Befriending Scheme: One engagement per watch during the consultation period.
- Leaflets: Included in every outgoing letter (circa 2,500 during the consultation).
- Partnerships: Raise awareness with City and County Councils, safeguarding boards, universities, and various community networks.

Efficiency and Cost-Effectiveness
The consultation was delivered entirely in-house, with the goal of reducing costs from £30,000 (previous external consultation) to no more than £8,000.

This would include covering all activities, incentives, and marketing, e.g.:

- £1,500 budget for paid advertising.
- £30 vouchers per Focus Group participant, totalling £3,000.
- £100 prize for one survey participant
- Design & print of various promotional materials including flyers/leaflets and posters.

The Corporate Team and the Communications & Engagement Team managed all aspects, including survey design, focus groups, and promotion.

Monitoring and Adaptation
To ensure the consultation remained on track, NFRs undertook regular reviews within the timeline, including a mid-point evaluation in Week 6.

PART TWO:
CONSULTATION PARTICIPATION

1. Overall Response Figures

Total Responses

	2018	2021	2024
Survey Responses	277	98	645
Partner Responses			35
Employee Responses	49	26	157
Focus Group Attendees	43	38	78

Response rates for this consultation exceeded previous CRMP consultations in all areas.

The consultation generated 658% more total responses than in 2021 and 233% more responses than in 2018.

Staff responses increased by 604% compared with 2021 and 320% compared with 2018.

More Focus Groups with community members took place, resulting in a 205% increase in participation compared with 2021 and 181% increase compared with 2018.
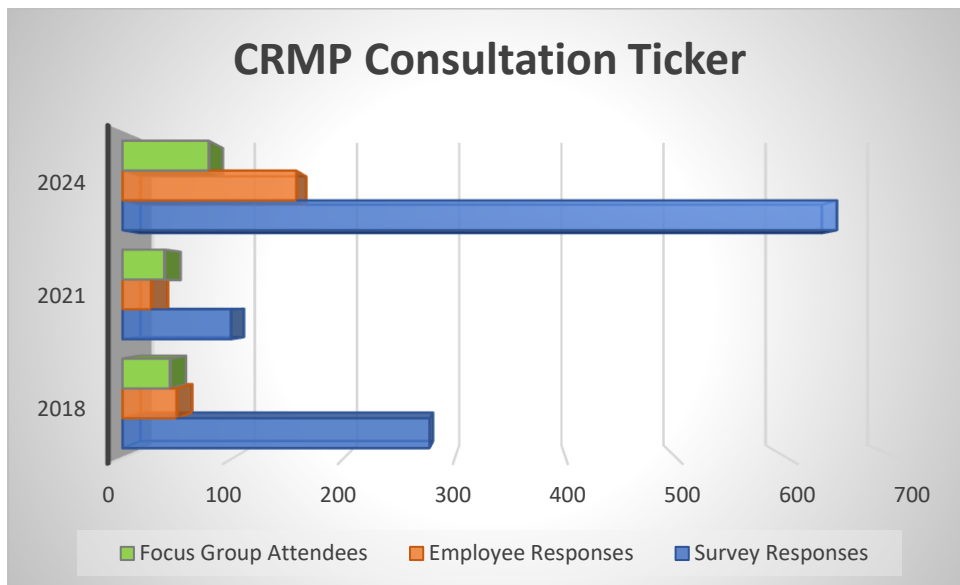
NFRS received multiple 'critical friend' responses from other services, providing detailed, in depth, feedback (aligned to the National Framework, NFCC guidance, and HMICFRS expectations).

In addition, 33 partner responses have been received.

Compared with original goals, the response rate from the public and partners exceeded original targets. The response rate from staff is below target but is still significantly increased compared with previous CRMP Consultations.

1. Social Media Reach

Targeted Facebook Adverts reached 260,000 people, generating 8,900 link clicks.

The reach of organic social posts was 30,000 on Facebook and 9,700 on X, making for an organic combined reach on social channels of 39,700.

The consultation survey page was viewed 6,500 times by 1,900 users. (30%)

This reach is within 10% of our reach goal.

2. Budget Spend

The total cost of the Consultation was £6,342, broken down as follows:
- Leaflet production & printing: £750
- Facebook advertising: £2,162
- Videography: £990
- Focus Group attendees' vouchers: £2,340
- Voucher for winning survey participant: £100

This expenditure represents a significant saving on previous consultations and is a lower figure than our originally projected spend.

3. Equality, Diversity & Inclusion Demographic Data Analysis

Demographic data is as follows:

Age

Under 18	18-24	25-34	35-44	45-54	55-64	65-74	75 and over
5	31	107	148	135	128	61	29
0.8%	4.8%	16.6%	23.0%	21.0%	19.9%	9.5%	4.5%

Age Ranges

- Under 18
- 18-24
- 25-34
- 35-44
- 45-54
- 55-64
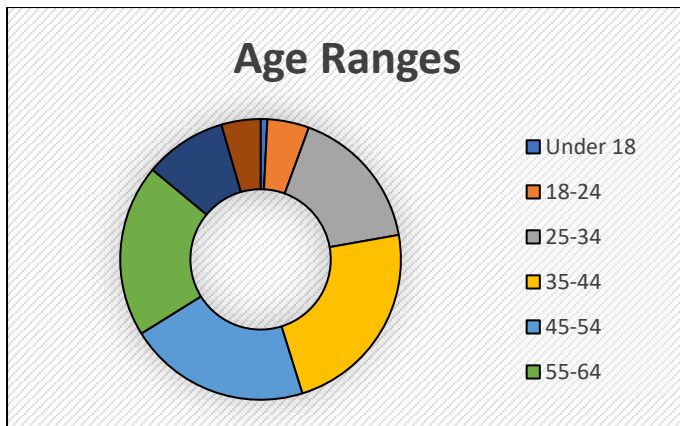
Comparison with the 2021 Consultation provides some notable insights:

	What is your age?						
	Under 25	25-34	35-44	45-54	55-64	65-74	75 and over
2021	3	8	20	15	15	6	3
	4.0%	11.0%	29.0%	21.0%	21.0%	9.0%	4.0%
2024	36	107	148	135	128	61	29
	5.6%	16.6%	23.0%	21.0%	19.9%	9.5%	4.5%
Increase/Decrease	▲6%	▲6%	6% ▼	-	1.1% ▼	▲5%	▲5%

- Submissions from under 35s increased by a total of 7.2% in this consultation. It is probable that this increase has been driven primarily by an improved social media presence & reach.
- As discussed later in this report, NFRS also conducted a specific Focus Group with Young People.
- This increase explains the decrease in the mid-range; overall increases in the percentage of submissions from younger demographics means a decrease in the overall share of the submissions from 35–64-year-olds.

Gender

What is your gender?				
Female	Male	Prefer not to say	Non-binary	Prefer to self-describe
370	260	9	3	1
57.5%	40.4%	1.4%	0.5%	0.2%

Comparison with 2021:

What is your gender?		
Female	Male	Not Known

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2021	45	24	22
	49.5%	26.4%	24.2%
2024	370	260	N/A
	57.5%	40.4%	N/A
Increase/Decrease	8% ▲	14% ▲	

- It is notable that in the 2021 CRMP Consultation, the public only had the options of identifying as male, or female, or not providing a response at all. In this consultation, options to identify as non-binary, self-describe, or to consciously choose not to say were given. This perhaps reflects greater consciousness of gender inclusivity within the service.
- The increase in male responses in 2021 is likely driven by fewer 'Not Known' (nil return) responses.
- The female voice is very well represented in this consultation, with 57.5% of respondents being female. This is an increase of 8% on the previous consultation.

Sexual Orientation

Which of the following best describes your sexual orientation?				
Heterosexual / Straight	Gay/Lesbian	Bisexual	Prefer not to say	Prefer to self-describe
575	14	17	22	4
91.0%	2.2%	2.7%	3.5%	0.6%

- It is not possible to draw a direct comparison with the previous consultation, as this data was not captured in 2021.
- Within the 2021 Census, 89.3% of Nottinghamshire described themselves as heterosexual. The responses in this consultation diverge only slightly from that, indicating that responses in this demographic area were largely reflective of the community NFRS serves.

Ethic Group

What is your ethnic group?							
White (English/Welsh/Scottish /Northern Irish/British)	White (Irish)	White (Other)	Mixed or multiple ethnic groups	Asian/Asian British	Black/African/Caribbean/Black British	Prefer not to say	Other ethnic group (please specify)
516	9	20	19	28	27	16	4
80.8%	1.4%	3.1%	3.0%	4.4%	4.2%	2.5%	0.6%

Comparison with 2021:

What is your ethnic group?

	White (English/Welsh/Scottish/Northern Irish/British)	Non-White British White (Irish) Mixed or multiple ethnic groups Asian/Asian British Black/African/Caribbean/Black British Other ethnic group (please specify)
2021	54	12
	59.3%	13.2%
2024	516	123
	80.8%	19.2%
Increase/Decrease	21.5%	6%

- It is notable that 19.2% of the respondents within this consultation identified as being from a group which does not identify as being white British.
- Within the City, 34% of people identify as being from a racially minoritised group. County-wide, this figure is 6%.
- Returns from racially marginalised groups are not aligned to Nottinghamshire community from a diversity perspective, with some groups underrepresented.
- However, as can be seen in the table above, overall response rates from marginalised groups increased by 925% - from 12 in 2021 to 123 in 2024.
- The NFRS CAG (among other groups) was engaged with and supported in promoting the Consultation across a variety of demographic groups.

Disability & Long-Term Health Conditions

Do you consider yourself to have a disability or long-term health condition?		
Yes	No	Prefer not to say
183	430	26
28.6%	67.3%	4.1%

Comparison with 2021:

	Do you consider yourself to have a disability or long-term health condition?	
	Yes	No
2021	14	54
	15.4%	59.3%
2024	183	430
	28.6%	67.3%

Increase/Decrease	13.2% ▲	8.0% ▲

- A significant percentage of respondents elected to state whether they have a disability or not, compared with the last consultation which saw a high number of nil-returns.
- An increase of 13.2% in respondents who have a disability or long-term health condition is notable, particularly due to the potential for these individuals having additional vulnerabilities to fires and other emergencies.

Religion or Belief

What is your religion or belief?								
No religion	Christian (including Church of England, Catholic, Protestant, and other Christian denominations)	Muslim	Hindu	Sikh	Jewish	Buddhist	Prefer not to say	Other (please specify)
299	259	19	1	3	5	4	28	12
47.5%	41.1%	3.0%	0.2%	0.5%	0.8%	0.6%	4.4%	1.9%

- According to the 2021 Census, the religious composition of Nottinghamshire was as follows:

  - Christian: 43.0%
  - Muslim: 2.0%
  - Hindu: 1.0%
  - Sikh: 0.6%
  - Jewish: 0.1%
  - Buddhist: 0.3%
  - Other religions: 3.1%
  - No religion: 43.8%
  - Not stated: 6.1%

- The response rates outlined above align closely with the profile of Nottinghamshire's community.

- The Hindu community is the most underrepresented in comparison with the overall Nottinghamshire Hindu community.

- It is not possible to draw a comparison with the previous consultation as this demographic data was not collected.

Staff, Public & Agency Responses

Are you a member of staff, the public, or a partner agency?		
Staff	Partner	Public
157	32	409
26.3%	5.4%	68.4%

- The consultation saw significant increases in responses from all three categories over the consultation period.
- The increase in responses is such that comparisons with previous years in this area does not provide useful insight. For example, partner responses as a percentage of the total decreased by 4%, but the overall number of partner responses increased 357%.

PART THREE:
CONSULTATION SURVEY RESULTS

1. Agreement with the Strategic Goals.

Participants were asked: "To what extent do you agree that these [the strategic goals] are the correct areas of focus for your Fire Service over the next 3 years."

	To what extent do you agree that these are the correct areas of focus for your Fire Service over the next three years?				
	Strongly agree	**Agree**	**Neither agree nor disagree**	**Disagree**	**Strongly Disagree**
Total	389	227	16	6	6
	60%	35%	2.5%	0.9%	0.9%
Public	254	141	9	3	3
	62%	34%	2%	1%	1%
Agencies	14	15	2	0	1
	44%	47%	6%	0%	3%
Staff	93	57	4	2	1
	59%	36%	3%	1%	1%

95.6% of respondents agree or strongly agree that the strategic goals identified should be our focus.

1.8% of respondents disagree, with 2.5% not sure.

The responses from the public, partners and staff are consistent, with no discernible difference in the level of agreement between each group.

2. Risk Identification

Participants were asked: "To what extent do you agree that we have accurately identified and prioritised the key current and foreseeable risks in your community?"

To what extent do you agree that we have accurately identified and prioritised the key current and foreseeable risks in your community?

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Total	286	303	44	7	6
	44%	47%	7%	1%	1%
Public	185	188	29	4	3
	45%	46%	7%	1%	1%
Partners	12	18	2	0	0
	38%	56%	6%	0%	0%
Staff	69	76	8	2	2
	44%	48%	5%	1%	1%

91% of respondents agree or strongly agree that we have accurately identified and prioritised risks.

2% of respondents disagree, with 7% not sure.

The responses from the public, partners and staff are consistent, with no discernible difference in the level of agreement between each group.

3. Keeping the Community Safe

Participants were asked: "To what extent do you agree that our plans under this goal will help you and others in your community stay safe from fires or other emergencies?"

To what extent do you agree that our plans under this goal will help you and others in your community stay safe from fires or other emergencies

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Total	286	304	43	7	6
	44%	47%	7%	1%	1%
Public	185	189	29	4	3
	45%	46%	7%	1%	1%

Partners	12	18	2	0	0
	38%	56%	6%	0%	0%
Staff	69	76	8	2	2
	44%	48%	5%	1%	1%

91% of respondents agree or strongly agree that our plans will help to keep them safe.

2% of respondents disagree, with 7% not sure.

The responses from the public, partners and staff are consistent, with no discernible difference in the level of agreement between each group.

4. Fire Protection & Enforcement

Participants were asked: "To what extent do you agree that we have an appropriate approach to enforcing fire safety and protecting the community from fires in these types of buildings?"

	"To what extent do you agree that we have an appropriate approach to enforcing fire safety and protecting the community from fires in these types of buildings?"				
	Strongly agree	**Agree**	**Neither agree nor disagree**	**Disagree**	**Strongly disagree**
Total	315	271	43	17	2
	49%	42%	7%	3%	>1%
Public	214	156	29	10	0
	52%	38%	7%	2%	0%
Partners	10	19	1	1	0
	32%	61%	3%	>1%	0%
Staff	68	76	9	4	1
	43%	48%	6%	3%	>1%

91% of respondents agree or strongly agree that our plans will enable us to enforce Fire Safety and protect buildings.

3% of respondents disagree, with 7% not sure.

Although the overall agreement from the public, partners and staff is consistent, there is a variance between the strength of feeling in relation to the ratio between 'strongly agree' and 'agree'.

5. Emergency Response

Participants were asked: "To what extent are you confident in our emergency response to incidents?"

	To what extent are you confident in our emergency response to incidents?				
	Very Confident	**Confident**	**Don't Know**	**Unconfident**	**Very Unconfident**
Total	381	229	19	14	3
	59%	35%	3%	2%	0%
Public	234	153	16	7	0
	57%	37%	4%	2%	0%
Partners	15	15	0	0	0
	50%	50%	0%	0%	0%
Staff	101	51	0	3	3
	64%	32%	0%	2%	2%

94% of respondents stated that they are confident or very confident in our response plans for emergencies.

2% of respondents are not confident, with 3% not sure.

Notably, 100% of partner responses stated that they are confident in our response plans. The public & staff were 94% and 96% confident respectively.

6. Resource Allocation

Participants were asked: "To what extent do you agree that our CRMP clearly explains how our resources are allocated to address the most significant risks in your community?"

	To what extent do you agree that our CRMP clearly explains how our resources are allocated to address the most significant risks in your community?				
	Strongly agree	**Agree**	**Neither agree nor disagree**	**Disagree**	**Strongly disagree**
Total	271	283	69	19	3
	42%	44%	11%	3%	0%
Public	177	179	44	10	0
	43%	44%	11%	2%	0%
Partners	10	16	6	0	0

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
	31%	50%	19%	0%	0%
Staff	66	69	8	8	2
	43%	45%	5%	5%	1%

86% of respondents either agree or strongly agree that the allocation of NFRS resources according to the risks identified is clear

3% of respondents disagree, with 11% not sure.

Although largely in agreement, partners were the least certain, with nearly 1/5th of respondents stating they were not sure. It may be that some communications may aid this understanding.

Notably, whilst staff had the least neutral responses, they also had the highest volume of responses in disagreement. Although a small proportion of total responses, 6% of staff disagreed that NFRS resources are allocated to address risk. This suggests that the service will benefit from communicating how we do this to staff.

7. Accessibility

Participants were asked: "To what extent do you agree that our CRMP is easy to understand and accessible to everyone in your community?"

	To what extent do you agree that our CRMP is easy to understand and accessible to everyone in your community?				
	Strongly agree	**Agree**	**Neither agree nor disagree**	**Disagree**	**Strongly disagree**
Total	236	284	90	28	7
	37%	44%	14%	4%	1%
Public	181	147	61	16	4
	44%	36%	15%	4%	1%
Partners	8	18	6	0	0
	25%	56%	19%	0%	0%
Staff	64	67	17	7	2
	41%	43%	11%	4%	1%

81% of respondents agree or strongly agree that our CRMP is accessible to them and their community.

5% of respondents disagree, with 14% not sure.

There is more uncertainty within these responses than in previous questions. Partners and the Public gave a neutral response more often than in previous questions, with 5% of the public and staff disagreeing that the CRMP is easy to understand and accessible.

Whilst these are relatively small percentages, some additional work to explain the CRMP to all groups may be beneficial.

8. Accessibility

Participants were asked: "Our CRMP is available in both an accessible web-based format, and online document format. Which version do you prefer?"

	Our CRMP is available in both an accessible web-based format, and online document format. Which version do you prefer?	
	Web Based	PDF
Total	472	174
	73%	27%
Public	303	107
	74%	26%
Partners	24	9
	73%	27%
Staff	112	45
	71%	29%

Nearly three quarters (73%) of respondents prefer the accessible online version of the CRMP.

The accessible web-based version of the CRMP was identified as being the more popular version. It is worth noting that this is the version that participants of the survey were directed to (with the option of downloading the PDF version).

The responses from the public, partners and staff are consistent, with limited discernible difference in the level of agreement between each group.

9. AFAs

Participants were asked: "To what extent do you believe it is reasonable for NFRS to consider charging a call-out fee for attending unnecessary false alarms at business premises where other efforts to reduce attendances have failed?"

	To what extent do you believe it is reasonable for NFRS to consider charging a call-out fee for attending unnecessary false alarms at business premises where other efforts to reduce attendances have failed?				
	Very Reasonable	Reasonable	Don't Know	Unreasonable	Very Unreasonable
Total	370	210	29	25	12
	57%	33%	4%	4%	2%

	Very Reasonable	Reasonable	Don't Know	Unreasonable	Very Unreasonable
Public	239	132	19	14	5
	58%	32%	5%	3%	1%
Partners	13	15	2	2	0
	41%	47%	6%	0%	0%
Staff	90	49	5	6	6
	58%	31%	3%	4%	4%

All groups felt relatively strongly about this, with the public and staff having the highest rate of 'Very Reasonable' responses.

10.   Council Tax Increase

Participants were asked: "To what extent do you think that it would be reasonable for Nottinghamshire residents to pay an increase of up to £5 (annually) in their Council Tax (for an average Band D property) to support funding for your Fire Service?"

	To what extent do you think that it would be reasonable for Nottinghamshire residents to pay an increase of up to £5 (annually) in their Council Tax (for an average Band D property) to support funding for your Fire Service?				
	Very Reasonable	Reasonable	Don't Know	Unreasonable	Very Unreasonable
Total	248	251	59	64	23
	38%	39%	9%	10%	4%
Public	140	169	41	46	13
	34%	41%	10%	11%	3%
Partners	11	20	2	1	0
	32%	59%	6%	0%	0%
Staff	81	49	9	11	8
	51%	31%	6%	7%	5%

77% of respondents feel it is reasonable or very reasonable to consider a £5 increase in Council Tax.

14% feel negatively about this as a proposal, with 9% unsure.

Partners felt strongly that this would be a reasonable proposal, with 91% agreeing. Staff had a slightly lower positive response, albeit still high, with 82% of staff agreeing it would be a reasonable step. Over three quarters of the public agreed it would be reasonable.

PART FOUR:
CONSULTATION FOCUS GROUPS

To enrich the feedback received on the draft plan, targeted Focus Groups were conducted to ensure diverse community voices were represented. These sessions allowed NFRS to explore the specific concerns, needs, and ideas of key demographic groups in a way that complemented the broader insights gathered through the online survey.

The focus groups engaged participants from a range of communities and backgrounds, including:

- Older People (Forever Young Community Group)

- Disability (Pulp Friction)

- Online (General Population)

- Online (In2People Delegates)

- LGBTQ+

- Young People (West Notts College)

In total, approximately 80 participants attended these focus groups, exceeding the target of an average of 10 attendees per session.

Each session was tailored to create an open and supportive environment where participants felt encouraged to share their views. The discussions provided qualitative data that added depth to the quantitative findings of the online survey.

Key Findings & Themes

1. Prevention

94% of Focus Group attendees feel confident in NFRS' plans in relation to Strategic Goal One.

6**%** have reservations/concerns about the Service's ability to deliver its plans. Reasons cited are relating to the financial envelope placing restrictions on ability to deliver services, and concerns that the task of identifying all vulnerable people is incredibly difficult.

Delegates felt priorities in relation to improving Prevention activity should be focused on:

- Increasing community engagement activities
- Sharing fire safety messages/education, particularly targeting specific messages to those at risk
- Ensuring services are accessible
- Diversity (both in relation to workforce and engaging with underrepresented groups).

CREATING
SAFER
COMMUNITIES

2. Protection

84% of Focus Group attendees agree that NFRS should consider charging a call-out fee to businesses who are repeat offenders regarding false alarms.

Feedback from delegates highlighted common themes, which, whilst supportive of the principle, the public feel NFRS should focus on if this process was implemented. These included:

- The importance of having a clear and fair process, which does not adversely affect partners such as the NHS and schools
- Continuing engagement with businesses in the first instance to provide education and guidance
- A robust process to ensure that reasonable opportunity has been given to businesses to resolve the issues prior to sanctions being applied
- A cost-benefit analysis should be undertaken to establish whether it would be practicable in the first place.

The Focus Groups also highlighted a view that businesses should take responsibility to resolve faulty alarm systems, and concerns from those present that attending AFAs draws resources NFRS resources away from other areas.

3. Response

91% of Focus Group attendees rated their confidence levels in NFRS' plans to Respond to fires and other emergencies as 8/10 or higher. 60% gave a 10/10 rating.

9% rated their confidence levels between 5 and 7 out of 10, with no delegates rating their confidence levels lower than 5/10.

There were no comments indicating concerns or suggesting areas for improvement in this area, with overwhelming support for NFRS in its Response capabilities and plans.

4. People & Culture

The plans outlined within Strategic Goal 4 were endorsed by all Focus Groups.

Focus groups were asked, primarily based on Strategic Goal 4, but in combination with everything else they've heard during the workshop, what sort of organisation they believe NFRS to be striving to be.

The words with the highest number of responses are:

- Proactive
- Supportive
- Inclusive

The word cloud below outlines this as well as the other most prominent responses:

Generally, the perception of NFRS' culture is positive. Below is a sample of comments provided:

"Nottinghamshire Fire and Rescue Service sounds like an organization that values community safety and proactive engagement. They seem committed to continuous improvement and collaboration, focusing on prevention and education. It appears to be a supportive environment where employees can make a real difference in their communities, and where innovation and feedback are welcomed. Overall, it sounds like a fulfilling place to work."

- *Disability Focus Group Attendee*

"I believe that NFRS sounds like an organisation that is committed to fostering a diverse and inclusive workforce, where the well-being of staff is a priority. The focus on aligning the culture of the service with public expectations also indicates a progressive organisation that values transparency and public trust. Moreover, with the emphasis on leadership development, it sounds like a place where employees have opportunities for growth and career progression while contributing meaningfully to their communities."

- *Disability Focus Group Attendee*

"Before today - quite masculine service, not very welcoming to 'others'. After today - a business actively looking to diversify, grow and better itself."

- *LGBTQ+ Focus Group Attendee*

5. Service Improvement

Focus Groups have been asked what they see as areas NFRS should seek to target to improve the Service's efficiency and effectiveness.

The most popular themes outlined below:
- **Community engagement & Communications**

- **Resourcing & finances**

- **Staff wellbeing**

- **Digital, Data & Technology systems**

Regarding the above, community engagement is identified within the plan as being a priority, with clear evidence of steps being taken to progress in this area (community befriending, Prevention restructure, CAG and so on).

Resourcing & finances comments were largely relating to a perception that NFRS is under-resourced/funded and requires additional finances to invest in the service. We have limited levers to pull in this area, but this is perhaps reflected in the support for charging for false alarms and a £5 council tax increase identified in the Consultation Survey, outlined earlier in this report.

Staff wellbeing is a clear priority in Strategic Goal 5.

Use of digital and data comments relate to use of analytics to identify high-risk areas. This is already referenced in the plan via the further development of the RBIP and the development of a risk-based prevention programme (the NTU CEAC project), however some comments also were made regarding investing in AI.

6. Sustainability

Focus groups were asked, based on everything they have heard in the workshops and their understanding of the three-year plan, how reasonable they feel a £5 increase in council tax per year would be.

83% stated that they think it would be reasonable or very reasonable for council tax to increase to support the funding of the Fire Service.

14% stated that they felt it was unreasonable or very unreasonable, with 3% unsure.

Generally, the comments made were similar and clearly supportive. However, there were some concerns raised about affordability for some members of the community, and the requirement for any additional funding to be well managed and targeted at the priorities discussed elsewhere in this report.

"I believe that a £5 increase in council tax per year is a reasonable contribution if it directly supports essential improvements, such as renewing vehicles and equipment, building new stations, and enhancing environmental sustainability. These initiatives are necessary for maintaining and improving the service's capability to respond efficiently and keep the community safe. However, it's important that the public is clearly informed about how the funds will be used, ensuring transparency and accountability. If people can see the tangible benefits, I think they would be more likely to support the increase."

- General Population Focus Group Attendee

PART FIVE:
TECHNICAL PEER REVIEW FEEDBACK

The feedback provided by critical friends from other services highlights significant strengths in the CRMP, while offering valuable insights for improvement. The assessments reflect the robust and credible nature of the CRMP, while also identifying areas where refinements could enhance its impact and accessibility.

Reviewers commended the CRMP for its well-considered structure, effective visual design, and the ability to present complex information in an accessible manner. The clear articulation of challenges, priorities, and risks faced by the county is noted as a major strength, offering readers understanding of the local context which sets NFRS's strategic direction. The inclusion of our achievements was praised for instilling confidence in the service's competence and credibility, while it was felt that the use of infographics, QR codes, and succinct content ensures the document is engaging and easy to navigate.

The decision to adopt a three-year timespan for the CRMP is well-supported. This timeframe strikes an effective balance between futureproofing and maintaining agility in response to year-by-year funding challenges. It is seen as a pragmatic approach that aligns well with the legislative framework and the Fire Standards Board's requirements.

Notably, the inclusion of a "Plan on a Page" format was celebrated as a *sector-leading practice*, providing tangible and measurable goals that resonate with public expectations and regulatory standards.

Reviewers did suggest opportunities for refinement to further elevate the CRMP's effectiveness; the need for a more prominent presentation of financial information, particularly regarding future resource allocation to mitigate risks would be beneficial. This addition would ensure clarity on how resources are aligned to identified risks. Similarly, they suggested enhancing the Community Risk Assessment by categorising risks as current, emerging, or future to reflect the dynamic nature of the three-year plan.

Additional suggestions included emphasising cultural improvement initiatives like the development of a cultural dashboard. The governance section could also benefit from a clearer articulation of how good governance ensures accountability, robust decision-making, and public interest alignment, potentially referencing the International Framework for Good Governance in the Public Sector.

Reviewers endorsed the strategic goals, though they suggested providing succinct summaries or "headlines" to clarify how each goal reduces risk and aligns with the overall CRMP priorities. For example, linking prevention efforts directly to reduced fire risk among vulnerable populations would underscore the tangible benefits of these initiatives.

In conclusion, the feedback from these critical friend partners underscores the CRMP's status as a strong and credible document, reflecting sector-wide best practice. While some refinements were suggested, it is the view of sector partners that the CRMP is already positioned as an exemplary plan that effectively communicates NFRS's strategic vision and commitment to serving the community.

PART SIX:
RECOMMENDATIONS

The consultation process has yielded a comprehensive understanding of public, partner, and staff perceptions of the CRMP, its strategic priorities, risk assessment and plans.

The findings consistently demonstrate high levels of agreement and confidence in NFRS's approach and resource allocation.

These are summarised below:

Strategic Goals

Across the focus groups and survey, there was a strong endorsement of NFRS's strategic goals.

Survey data showed strong agreement with the goals, echoed in focus groups where participants appreciated the balance between Prevention, Protection, and Response in combination with strategic goals 4, 5 and 6.

Peer review feedback was supportive, with the plan on the page section described as "sector leading". However, they suggested that greater emphasis should be placed on how the strategic goals will reduce risk.

Recommendations:

- Continue the current path regarding the Strategic Goals. They are well supported.
- Maintain clear communication around the goals throughout the life of the plan, highlighting progress in future updates to sustain evident public confidence.

Risk Identification

Both the focus groups and survey participants agreed that NFRS have accurately identified and prioritized key risks.

91% of survey respondents agreed or strongly agreed with this statement. Focus group participants valued the detail and proactive nature of risk assessments but suggested continued engagement to adapt to emerging risks.

Peer review feedback suggested refinements to the presentation of how resources are allocated/aligned to mitigate risks. Similarly, they suggested grading risks and categorising them as current, emerging, or future to reflect the dynamic nature of the three-year plan.

Recommendations:

- Review the Strategic Assessment of Risk with more regularity, ensuring alignment with public and stakeholder expectations.

Community Safety and Emergency Response

High confidence in NFRS's ability to protect the community was a recurring theme.

Survey results indicated 91% agreement that plans would keep the community safe, with similar confidence expressed regarding emergency response. Focus group participants particularly value the visibility and preparedness of response teams.

Recommendations:

- Continue showcasing emergency response capabilities through public engagement activities to reinforce confidence.
- Consider opportunities where technologies can support NFRS in data analysis, forecasting, optimising resource allocation, and improving community engagement.

Accessibility

While most respondents (81%) found the CRMP accessible, the focus groups highlighted potential barriers, particularly for certain community segments.

Survey results also indicated more neutrality or disagreement on this question than on others, with 14% unsure about accessibility – but overall, there is still a high level of endorsement in this area.

Recommendations:

- The online version of the CRMP was identified as being the most popular, but there was still a reasonable percentage of people who preferred the PDF version. Retain both.
- Continue to engage with underrepresented groups, potentially supporting staff in how to do so.

Charging for False Alarms

Both focus group discussions and survey responses indicated strong support (90% survey agreement) for charging a call-out fee for unnecessary false alarms at business premises after other mitigation efforts.

Focus groups recognized the potential for financial and operational efficiency, provided businesses are well-informed and supported.

Recommendations:

- Further explore implementing a charge for excessive and repeated False Alarm calls to Businesses.
- Exclude partners such as the NHS.
- Develop a clear and transparent framework for implementing charges, including communication and education for businesses.

Funding and Council Tax Increase

The proposal for a £5 annual Council Tax increase saw 77% support in the survey, with focus group participants expressing cautious agreement.

The above is caveated by ensuring that provided funds are transparently allocated to frontline services.

Recommendations:

- Explore the possibility of a £5 annual Council Tax increase.
- Communicate specific benefits of the additional funding and how it will directly support service improvements

PART SEVEN:
CLOSING SUMMARY

The consultation process undertaken by NFRS in support of the development of NFRS' new Community Risk Management Plan was effective, with the draft CRMP itself being broadly supported by most participants.

Engagement with the public, staff, and key stakeholders, was delivered with transparency, inclusivity, and collaboration at its heart, with the results of the consultation providing valuable insights that affirm the robustness of NFRS's strategic direction while offering guidance for further refinement and improvement.

This consultation process, in terms of responses from the public, partners, and staff, has been the most successful that NFRS has undertaken in terms of response rates across all areas.

The consultation process adhered closely to national guidance, the Consultation Framework and the National Framework; confidence can be assured regarding consistency with both internal and external expectations.

A strength of the consultation was reaching a broad spectrum of people, including traditionally underrepresented groups. Under 35s saw an increase in responses in this consultation, from 11 in 2021 to 143 this time around compared to the last consultation. 57.5% of responses were from female respondents. Sexual orientation demographics were representative of the community of Nottinghamshire. Non-white British responses increased by 925% compared with 2021, making up 19% of the total responses received in this consultation. Responses from individuals with a disability or long-term health condition increased by 13.2% compared with 2021. Participation by most religions and beliefs was representative of the community of Nottinghamshire.

The diversity of the respondents, supplemented by Focus Groups, indicates that feedback received will encompass a wide range of community perspectives. This has allowed NFRS to gain a holistic understanding of public sentiment.

The CRMP's strategic goals, including those focusing on Prevention, Protection, and Response, were broadly supported by participants across various demographics. This alignment is not only consistent with NFRS's responsibility to the communities it serves but also ensures compliance with the statutory duties outlined within the National Frameworks as well as the expectations of strategic leaders.

This support underscores public confidence in NFRS's approach. Moreover, the focus on fostering partnerships and targeting vulnerable populations resonated strongly with those in the focus groups, highlighting the importance of collaboration in building community trust.

The proposition of charging businesses for false alarms received broad support, though the consultation results reinforced the need for clear, transparent communication regarding its implementation, and a robust and fair process. This finding highlights an understanding by the public of the need for the Fire Service to creatively address operational efficiency without compromising service delivery.

The discussions around the proposed Council Tax increase similarly demonstrated public receptiveness, albeit with the necessary caveat of ensuring that the funds would directly support frontline services. These insights confirm the legitimacy of the proposals and their alignment with public sentiment.

While the service could have chosen to utilise the same budget as previous years, it instead made the conscious decision to prioritise efficiency by conducting the consultation in-house. The consultation process not only generated results exceeding previous consultations but also demonstrated the Service's ability to leverage its available resources without sacrificing the quality or authenticity of the outcomes.

Feedback received about the Focus Groups was positive, providing community groups with in-depth insights; the ability to discuss and examine topics resulted in insightful feedback, as well as building relationships which can be revisited in the future to maintain on-going dialogue.

The process has been successful not only in achieving its immediate objectives but also in reinforcing NFRS's commitment to ongoing engagement with the communities it serves. The feedback gathered through this consultation has been invaluable in confirming the service's strategic priorities and in providing direction for future planning. The support for NFRS's approach, coupled with actionable insights from participants, reinforces the credibility and legitimacy of the process. The consultation has played a critical role in ensuring that the CRMP is a living document, reflective of public needs and responsive to emerging challenges.

PART EIGHT: NOTABLE QUOTES

On Strategic Goal 1:

"I feel confident that NFRS is dedicated to keeping our community safe from fires and other emergencies based off their proactive approach in the community risk management plan which emphasizes prevention, education, and collaboration with local organizations. This shows a strong commitment to understanding and addressing the unique risks we face. However, I think it's important for the service to continue fostering open communication with residents. Ensuring that community members are informed and engaged in safety initiatives can enhance trust and effectiveness."

- General Population Focus Group Attendee, on Strategic Goal 1

"I feel confident that NFRS is committed to keeping our community safe from fires and other emergencies. Their focus on prevention, education, and community engagement is key. The community risk management plan highlights proactive measures like fire safety campaigns, partnerships with local organizations, and targeted interventions for vulnerable groups."

- General Population Focus Group Attendee, on Strategic Goal 1

"You're doing well, but fundamentally the question is what *more* can you do. Constraints seem to be keeping you from adding folks to "at risk" lists - the Severn Trent / priority services idea sounded useful. A specific focus on allowing the fire service more access to council and utilities data could help."

- In2People Focus Group Attendee, on Strategic Goal 1

"Happy that areas of prevention are being considered. Partnership working is key as very often people with vulnerabilities do not want to become involved with "authorities". Sharing of information key. Housing Associations have lists of their vulnerable residents. Following today I have now a greater understanding of what you can do."

- In2People Focus Group Attendee, on Strategic Goal 1

"The plan gives me confidence in NFRS ability to keep our communities safe. I already feel they do an amazing job in keeping us safe, so it fills me with confidence to see their plan for constant improvement."

- In2People Focus Group Attendee on Strategic Goal 1

"The plan gives confidence because more people will get smoke alarms fitted within their homes."

- Young People Focus Group Attendee, on Strategic Goal 1

"I am confident, I feel like you have a grasp of your own weaknesses and are actively trying to combat them."

- LGBTQ+ Focus Group Attendee, on Strategic Goal 1

On Strategic Goal 2:

"I think charging a call-out fee for unnecessary false alarms at business premises could be a fair approach, particularly if efforts to address these alarms through other means have not been effective. However, it's essential that the fire service ensures businesses are well-informed about how to prevent false alarms and that they have support in upgrading their systems. A clear explanation of the rationale behind the fee, along with proper education on how to avoid false alarms, could encourage businesses to be more proactive in maintaining effective alarm systems. This would also help maintain a positive relationship between the fire service and the business community."

- General Population Focus Group Attendee, on Strategic Goal 2

"I think that providing that protocols are put in place, so that we have done as much as we can. Make sure all incidents, recommendations are taken than yes! I think that you should also consider the impact of collecting the debt once it has been raised. We must keep good records in case it has to go to court if nonpayment."

- In2People Focus Group Attendee, on Strategic Goal 2

"I worry that the messaging that it is business only might not be strong enough and may lead to people be discouraged from calling. If the messaging is clear, it may encourage university halls with faulty alarm systems to fix their systems. I think it would decrease the number of callouts, but it highlights the commercialisation of our public services."

- General Population Focus Group Attendee, on Strategic Goal 2

"It's very complicated and needs nuance. A simple warehouse with a dodgy wire would be easy to hit with "third call in X weeks and you get a charge". A massive, and massively busy campus like QMC or Kings Mill would prove almost impossible to reign in. You would need a solid marketing campaign to explain why, and why some sites are being omitted."

- General Population Focus Group Attendee, on Strategic Goal 2

On Strategic Goal 4:

"I believe that NFRS sounds like an organisation that is committed to fostering a diverse and inclusive workforce, where the well-being of staff is a priority. The focus on aligning the culture of the service with public expectations also indicates a progressive organisation that values transparency and public trust. Moreover, with the emphasis on leadership development, it sounds like a place where employees have opportunities for growth and career progression while contributing meaningfully to their communities."

- Disability Focus Group Attendee, on Strategic Goal 4

"From what I've heard today, Nottinghamshire Fire and Rescue Service sounds like an organization that values community safety and proactive engagement. They seem committed to continuous improvement and collaboration, focusing on prevention and education. It appears to be a supportive environment where employees can make a real difference in their communities, and where innovation and feedback are welcomed. Overall, it sounds like a fulfilling place to work."

- LGBTQ+ Focus Group Attendee, on Strategic Goal 4

"Before today - quite masculine service, not very welcoming to 'others'. After today - a business actively looking to diversify, grow and better itself."

- LGBTQ+ Focus Group Attendee, on Strategic Goal 4

On Strategic Goal 5:

"Keep pushing communications and liaison - keep talking and sharing with surrounding services; with councils and trade organisations; with utilities and social groups; with social media community hubs. Stronger together!"

- In2People Focus Group Attendee, on Strategic Goal 5

"I would make sure that when putting the plan together I would make sure that I had the resources in place not just the money! I would not put too much on the plan and not be able to deliver because we haven't got the people in place. People are the most impotent assets so we need to make sure we can invest in them."

- In2People Focus Group Attendee, on Strategic Goal 5

"Economy of scale. Could you not procure with other fire services? Any decision should be data led, are you happy that you are making the decisions on the proper information? Do you consider sponsorship? Naming a tender etc for a fee."

- In2People Focus Group Attendee, on Strategic Goal 5

Annual Delivery Plan
2025-26

Introduction

Welcome to our Annual Delivery Plan for 2025-26.

This plan is being launched alongside our new Community Risk Management Plan 2025-28 (CRMP). It sets out the detailed objectives and outcomes we will be working to deliver in the first year of the CRMP.

The Service is on a continuing journey towards becoming an outstanding fire and rescue service, as set out in Our Ambition 2032. In September 2024, we were delighted to receive the latest assessment of our performance from His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS), which rated us as Good in ten out of eleven areas, and noted that we had improved or maintained our performance in almost every area of the Service. We will continue to build on that strong performance over the coming years.

Our new CRMP maintains a focus on the same six strategic goals which have driven our work over the last three years. It sets out a range of ambitious objectives for improving our productivity and effectiveness and the quality of our services to the community.

In developing our plans, we must take account of the wider context in which we operate. Nationally, the economic landscape remains challenging, with a squeeze on government finances and a single year financial settlement for local government services. Locally, our communities and the risks within them evolve, and our services and capabilities need to adapt appropriately. Across the fire sector, there is continuing focus on culture and standards of behaviour, as well as a desire to increase diversity.

Within NFRS, we have worked hard over the last three years to improve efficiency and make savings, in order to maintain frontline services. Over the coming three years, our financial situation looks set to remain challenging and we will need to make savings to maintain a balanced budget. At the same time, we must make targeted and affordable investments in areas of the service, to ensure we can continue to serve our communities well, with an infrastructure that is safe, aligned to risk and fit for the future.

Our 2025-26 Plan on a Page highlights the core business outcomes we aim to deliver, and it is followed by more information about how we intend to make progress against our strategic goals. We have planned an ambitious but achievable programme of work, that includes the completion of several long running strategic projects, and some new projects aimed at improving the efficiency and effectiveness of our activities. It also includes capital investments in buildings and equipment, including the start of work to build a replacement for the current Stockhill fire station.

Despite the challenges, we are looking forward to another great year of delivering to our communities. We hope you find this plan interesting. We will provide details about our progress in our Annual Statement of Assurance.

Our 2025-26 Plan on a Page

During 2025-26 we aim to achieve the following outcomes and objectives. Further information about our planned improvements within each goal can be found in the sections which follow.

Strategic goal 1 – Prevention	Strategic goal 2 – Protection
• Undertake at least 16,000 home visits to improve safety, targeting those with the highest risk • Work with partners to deliver a range of safety messages to at least 2,000 primary school children • Strengthen our community befriending scheme, delivering 248 engagements with groups located all across the county • Deliver a programme of safety campaigns and events aligned to the NFCC calendar • Work with partners to provide training and share learning	• Undertake at least 3,150 visits to business premises, to provide advice and undertake regulatory activities • Respond promptly to all building and licencing consultations, providing feedback within 15 working days • Participate in the NFCC working group to develop the methodology and strategy for dealing with unwanted fire signals • Undertake at least 500 proactive engagements with businesses to promote fire safety • Ensure 85% of watches have at least one warranted officer for fire safety
Strategic goal 3 – Response	**Strategic goal 4 – People and Culture**
• Attend all incidents within 8 minutes, on average, from mobilisation of first appliance • Availability of fire appliances is at least 98% for those with wholetime crews and 85% for those with on-call crews • Implement a new mobilising system in collaboration with Joint Fire Control and Derbyshire FRS • Undertake strategic reviews of our specialist response capabilities and our standard appliance specifications	• Continue to improve diversity of the workforce • Launch a cultural dashboard to support decision making • Complete the implementation of recommendations from external culture & conduct reviews • Manage wellbeing and absence to reduce average sickness days lost to national average or below • Continue to mitigate risks to our colleagues from contaminants
Strategic goal 5 – Service improvement	**Strategic goal 6 – Sustainability**
• Improve productivity by 3% and achieve non-pay related efficiency savings of 2% • Undertake functional reviews of key support functions • Improve our use of data to drive service improvements • Improve our contract management processes to drive efficiencies • Continue to invest in systems and process improvements to increase productivity and improve services	• Complete the refurbishments of our on-call stations • Commence work on building a new station • Receive into service 17 new fire appliances, a new command support unit and a new Aerial Ladder Platform • Develop a decarbonisation strategy and roadmap for delivery • Deliver a balanced budget

Strategic goal 1

We will help people stay safe from fires and other emergencies

This goal focuses on the work we do to prevent fires and other emergencies and reduce the potential harm such incidents can cause.

Over the life of our CRMP 2025-28, our focus will be on how we can more effectively identify and reach those who are at a higher risk of harm, and on improving our ways of working to deliver person-centred solutions more efficiently. We will also be developing our community engagement activities, with a particular emphasis on youth engagement.

We will continue to increase our productivity, through systems and process improvements. We will also place increased emphasis on working more effectively across multiple agencies and tailoring the delivery of our services.

During 2025-26, we will take the next steps in our improvement journey by achieving the following objectives:

- Develop a fully costed business case for a youth engagement programme, with the aim of running pilots during the following year.
- Deliver a co-ordinated programme of community engagement events and campaigns, aligned to the national campaigns calendar promoted by the National Fire Chiefs Council (NFCC).
- Develop, test and evaluate new ways of identifying and targeting those who are likely to be at a higher risk of involvement in road or water incidents.
- Assess the feasibility of using volunteers to help support or deliver our prevention activities.
- Evaluate the impact the restructure of our prevention team, implemented in 2024, has had on our overall productivity and effectiveness in relation to our community safety and engagement work.
- Review how we resource our approach to fire investigations, aligning to national developments in ISO standards and sector best practice.
- Improve our ways of working to ensure we are fully compliant with the relevant fire standards and that we make effective use of learning from all sources, including feedback from service users, outcomes of fire investigations and serious event reviews.

Strategic goal 2

We will improve fire safety in the buildings people live and work in

This goal is focused on our statutory role to enforce fire and building safety regulations. We deliver this fire protection duty through our risk-based inspection programme (RBIP), which ensures we focus our resources on the highest risk premises.

Over the life of the CRMP 2025-28, we will continue to refine our risk-based inspection methodology and embed improved ways of working, including working with the Buildings Safety Regulator, to maximise the effectiveness of our regulated activities. At the same time, we aim to increase our focus on engagement and education within the business community, to improve understanding of and compliance with fire safety legislation.

We will continue to drive improvements in productivity, and ensure we have a sustainable delivery model which is fully compliant with relevant fire standards.

During 2025-26 we aim to drive further improvements through achievement of the following objectives:

- Embed updates made to our risk-based inspection policy, including aligning our work within the Joint Audit and Inspection Team to our assessment of risk.
- Review the resource requirements to deliver an effective fire protection capability and develop costed proposals for any improvements identified
- Deliver Fire Safety training and continuous professional development for all warranted fire safety officers
- Develop an updated methodology and strategy to deal with unwanted fire signals
- Improve the quality and availability of performance data, through better data governance and reporting, to drive productivity improvements
- Support and develop the approach with East Midlands Combined County Authority (EMCCA) to facilitate the Remediation Acceleration Plan in buildings over 11 metres

Strategic goal 3

We will respond immediately and effectively to emergency incidents

This goal is focused on ensuring that we are ready to respond effectively and safely to incidents when they happen.

Over the life of the CRMP 2025-28, we will maintain our commitment to reaching all incidents within 8 minutes, on average, from the time the first fire appliance is mobilised. Maintaining a constant state of operational preparedness to respond to emergencies takes a significant proportion of the Service's resources. Our focus over the next three years will be on seeking ways in which we can deliver this service more efficiently and effectively. We will continue to invest prudently, aligning resources to risk and ensuring the Service remains both affordable and fit for the future.

During 2025-26, we will deliver the following strategically important objectives:

- Implementation of a new mobilising system, in collaboration with Joint Fire Control and Derbyshire Fire and Rescue Service
- Review our specialist response delivery model
- Review our standard fire appliance specification
- Review the flexi-duty system to maximise its effectiveness
- Receive into service 17 "clean cab" fire appliances, a new command support unit and a new Aerial Ladder Platform

Strategic goal 4

We will continue to support and develop our workforce and promote an inclusive Service

This goal is focused on ensuring that our workforce has the professionalism, skills, capacity and flexibility to deliver an outstanding service, within an inclusive and positive workplace environment.

During the life of the CRMP 2025-28, we will maintain a strategic focus on our cultural development, with continuing efforts to diversify our workforce and to develop our employee networks. We will also place strong emphasis on our leadership and management development programmes and on improving the efficiency and effectiveness of our teams.

We will protect and support the health and wellbeing of our workforce, through a range of activities ranging from improvements in contaminant management to information and education campaigns.

In 2025-26, we will move forward through delivery of the following objectives:

- Respond to the outcomes of the 2024 staff survey and complete the implementation of actions arising from the recommendations of external reports including the HMICFRS reports on culture and conduct.
- Embed the use of a cultural dashboard to support cultural development across the organisation.
- Act on reviews of our ICT and People functions, to ensure they have the skills and capacity to meet the needs of the organisation.
- Integrate our long-term action plan for increasing diversity within our community engagement programme
- Improve leadership development through training, coaching and mentoring
- Develop a programme of risk-based, proactive health and wellbeing campaigns
- Define requirements for an occupational health system
- Implement improvements to contaminant management processes

Strategic goal 5

We will continue our improvement journey to deliver an outstanding Service

This goal is focused on improving the efficiency, effectiveness and productivity of the Service and ensuring that our activities and resources remain aligned to the needs of the community.

Over the life of the CRMP 2025-28, we will need to continue to improve our efficiency and productivity, to meet the needs of the community through affordable, value for money services.

We will build on the progress made in recent years, making improvements to our ways of working through more effective and innovative use of data, systems and processes across the organisation. We will embed national fire standards and adopt relevant recommendations from national inquiries and other sector reports where appropriate.

During 2025-26, we will focus on the following objectives:

- Improve the availability and accuracy of data and information across all areas of the service
- Implement system enhancements to improve productivity of core activities
- Introduce financial modelling to support change management and improve the financial literacy of staff across the service
- Implement a robust approach to contract management, including a procurement pipeline
- Develop and embed an evaluation framework
- Embed the Local Resilience Forum secretariat team, as the new hosting organisation

Strategic goal 6

We will manage and invest in our Service to ensure it is fit for the future

This goal is focused on the work we do to ensure that the Service and its finances are well managed, that we deliver value for money, and that we invest prudently to deliver an outstanding service which is fit for purpose now and in the future.

During the life of the CRMP 2025-28, we will continue to invest in the infrastructure required to maintain a service that is fit for the future. Through those investments we will also seek to reduce our environmental impact, working towards a net-zero carbon footprint. We will continue to focus on strong governance and corporate risk management, to ensure ongoing financial sustainability.

In 2025-26 we will work towards the following objectives:

- Start development of a new fire station to replace Stockhill
- Complete our access and inclusion refurbishment of our on-call stations
- Develop our station-end training facilities
- Migrate to cloud-based version of finance system
- Replace our access control system
- Review our light fleet requirements for community safety and protection teams
- Develop our programme office and project management capabilities
- Develop a decarbonisation strategy and delivery roadmap