



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

Nottinghamshire and City of Nottingham  
Fire and Rescue Authority

# **STRATEGIC PLAN 2019 – 2022**

## **CONSULTATION OUTCOMES**

Report of the Chief Fire Officer

**Date:** 15 February 2019

**Purpose of Report:**

To present Members with the outcomes of the consultation on the draft Strategic Plan 2019 – 2022.

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## **1. BACKGROUND**

- 1.1 At the meeting of the Fire Authority in September 2018, the Chief Fire Officer submitted a report entitled 'Integrated Risk Management Plan', to present Members with a draft copy of the Integrated Risk Management Plan (IRMP) 2019 - 2022 to approve for public consultation.
- 1.2 The Authority agreed to consult on the proposals in line with their own consultation strategy. Consultation commenced on 28 September 2018 and closed on 21 December 2018. This report presents the outcomes of the consultation and proposes small changes to the Integrated Risk Management Plan, now provisionally called the 'Strategic Plan 2019 – 2022'.
- 1.3 The Service completed a competitive procurement process and awarded a two-year contract to Opinion Research Services (ORS) for the supply of consultation services to support the Fire Authority around the IRMP.

## **2. REPORT**

- 2.1 On advice from ORS the consultation has been wide ranging and used multiple opportunities for engagement. The pre-consultation undertaken during the development stage of the IRMP involved three focus groups with diverse participants at different locations throughout Nottinghamshire, engagement with employees at the Spring Conferences, and Strategic Leadership Team departmental visits.
- 2.2 The formal consultation on the draft Strategic Plan has included printed and social media campaigns, communications with employees, partners and representative bodies, direct correspondence with Councillors and MPs, an online consultation questionnaire, targeted forums, and community engagement from operational crews.
- 2.3 The focus groups during the formal consultation were held at different locations throughout Nottinghamshire, and consisted of:
  - Three deliberative groups with randomly selected members of the public;
  - A group for people with hearing impairment to fulfil NFRS's commitment to engage with the hearing-impaired community;
  - A group for invited stakeholders and partners;
  - Two employee groups.
- 2.4 Social media has been used extensively to publicise the consultation. Over 160,000 people have seen the consultation via Facebook; data from Twitter shows that over 28,000 people have viewed the consultation in their 'timeline'.

- 2.5 Operational crews have publicised the consultation within their community safety areas, and have engaged with over 6000 stakeholders throughout Nottingham and Nottinghamshire.
- 2.6 The consultation process has resulted in 277 questionnaires completed, 43 attendees at focus groups and one individual telephone response being received. In comparison to the consultation conducted for the previous IRMP in 2014, this is more than double the number of questionnaire responses. 76% of respondents to the questionnaire were residents of Nottinghamshire, 18% were employees of Nottinghamshire Fire and Rescue Service (NFRS) and 3% were partners.
- 2.7 The results of the questionnaire showed that 80% of respondents thought the Strategic Plan properly balanced NFRS's three main roles of 'preventing incidents', 'protecting you' and 'responding to you'. 81% of respondents agreed that NFRS should use its resources flexibly to meet changing levels of risk.
- 2.8 The report on the consultation outcomes which has been produced by ORS is appended to this report in full (see Appendix A). In summary, it details the dates and activities undertaken and presents the sentiments and judgements of respondents and focus group participants. It also includes some verbatim comments in an attempt to capture the view of respondents.
- 2.9 The results of both the pre-and post consultation have been considered and have resulted in some suggested changes to the draft Strategic Plan:
- That the IRMP is renamed the 'Strategic Plan';
  - That the three strategic aims are written more prominently in the Strategic Plan;
  - That a paragraph is added, briefly describing the projected population changes that will affect Nottinghamshire;
  - That some minor grammatical amendments are made throughout the Strategic Plan.
- 2.10 Internal consultation and work on the Chief Fire Officer's annual action plan to deliver the Strategic Plan, highlighted the need to strengthen reference to the three strategic aims, as these are already referred to in internal strategies and plans. The three strategic aims also directly align with the three areas of Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services framework:
- High quality services (Effectiveness);
  - Engaged and motivated workforce (People);
  - Strong governance and financial sustainability (Efficiency).
- 2.11 A revised version of the Strategic Plan highlighting the changes made to the document is included in Appendix B to this report for Member's information.

- 2.12 As outlined in the draft Strategic Plan, an annual action plan will be developed by the Chief Fire Officer to deliver the objectives set out in the Strategic Plan. The 2019/20 action plan is included in Appendix C to this report for Member's information
- 2.13 Both pre-and post consultation with employees and the community identified the need for an achievable response standard, but within the focus groups there was no consensus on what this should be. The responses to the online consultation questionnaire however, showed the majority of respondents accept NFRS's chosen response standard; that the first fire appliance should attend all incidents within an average time (across the whole county) of eight minutes from the time Fire Control mobilises the appliance.
- 2.14 The results of the questionnaire showed that 66% of respondents thought the response standard was safe, 68% thought it was reasonable and 64% of respondents thought it was re-assuring to the public.
- 2.15 ORS has recommended that NFRS review this response standard following the consultation. In 2020/21, as identified within the Strategic Plan, NFRS will conduct a full fire cover review. It is proposed that this response standard is reviewed as part of this project.

### **3. FINANCIAL IMPLICATIONS**

A budget of £45k was established in 2018/19 for public consultation, and the costs of this consultation have been met within this budget.

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

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

### **5. EQUALITIES IMPLICATIONS**

An equality impact assessment has been completed and is appended to this report at Appendix D.

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

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

### **7. LEGAL IMPLICATIONS**

The duty to consult the public is contained within the Fire and Rescue National Framework for England which is required under Section 21 of the Fire and Rescue

Services Act 2004. The consultation process that has been undertaken is considered robust and has followed the Authority's consultation framework.

## **8. RISK MANAGEMENT IMPLICATIONS**

- 8.1 The fire and rescue national framework for England requires that the Fire Authority produces an IRMP that must 'reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies and partners'.
- 8.2 Section 22 of the Fire and Rescue Services Act 2004 gives powers to the Secretary of State to intervene should a fire and rescue authority fail, or be likely to fail, to act in accordance with the Framework.
- 8.3 As detailed in the statutory duties, a failure or a perception of a failure to widely consult on the Strategic Plan could leave the Service open to criticism both through formal means and wider stakeholder engagement.

## **9. COLLABORATION IMPLICATIONS**

There are no collaboration implications arising from this report.

## **10. RECOMMENDATIONS**

That Members approve the adoption of the Strategic Plan 2019-2022 as at Appendix B of this report.

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

None.

John Buckley  
**CHIEF FIRE OFFICER**



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

## Draft Strategic Plan 2019-22 Consultation Findings



**Opinion Research Services**  
**January 2019**

# Draft Strategic Plan 2019-22 Consultation Findings

## ORS - Opinion Research Services

As with all our studies, findings from this research are subject to Opinion Research Services' Standard Terms and Conditions of Contract.

Any press release or publication of the findings of this research requires the advance approval of ORS. Such approval will only be refused on the grounds of inaccuracy or misrepresentation.

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**Spin-out company of Swansea University**

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# Acknowledgements

Opinion Research Services (ORS) is pleased to have worked with Nottinghamshire Fire and Rescue Service (NFRS) on the consultation programme reported here.

ORS was commissioned to conduct public and staff consultation about its *Strategic Plan 2019-22*. We hope this report will inform the future planning of the service, and we thank all those who completed questionnaires, the 43 people who attended one of four focus groups with members of the public, and the XXXX staff who attended one of two focus groups for employees. All the focus group participants were patient in listening to background information before entering positively into open discussions. In all cases, they engaged with the Service, with the issues under consideration and with each other in discussing their ideas readily.

We thank NFRS for commissioning the project and we particularly thank the officers with whom we have worked with for their collaboration and for attending the meetings to answer people's many technical questions. Such meetings benefit considerably from such readiness to answer participants' questions fully and frankly, as in this case.

At all stages of the project, ORS's status as an independent organisation facilitating the consultation as fairly as possible was recognised and respected; this is an independent report and has not been influenced or shaped by NFRS or any other party. We are grateful for the trust, and we hope this report will contribute usefully to thinking about NFRS's development in difficult times.

# ORS Project Team

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# Introduction

## Commission

1. For its Fire Authority (NFA), Nottinghamshire Fire and Rescue Service (NFRS) has prepared a draft Strategic Plan in the context of steadily reducing risk (when measured in terms of the number of incidents) and financial constraints. In summary:

Fires have reduced by more than 10% over the last five years

Road traffic collisions (RTCs) have remained at the same level (5xx last year)

False alarms (41% of all incidents) have slightly increased

Rescues of persons have increased very considerably due to changes of responsibility between the Police and NFRS

Therefore, over the last five years, the total number of incidents has increased from XXX to 10,377

By the end of March 2021, NFRS has to reduce its budget by £3.4 million (but has already identified savings worth about half that sum).

2. The main elements of the draft Strategic Plan that were discussed are:

The focus on reducing risks through community fire safety through prevention and protection initiatives – including in particular:

Broadening home fire safety checks (HFSCs) into Safe and Well Visits that would take longer in considering, not just smoke detectors and fire safety narrowly understood, but also heating adequacy, falls risks, and lifestyle factors that might affect safety in the home (including smoking, alcohol, drugs and cooking methods, etc)

Increasingly targeting such visits to the elderly and other more vulnerable groups (for example people with hearing and or mental health difficulties)

Working more closely with charities and statutory agencies on referrals for and arising from Safe and Well visits

Making crews' work in identifying hazards in the community more systematic through a formal reporting system

Increasingly targeting higher risk premises for inspections

Implementing post-Grenfell recommendations and re-assessing high-rise risks.

Proposal to replace the current NFRS response time standard with an overall average time for all incidents across the whole county.

3. Because of our experience of the fire and rescue service and many statutory consultations, ORS was commissioned to undertake a programme of key consultation activities and provide this interpretative report of findings.

## Consultation

4. NFRS's consultation period ran XX weeks from XXXXXXXXX to XXXXXXXX, 2018, and included the following elements:

Recruiting, facilitating and reporting three deliberative focus groups with randomly selected members of the public (in Ollerton, Retford and Carlton)

Facilitating and reporting a focus group with people with hearing difficulties

Facilitating and reporting two staff focus groups

Implementing and analysing responses to an on-line and paper version of an open consultation questionnaire.

## Focus Groups with the public and staff

5. The four focus groups with members of the public allowed diverse residents to give their views on NFRS' proposals. The focus groups involved a total of 43 people; for three groups the participants were recruited by ORS through random digit telephone dialling, with quota controls to ensure the proportional representation of different demographic and socio-economic groups. Care was taken to ensure that no groups were disadvantaged in the recruitment process and participants were recompensed for their time and expenses in attending. The fourth focus group, with nine people with hearing difficulties, was valuable in identifying needs that might otherwise have been less easily discerned in the general groups.
6. NFRS and NFA commissioned the focus group programme in order fairly to 'test' the acceptability or otherwise of the proposals in thoughtful, considered and deliberative or 'jury-style' meetings. The meetings began with detailed presentations by ORS outlining the principles of the proposals and the implications of the changes in the relevant areas. There were lengthy question and answer periods, followed by the residents' detailed and deliberative discussions of the issues.
7. There were also two focus groups with staff that included a wide range of interested participants from both the uniformed and non-uniformed staff. Full and frank discussions were had at both sessions.

## Open Questionnaire

8. The open consultation questionnaire based on the Strategic Plan was available online and as a hard copy between XXXXXXXX and XXXXXXXX, 2018. In total, XXXXX questionnaires were completed (XXXX online and XXX by post).
9. While open questionnaires are important consultation routes that are accessible to almost everyone, they are not properly called 'surveys' of the public. Whereas surveys require systematic or random sampling of a given population, open questionnaires are distributed unsystematically or adventitiously and are more likely to be completed by motivated people and are subject to influence by local campaigns. Therefore, open questionnaire respondents may be unrepresentative of the general population – so results must be interpreted carefully. This does not mean that the open questionnaire findings should be discounted: they are analysed in detail in this report and must be considered carefully as a demonstration of the strength of feeling of residents who put forward their views on the proposed changes.

## Consultation proportionate and fair

10. The key legal and good practice requirements for proper consultation are based on the so-called Gunning Principles, which state that consultation should: be conducted at a formative stage, before decisions are taken; allow sufficient time for people to participate and respond; provide the public and stakeholders with sufficient background information to allow them to consider the issues and any proposals intelligently and critically; and be properly taken into consideration before decisions are finally taken. In this case, all those requirements have been properly met.
11. Properly understood, accountability means that public authorities should give an account of their plans and take account of public and stakeholder views: they should conduct fair and accessible consultation while reporting the outcomes openly and considering them fully. Consultations are not referenda, and the popularity or unpopularity of draft proposals should not displace professional and political judgement about what are the right or best decisions in the circumstances. The levels of, and reasons for, public support or opposition are important, but as considerations to be taken into account, not as decisive factors that necessarily determine authorities' decisions.
12. The key question is not, *Does the proposal have majority support?* but, *Are the reasons for the popularity or unpopularity of the proposals cogent?* Consultation is to inform authorities of issues and/or arguments and/or implications they might have overlooked; or to contribute to the re-evaluation of matters already known; or to reassess priorities and principles critically. However popular proposals might be, that does not itself mean they are feasible, safe, sustainable, reasonable and value-for-money; and unpopularity does not mean the reverse.

# Main Findings

## Response Time Target

### Introduction

13. NFRS proposes to replace its current response time standard which says that:

*The first fire engine should attend 90% of all incidents within 10 minutes from the time calls are received at the Fire Control Centre*

with a new standard that says:

*The first fire engine should attend all incidents within an average time (across the whole county) of 8 minutes from the time the Fire Control Centre sends the appliance(s).*

14. The main reasons for the proposal are that:

The current standard is unachievable since NFRS has the capacity to attend only about 65% of all incidents within 10 minutes from the time calls are received: it is thought desirable to have a more realistic (achievable) target

It makes good sense to separate the call-handling time from the appliance response time – since only the latter directly reflects the emergency cover available

The “8-minute average from time of send” standard is currently achieved (even though the “90% target for 10 minutes from time of call” is not

The public are more likely to understand a target based on average time than one based on percentage performance.

15. While a relatively technical matter, this topic stimulated considerable interest in all the discussion groups, except perhaps with those with hearing difficulties (mainly because some of them felt it was not specifically “*an issue mainly affecting deaf people*”; nonetheless, some of those with hearing difficulties expressed strong opinions on this matter.

### Ambiguities in other fire and rescue services

16. When introducing the response time issues, the facilitator explained that fire and rescue services’ published response time measures are typically not comparable because they have different ways of measuring them (which are not always made clear). For example, in some services a “10-minute response time” actually means “an appliance will arrive within 10 minutes and 59 seconds” (that is, within the 10<sup>th</sup> minute) – although their residents are entirely unaware of this ‘latitude’. Fire and rescue services also start their timing clocks at different stages of the response process.
17. In this context, it is worthy of note that NFRS’s response time measures are free from all such ambiguity and are stated clearly with unambiguous measures. This fact was widely appreciated by all those in the discussion groups, including staff.

## Deliberative groups on response time targets

18. Perhaps the main overall finding about response times is that no one seriously proposed that NFRS should not have or not publish a response target. This idea of abolishing the target was mentioned by some people across the public and staff focus groups, since *“the fire engines always get there as soon as they can anyway;”* but abolishing a response standard was not proposed and did not attract support overall. In fact, the proposal to have an **official standard** (whatever it is) was welcomed by mostly everyone.
19. The proposal to **separately measure and monitor call-handling times** (from the time of call to the time of sending the appliance) **and response times** (from the time of sending to the time of arrival of the first fire engine) was welcomed widely XXXXXXXXXXXX as *“making good sense”* since the *“two aspects are very different and separate”* and you *“need to know your real travel times because call times can vary so much for all kinds of reasons.”*
20. The proposal to replace a percentage response time target measure with an **average time** measure was also widely questioned without being clearly rejected or approved overall. Many people accepted it unquestioningly; but others were more sceptical in saying that *“an average is a very blunt measure”* that *“can hide all sorts of variations and extremes.”* Overall, there was no consensus on this issue; people did not in general protest at the proposal; the percentage measure was not widely and obviously preferred; but enough questions were raised by enough people perhaps to make NFRS reconsider the issue. Perhaps the main problem with a county-wide average time measure is that two-thirds of all NFRS’ incidents occur in Nottingham city, which is covered by seven wholetime fire engines – so response times are regularly very short, whereas they are typically much longer across most of the county. Many people felt that rural response times would be obscured in an overall average time target – a sentiment that was also reflected in the discussion of whether a single standard should cover all incidents everywhere in the county (see below).
21. The idea that the current and proposed response standards should cover **all incidents** everywhere, in an undifferentiated way across the whole county was frequently questioned (partly because the participants were aware of the wide range of calls that NFRS receives, and they were aware, too, that rural response times are inevitably much longer than those in the city (though they understood the reasons for this and were not critical)). It would be wrong to say that an all-incident standard was rejected, for many accepted it readily (based partly on their trust in NFRS); but, nonetheless, many people were dubious about the logic of *“lumping all incidents together when they’re so different”*.
22. Perhaps the best overall summary of the public and staff focus groups is that there was no clear consensus on this issue: many people accepted the proposal readily; but it was also widely and cogently questioned. For example, although the XXX group accepted an average time response standard without question, they firmly rejected a single, all-incident standard; instead, they wanted:

Separate targets for life-risk/serious emergency incidents and for non-life-risk incidents that would not normally be called 'emergencies' by the public

And also:

Separate dual city and rural targets *or* separate triple city and town and countryside targets *or* separate dual targets for high- and low-risk areas.

23. There was no consensus about which version of the second group was best, but there was interest in them all, and in distinguishing life-risk from less serious incidents by using two indicator measures.

24. Participants were told that NFRS finds that the response times for life- and non-life-risk incidents does not in practice vary by much, but many of those who questioned having a single target were unconvinced by this argument. They said that:

Nonetheless, the two groups of response times might come to vary in future

Life-risk response times should be a standard against which future emergency cover proposal should be assessed

None-life-risk incidents were typically less serious and could reasonably take longer to respond to

The public deserve to know and should be educated about likely response times in different parts of the county and for different incidents.

25. To these arguments against and single time target, an experienced wholetime driver added a further reason:

*If we have a single standard for all incidents, then as a driver I'll feel pressured to drive faster than I otherwise would to lesser incidents – to meet our standard [for all incidents]!*

26. Overall, while there was no consensus (and while many uncritically accepted the NPF response time proposals), it remains the case that, if NFRS pursued the intimations of the more critical thinkers in the public and staff groups, then it would define and publicise response time targets that were both more precise, and more open and transparent, than very many fire and rescue services in the country. This would not necessarily be alarming for the public since the focus groups readily recognised and accepted that rural response standards are necessarily much slower than urban one; and such openness could even be educational, while also ensuring an accurate operational baseline measure for the assessment of changes to emergency cover.

27. In other words, while there was no clear consensus to challenge the proposed response time measures, many important issues were raised, and there is perhaps reason for NFRS and its Fire Authority to consider the issues again.

28. SOME EXAMPLE QUOTATIONS TO GO HERE FROM FOCUS GROUPS PERHAPS – BUT VERY CONCISE



## Questionnaire findings on response times

### MAIN CONCLUSIONS

29. Fire Authority to consider the issues again.

# Overall Conclusions

## ALL THIS TO BE FINISHED LATER....

### Introduction

30. It is not the role of ORS to make policy recommendations or to go beyond the fact-based interpretation above. Ultimately, an overall interpretation of the consultation will depend upon the Authority itself: its members will consider all the consultation elements in the context of all the other evidence available to it – in order to assess the merits of the various opinions as the basis for public policy. The challenge for the Authority is to maintain public and professional confidence in the safety and resilience of NFRS services while also demonstrating that it can successfully deliver appropriate changes to balance its budget. We trust that this report and the following conclusions will make at least some contribution to that endeavour.

### Range of Opinions and Assessment Criteria

31. The executive summary above has demonstrated a contrast between (on the one hand) the open questionnaire and (on the other hand) the public and staff focus groups
32. When interpreting the findings, a key principle is that consultation is not a referendum: it is not a 'numbers game' in which the loudest or majority opinions should automatically prevail. The key issue is not whether most people agree or disagree with the proposals, but, *Are the reasons for their popularity or unpopularity cogent?* However popular or unpopular proposals might be, the Authority will want to consider if they are evidence-based, feasible, safe, sustainable, reasonable and value-for-money. The reasons for people's views are well documented throughout this report so that the NFA may consider them when making its judgements.
33. As well as examining all the evidence and the cogency of opinions, NFA has to consider what weight to attach to each of the consultation elements. ORS suggests that in making its assessments the Authority should have regard to: whether views expressed reflected general public opinion; whether respondents were relatively well or poorly informed about the evidence; whether opinions were 'thoughtful' (based on personal deliberation) or the result of organised campaigns marshalling collective sentiments; whether the views expressed were cogent and evidence-based; and how many people were supportive or opposed.



*This project was carried out in compliance with ISO 20252:2012.*



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

# Strategic Plan

## 2019-2022



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## Welcome from the Chief and the Chair

It is our pleasure to present to you our Service's strategic plan for the next three years, which sets out how we are going to ensure that we create safer communities across Nottinghamshire.

It is a document that also outlines how we will meet the Fire and Rescue National Framework for England which sets out the Government's expectations and responsibilities for fire and rescue services.

Our last plan highlighted that we were going to maintain and support our workforce, continue to improve upon previous achievements, ensure that our Service has an appropriate infrastructure for governance to support our future successes and maintain our strategic partnerships.

We also aimed to reduce our impact on the environment and invest in new technologies, whilst making sure that our services were tailored to meet our communities and their needs through promoting equality and diversity.

It is pleasing to see that we have made great progress in all of these areas, however we know there is still work to be done to increase efficiencies, maintain our high-quality services and our strong governance and financial sustainability, and ensure that our workforce remain engaged and motivated.

Our plan for 2019 – 2022 builds on our achievements and sets out how we will navigate the next three years as a modern fire and rescue service, adapting to the demands of evolving risks.

We know that there are some challenging times ahead, but we are confident that our plan considers risks from all areas and outlines how we intend to move your Service forward.

We look forward to building on the aims and actions set out in this plan to provide you with a safer Nottinghamshire for the next three years and beyond.

**John Buckley**  
Chief Fire Officer

**Councillor Brian Grocock**  
Chair of the Fire Authority



# Who are we?

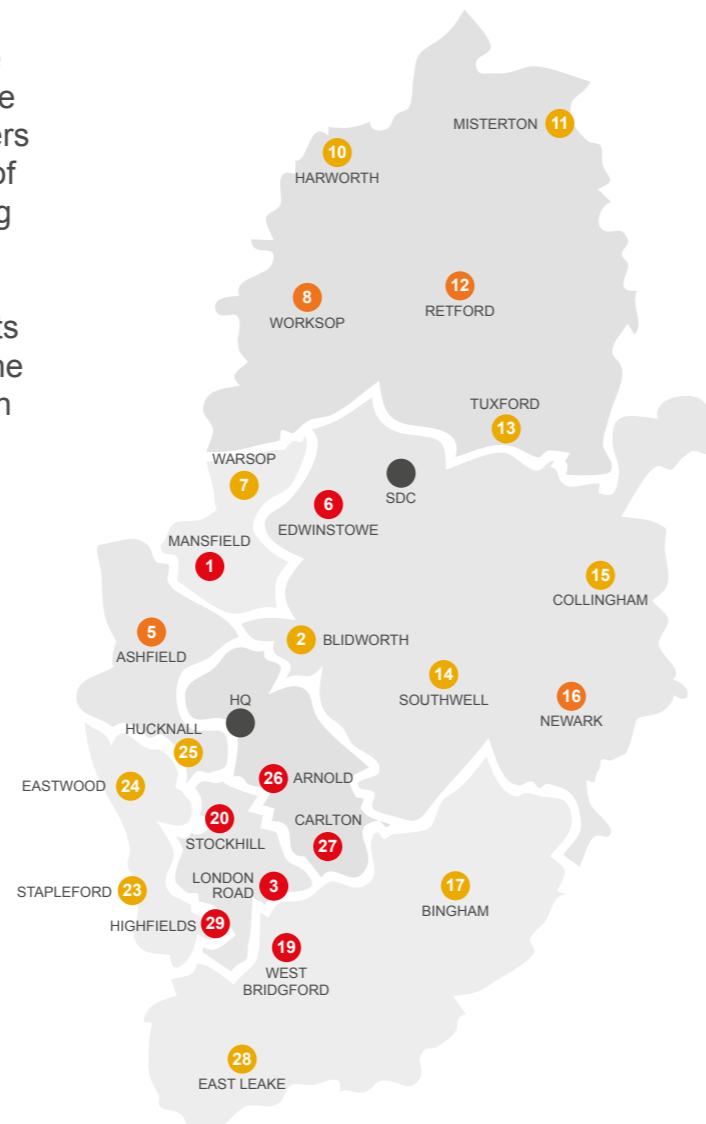
Nottinghamshire Fire and Rescue Service (NFRS) is dedicated to the safety, care and protection of the County's 1.15 million residents through the delivery of high quality services which are responsive to local need, accessible to all citizens – especially the most vulnerable - and effective in keeping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

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

## Fire stations and premises

- Wholetime
- Wholetime & on-call
- On-call
- Non Station

Number in circle = Station Number



## Our vision:

**Our vision is to create safer communities across Nottinghamshire. Throughout the life of this plan and beyond, we will work to provide the best possible service to you, with the resources that we have.**

Everything that we do is led by our three strategic aims which set out to provide high quality services, offer strong governance and financial sustainability, and ensure that our employees are engaged and motivated.

### High quality services:

Whether it is our operational crews working in the community or responding to an incident, or our support staff working in different functions across our Service, we strive to make sure that the service we provide is of the best possible quality. We invest in the right technologies and infrastructures to help us do the best job we can, and review all our activities to maximise efficiencies. By collaborating with blue light and non-emergency services partners to share knowledge and best practice, we ensure that our services to you will remain of a high quality as we look into the future.

### Engaged and motivated workforce:

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

### Strong governance and financial sustainability:

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

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

### Our Values:



**Being open to change and understanding the need to improve** - This means we open ourselves up to new ideas and become a more sustainable and stable organisation, ready for the future.



**Being professional in all that we do by being the best we can be** - This is done by behaving with integrity and taking personal responsibility for our behaviour and decisions.



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



**Working as one team** to create safer communities.

## Our people:

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

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

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

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



## What we do:

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

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

### Prevention:

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

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

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



**Protection:**

Providing fire safety advice and enforcing fire safety legislation is an important part of our role, and our Fire Protection Team has a statutory responsibility for auditing premises and enforcing fire safety legislation, under the Regulatory Reform (Fire Safety) Order 2005.

We work with local businesses, landlords and those responsible for public buildings (such as hospitals), to reduce risk and ensure compliance with safety regulations.

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

**Response:**

We have 24 fire stations across the county, and the personnel who work on each station form part of our operational response to emergencies.

The majority of this response is to fire or traffic collisions, but our fire crews also attend rescues ranging from water, height and confined spaces, to incidents involving chemicals and other hazardous materials.



**Incident response figures:**



**Fire**



**Person  
Rescue**



**Road Traffic  
Collisions**

<b>2017/18</b>	3,300	1,293	506
<b>2016/17</b>	3,250	1,317	511
<b>2015/16</b>	3,366	779	511
<b>2014/15</b>	3,483	506	522
<b>2013/14</b>	3,708	517	509



**False  
Alarm**



**Other**



**Totals for  
each year**

<b>2017/18</b>	4,369	1,109	10,577
<b>2016/17</b>	4,415	1,517	11,010
<b>2015/16</b>	4,040	1,051	9,747
<b>2014/15</b>	4,191	827	9,529
<b>2013/14</b>	4,137	883	9,754



# Our journey so far

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

Since 2010, we have reduced our operating costs by 25%, while still making sure that we are there for you when you need us. We have looked at all areas of the Service to make savings and increase efficiency and effectiveness, such as:

- ➔ Introducing new ways to deliver our services, for instance through a 'mixed crewing' model at Ashfield and Retford fire stations.
- ➔ Exploring collaboration with other emergency services partners by sharing premises with the police and ambulance services and working more closely with neighbouring fire and rescue services.
- ➔ Actively reducing operating costs of our sites by rationalising the estate and the use of efficient green technologies.
- ➔ Replacing our older vehicles with more economical alternatives in conjunction with reducing the number of vehicles we operate within our fleet.



Potentially far-reaching and fundamental changes now being implemented across the emergency sector mean we need to look at new ways of working. This means progressing initiatives that will transform our service delivery and ensure a greater degree of accountability and transparency. The Policing and Crime Act 2017 provides a framework for these changes, including a new statutory duty to collaborate for each emergency service. Our 2019-2022 plan will keep this requirement in mind as we set out our priorities on how we will keep you safe for the next three years.

## How our budget is spent:

The budget for providing our services to you across Nottinghamshire in 2018/19 was £42m.

Over £33m, or 78%, of our income is spent employing the people who provide our fire and rescue services to the public. £3.4m is spent on supplies and services.

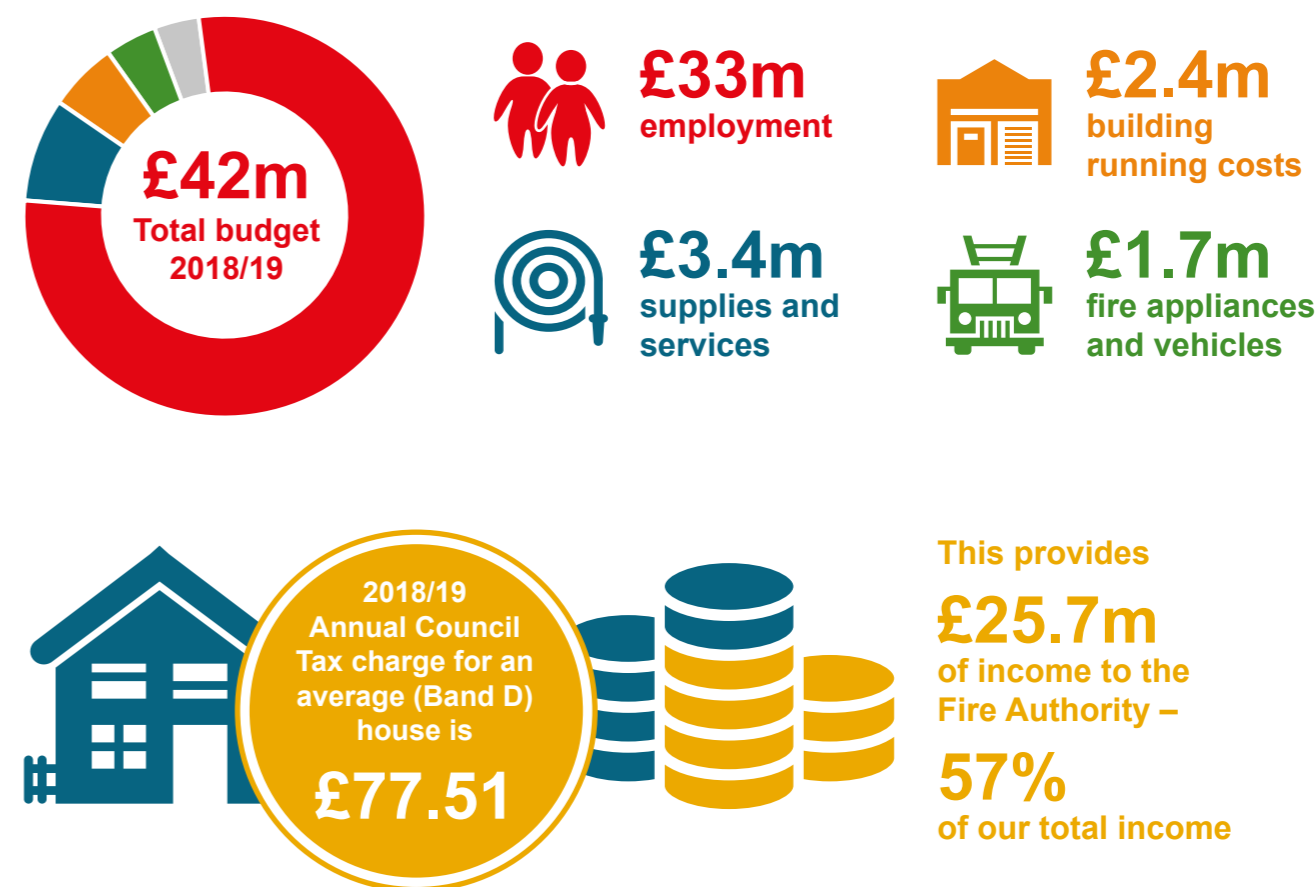
This includes operational equipment, protective clothing, training equipment, consumables and ICT licence costs, etc. The running costs of our 24 fire stations, training centre and Headquarters are £2.4m and running our fire appliances, specialist vehicles and cars costs £1.7m.

The 2018/19 Annual Council Tax charge for an average (Band D) house is £77.51

(this equates to 21p a day). This provides £25.7m of income to the Fire Authority – 57% of our total income. Other income comes from Business Rates and government grants.

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

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





# How do we keep you safe?

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

To prepare for this, we use both local and national registers to help us plan for, and adapt our resources to future risks. The National Risk Register helps us to identify risks over the next five years where the consequences would lead to a civil emergency. The Community Risk Register assesses the main risks across our county.

We are also able to analyse our own risk information to map the areas of highest risk across Nottinghamshire.

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

Whilst this fire appliance or specialist vehicle is on its way, our Fire Control team will often remain on the phone with you until the fire crews arrive to give you advice and support.

It is our aim to attend all incidents within an average of eight minutes or less from the time we send a fire engine to you. Throughout the life of this plan, we will continue to aim for this standard.



## Our Population:

Within Nottinghamshire, the projected increase in the number of older people from 2016 – 2026 is 35,000, an increase of over 21%. For those aged 85 and over, this is projected to increase by over 38%, to nearly 29,000 people. The Nottinghamshire Health and Wellbeing Board's 'People of Nottinghamshire' report (21/12/2017) anticipates that 'increasingly, older people in Nottinghamshire will live alone (increasing by 21% between 2017 and 2026).' We know that people's vulnerability to fire is increased as they age, and increased even further by living alone, so we will look to target our resources at these individuals through our prevention activities.

## Property fires:

No two properties are the same, and that's why we analyse and train to lessen the risks to both you and our firefighters for all kinds of buildings. This includes flats, houses, commercial buildings, derelict properties or those that are home to vulnerable people.

It is important that we are aware of the hazards these properties might present

to us when attending an incident. We regularly train at sites across Nottinghamshire to familiarise ourselves with locations, and to share best practice with each other to inform ourselves of the risks we might face.

## Water risk:

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

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

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



### Transport risk:

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

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

A large rail network runs through our county, as well as a tram system through Nottingham City Centre and surrounding areas. Working alongside agencies responsible for the maintenance and management of these systems, we make sure we familiarise ourselves with their structure should we be called to an incident involving either a train or a tram.

The future looks set to bring a high-speed rail network through Nottinghamshire and we are already involved in the planning process for this.



### High rise risk:

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

### Heritage risk:

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



## National risks:

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

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

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



## Terrorism:

We are all aware of the increasing threat of terrorism. These events have led us to prepare our response in the event of such an attack here, or in one of our neighbouring counties.

In conjunction with our partners, our firefighters play a role in preparing for and responding to acts of terrorism, and as the risks change, we continually review our procedures and capabilities to ensure we are able to act effectively and safely.

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



## National resilience:

As a UK fire and rescue service, we also have a responsibility in ensuring national resilience. We have a number of 'national assets', which can be deployed outside of Nottinghamshire to deal with anything from flooding to terrorism. We also have agreements in place should our neighbouring fire and rescue services need our assistance and, vice-versa, we are able to call on other services to provide resources and personnel.

We are part of the Local Resilience Forum, which is led by Nottinghamshire Police, and is made up of senior managers from the principle emergency planning and response organisations. Playing an active role in this group means that we help to plan and take part in multiagency exercises based on real risks to Nottinghamshire residents.

## Cyber risks:

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

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



# What are we going to do?

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

Our commitment to continuous improvement means we will be in the best position possible, to face new and emerging challenges and opportunities. This is of particular importance in the light of the HMICFRS inspections introduced in 2018 and the National Framework, which seeks greater transparency and accountability from all fire and rescue services. In addition, the Home Office, which has responsibility for national fire policy, has been clear about its intention to reform the way in which fire and rescue

authorities provide their services, focusing on improving efficiency and effectiveness.

The instability of the national economy will continue to impact on our finances. At present, the Authority is working hard to make efficiencies to ensure that services can be maintained within anticipated funding levels. If funding restrictions continue into the future then it may be necessary to review how our services are delivered to the communities of Nottinghamshire.



## Preventing incidents:

### Safe and Well visits across Nottinghamshire:

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

Our targeted Safe and Well visits offer information on a number of factors which may increase vulnerability to fire or injury. These include smoking cessation, alcohol addiction, falls prevention and keeping warm during winter, in addition to fire safety advice. We will continue to refine our targeted approach and work with our partners to identify emerging needs, looking for ways to increase the volume of visits to the most vulnerable.

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

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

Our CHARLIE (Care and support, Hoarding, Alcohol, Reduced mobility, Lives alone, Inappropriate smoking, Elderly (65+) profile lists everything we think has a direct link with being at risk from fire. Thankfully fatal fires are rare, however, sadly, most of those we have dealt with over the last few years have involved someone with one or more of these characteristics.



# Protecting you:

## Hazard spotting:

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

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

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



## Reviewing our prevention and protection departments:

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

## Implementing recommendations post-Grenfell:

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

We will be working to make sure that we implement the outcomes of the Dame Hackett enquiry and the Grenfell Judicial review once published.



# Responding to you:

## Strengthen the sustainability of on-call:

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

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

## Review our operational resourcing:

Making sure that we have the best equipment to deal with the challenges we face and also to keep our firefighters safe is another ongoing priority for us. We carried out a fundamental fire cover review in 2010, and then again in 2015.

In 2020, we will carry out another fire cover review to look at where our resources are and to consider whether these need to be re-evaluated depending on risks and the needs of our communities.

Our fleet will also be reviewed with the safety of our staff being at the forefront of any decisions made. We will continue to evaluate how fit for purpose our resources are and will identify areas over the next three years where our equipment and fleet could be developed to better respond to risks in Nottinghamshire.

## Resilience and business continuity:

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

We will continue to review these plans to ensure that we can maintain essential functions in the event of planned or unforeseen events, and it is our commitment to you that we will do all that we can to remain resilient.





**Deliver the Emergency Services Network:**

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

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

**Collaborating to provide a better service:**

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

changes to the way we operate and bring about a greater integration of services.

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

We are actively seeking collaboration, not just because we have to, but because we believe that it is the most efficient way to ensure we keep our communities safe.

**Professional standards:**

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

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

**Looking after your Service:**

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

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

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

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

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





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

## Contact details:

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**Bestwood Lodge Drive, Arnold,**  
**Nottingham NG5 8PD**

**Telephone: 0115 967 0880**

**Text: 0115 824 0400**

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

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



## Business Plan 2019-20

2019-2020 Action Plan			
Programme	Link to Risk Register (mitigation and impacts)	Strategic Aims	Lead SLT Member
Develop joint headquarters collaboration programme	1, 3, 15, 4, 13, 9	HQS, GGFS	Head of Procurement and Resources
Implement Joint Fire Control with Derbyshire Fire & Rescue Service	1, 2, 3, 15, 4, 6	HQS, GGFS	AM Strategic Support
Implement outcomes of Equipment Review	1, 7, 9, 15, 4, 10	HQS, EMW, GGFS	Head of Procurement and Resources
Respond to the outcomes of HMICFRS inspection	14, 3, 9	HQS, EMW, GGFS	Head of Corporate Support
Implement the Performance Management Framework	14, 3, 4, 6, 10	HQS, EMW, GGFS	Head of Corporate Support
Embed National Operational Guidance Products	10, 3, 6, 2, 15	HQS, EMW, GGFS	Head of Corporate Support
Implement the Emergency Services Network in line with the National Plan	2, 8, 1, 7, 9	GGFS	Head of Corporate Support
Review and test Service Wide Business Continuity arrangements	9	GGFS	Head of Corporate Support
Commence alignment of all information management processes to ISO 27001 (Cyber Security)	9, 14, 8, 1	GGFS	Head of ICT
Complete the SharePoint strategy and delivery programme	9, 14, 3	GGFS	Head of ICT



**Initial Equality Impact Assessment.**

**APPENDIX D**

This questionnaire will enable you to decide whether or not the new or proposed policy or service needs to go through a full Equality Impact Assessment.

<b>Title of policy, function, theme or service:</b>				Strategic Plan 2019 - 2022						
Name of employee completing assessment			Tom Archer			Department and section: Corporate Support, Service HQ				
1.	<b>State the purpose and aims of the policy or service and who will be responsible for implementing it.</b>									
	The Strategic Plan fulfils the Fire Authority's statutory duty under the fire and rescue national framework for England to produce an Integrated Risk Management Plan (IRMP). Nottinghamshire Fire and Rescue Service's (NFRS) IRMP has been entitled the 'Strategic Plan 2019 – 2022.'									
2.	<b>Please indicate below if the effect of the policy, function, theme or service will be positive, negative, neutral or unknown.</b>									
		<b>Age</b>	<b>Disability</b>	<b>Family status</b>	<b>Gender</b>	<b>Race</b>	<b>Sexual orientation</b>	<b>Religion and belief</b>	<b>Vulnerability</b>	<b>Rurality</b>
	Employees	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	N/A	N/A
	Public	Positive	Positive	Neutral	Neutral	Neutral	Neutral	Neutral	Positive	Neutral
3.	<b>Please explain the impact you have identified.</b>									
	The Strategic Plan outlines the vision for NFRS for the period 2019 – 2022. It commits the organisation to several projects such as the fire cover review and reviews of specific departments that will each require an EIA to assess any potential adverse impacts on employees or the public from the delivery of these projects.									
	<b>Employees</b> The Strategic Plan will not have a disproportionately negative impact on employees within specific protected characteristics. All relevant areas have been described as neutral. However, due to the Service's proactivity in the area of equality as well as the commitments made within its comprehensive People Strategy, some protected characteristics may well move from									

This questionnaire will enable you to decide whether or not the new or proposed policy or service needs to go through a full Equality Impact Assessment.

	<p><b>‘neutral’ to ‘positive’</b> over the life cycle of the Strategic Plan. For instance, the Service’s ongoing commitment to a diverse workforce underpinned by positive action activities may well further positively impact upon the proportion of people from black Asian and minority ethnic groups / lesbian, gay, bisexual and trans+ / disabled people working for us as well as the number of women working as firefighters in the organisation. This always depends on turnover and whether the organisation is in a position to recruit new people in to the organisation.</p> <p>There may be a positive impact on family status as the plan aims to continue the promotion of a healthy work life balance and an inclusive working culture. Families in different circumstances may be able to work with NFRS to agree mutually agreeable solutions to their differing needs around balancing work and family life.</p> <p><b>Public</b> There may be a positive impact on those members of the public who are older, disabled and therefore, potentially more vulnerable to fire. NFRS continues to target its resources and develop its expertise to ensure that people who fit in to these categories receive equal access to services. NFRS also works with individuals, teams and agencies who work with, or provide support for, disabled and older people who are most vulnerable to fire. It is a key aspect of the Strategic Plan to identify and target the limited resources of NFRS to those people who need it the most. Work with partners and the NHS will ensure NFRS can target its activities appropriately.</p>
3a)	<p><b>Please explain any steps you have taken or may take to address the impact you have identified.</b></p> <p>Ageing population – NFRS has strategies in place to address this through prevention and response activities, plus partnership working with the third sector. The organisation needs to ensure the projected population increase in over 65s remains in focus.</p>
4.	<p><b>Identify the individuals and organisations that are likely to have an interest in, or be affected by the policy, function, theme or service. <i>This should identify the persons/organisations that may need to be consulted about the policy or service and its impact.</i></b></p>

## Initial Equality Impact Assessment.

## APPENDIX D

This questionnaire will enable you to decide whether or not the new or proposed policy or service needs to go through a full Equality Impact Assessment.

	<p>The Combined Fire Authority, Local Politicians, community leaders and local communities throughout Nottingham and Nottinghamshire. Communities in those areas neighbouring Nottinghamshire. NFRS employees and their families and representative bodies.</p> <p>Blue light partners, City and County Councils and third sector organisations.</p>	
5.	<b>Has consultation (with the public, managers, employees, TUs etc) on the policy, function, theme or service been undertaken?</b>	<b>Yes</b>
5a.	<b>Please provide details for your answer including information regarding when consultation will take place if you have ticked yes.</b> <p>Pre consultation took place with three focus groups with members of the public, employee engagement through the Spring Conferences and Strategic Leadership Team departmental visits.</p> <p>The formal consultation took place from 28 September 2018 – 21 December 2018. NFRS utilised Opinion Research Services (ORS) who organised and facilitated focus groups for employees, members of the public, and invited stakeholders including the deaf community. Feedback from the deaf community following the forum was that the group appreciated the efforts made by the Service to fulfil its obligations under the BSL charter.</p> <p>An online consultation questionnaire was widely publicised through social media and the NFRS website, and operational crews actively promoted the consultation in their community safety areas.</p> <p>The outcomes of the consultation will be presented to the Fire Authority on the 15<sup>th</sup> February 2019.</p>	
6.	<b>Has the Equality and Diversity Officer been contacted?</b>	<b>Yes</b>
6a.	<b>If Yes please outline below the outcomes/concerns highlighted in the discussion.</b> <p>The Equality and Diversity Officer was contacted in September 2018 regarding an EIA for the then IRMP. Advice was taken around the accessibility of the document and consultation process, and further steps for when the plan was being written.</p>	

**Initial Equality Impact Assessment.**

**APPENDIX D**

This questionnaire will enable you to decide whether or not the new or proposed policy or service needs to go through a full Equality Impact Assessment.

	<p>The importance of the online questionnaire being accessible in hard copy as well as online as part of the consultation process was emphasised.</p> <p>23<sup>rd</sup> January 2019</p> <p>Whilst recruiting to the focus groups as part of the consultation, ORS worked to ensure the proportional representation of different demographic and socio-economic groups, and took care to ensure that no groups were disadvantaged in the recruitment process. During the consultation, amendments were made to the equality monitoring forms, and a BSL interpreter was provided for the hearing-impaired focus group.</p> <p>If <b>No</b> please ensure that the Equality and Diversity Officer is contacted. If <b>Yes</b>, Please record here the date the Equality and Diversity Officer was contacted regarding this initial equality impact assessment.</p>
Date: September 2018 and 23 <sup>rd</sup> January 2019	
7.	<b>Has monitoring been undertaken?</b> <b>Yes</b>
8.	<b>What does this monitoring show?</b> ORS were responsible for collecting equalities monitoring information for the consultation process. This is presented in the full ORS report included as part of the Fire Authority report with this EIA. As highlighted above, ORS worked to ensure the proportional representation of different demographic and socio-economic groups, and took care to ensure that no groups were disadvantaged in the recruitment process.  The monitoring information did not demonstrate disproportionate concerns or impact for a particular group of people.  Demographic information for Nottinghamshire shows that the population within the city and county will increase by 5% from 2017 – 2026. Importantly, the number of people aged between 75-84 is predicted to increase by 44% and the number of 85+ year olds to increase by 39%. Disability affects a large proportion of the population, with approximately 1 in 10 adults in Nottinghamshire living with moderate or severe physical disabilities. Approximately 1 in 5 adults aged over 65 are unable to manage at least one daily activity (for example, going out of doors and walking down the road or getting up and going down stairs).

**Initial Equality Impact Assessment.****APPENDIX D**

This questionnaire will enable you to decide whether or not the new or proposed policy or service needs to go through a full Equality Impact Assessment.

	<p>Nottinghamshire has a disproportionately lower number of black and minority ethnic populations than the country as a whole, 4% compared with 15% nationally, and these populations have a younger age profile than the general population.</p> <p>Deprivation levels in Nottinghamshire are comparable with England, but Nottinghamshire does have some communities with the highest levels of deprivation, such as within Mansfield, Ashfield and Bassetlaw.</p> <p>This will inevitably have an impact on the need for NFRS services in the future. NFRS will continue to monitor population demographics and use this in its assessment of risk over the lifetime of this plan.</p>	
9.	<b>If you have answered no to question 7 can a monitoring system be established to check for impact on the protected characteristics?</b>	N/A
10.	<b>Please describe how monitoring can be undertaken and identify this monitoring system as an objective when completing the action plan below.</b>	
	<p>NFRS has a range of processes for monitoring and evaluating its activities in terms of the employment of people and delivery of services.</p> <p>Ongoing monitoring of recruitment, retention and the make up of the workforce will be a part of the People Strategy and the ongoing work of Human Resources.</p> <p>The targeting of at risk people within Nottingham and Nottinghamshire will be measured and evaluated by Prevention to measure its efficacy.</p>	
11.	<b>If a monitoring system cannot be established please explain why this is.</b>	N/A
12.	<b>Did the Equality and Diversity Officer advise to proceed with a full EIA? Please provide full details of the decision.</b>	No
13.	<b>Proceed to full Equality Impact Assessment? No.</b>	