



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.

CONTACT OFFICER

Name : John Buckley
Chief Fire Officer

Tel : 0115 967 0880

Email : john.buckley@notts-fire.gov.uk

Media Enquiries Contact : Therese Easom
(0115) 967 0880 therese.easom@notts-fire.gov.uk

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.

© Copyright January 2019

Opinion Research Services (ORS)
The Strand, Swansea, SA1 1AF

01792 535300 www.ors.org.uk

Spin-out company of Swansea University

Contents

Acknowledgements	4
Executive Summary	6
Introduction	6
Questionnaire results	6
Focus group findings	7
Introduction	11
Commission	11
Consultation	12
Focus Groups with the public, stakeholders and staff	12
Open Questionnaire	13
Consultation proportionate and fair	14
Deliberative Findings	15
General	15
Public Awareness	15
Response Time Targets	16
Introduction	16
Ambiguities and need for clarity	16
Call-handling and response times	17
Other desirable targets	21
Values	22
Profile of Calls	23
Prevention and Protection	23
Group with Hearing Difficulties	25
Other issues (firefighters)	26
Questionnaire Findings	28
Summary	28
Graphics	29
Respondent Profiles	36

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 47 people who attended one of four focus groups with members of the public (including one with the deaf), and the 18 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 fairly 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

Project Design and Management

Kelly Lock

Dale Hall

Fieldwork Management

Robyn Griffiths

Focus Group Facilitators

Dale Hall

Report Authors

Dale Hall

Kelly Lock

Ciara Small

Executive Summary

Introduction

1. Nottinghamshire Fire and Rescue Service (NFRS) has prepared a draft Strategic Plan for 2019-22 and this document by ORS reports the outcomes of NFRS' conscientious programme of consultation about the draft plan which ran for almost 12 weeks from 2nd October to 21st December, 2018.
2. The programme included an open online questionnaire (with 277 respondents); three deliberative focus groups with randomly selected members of the public (in Ollerton, Retford and Carlton); a focus group with people with severe hearing difficulties; and two staff focus groups. The key legal and good practice requirements for proper consultation have all been met.

Questionnaire results

3. Nearly nine in ten (85%) of respondents who had had some form of contact with NFRS were satisfied with the contact.
4. More than eight in ten (82%) consider that the NFRS Band D council tax charge for 2018-19 represents good value for money; and exactly eight in ten respondents believe NFRS properly balances its main roles of preventing incidents, protecting the community and responding to emergencies.
5. Exactly seven in ten respondents thought that the draft Strategic Plan gave enough information on NFRS's planned activities for 2019-2022.
6. There was overwhelming support (80%) that NFRS should use its emergency resources flexibly to match changing levels of risks in different areas and for different people.
7. Two-thirds of respondents agreed that NFRS' proposed response time standard (with a target of getting the first fire appliance to any incident/emergency within an average of 8 minutes from when it is mobilised by the Control Centre) is reasonable and safe for the public.
8. The questionnaire finding on response standards contrasts with the results of the deliberative focus group discussions that examined the response time target in forensic detail. In this context, it is important to note that the 277 respondents to the questionnaire are not demographically representative of the population of Nottinghamshire. Only three-quarters are 'residents of Nottinghamshire'; two-thirds are male; nearly a fifth (18%) are employees of NFRS; and 57% are aged 55 or over.

Focus group findings

Response time standard

9. Overall, there was strong support from the public, voluntary sector stakeholders and staff for having performance targets, and for distinguishing clearly call-handling and response time data.
10. Some staff and some members of the public and voluntary sector stakeholders readily accepted an average response time target, and most thought eight minutes was safe and reasonable; but many others thought average times are inherently misleading (and wrongly reassuring) in a context where rural times are normally much longer, and urban times are normally much less than average.
11. There was some support, but also significant and informed opposition, from members of the public, voluntary sector stakeholders and staff against the proposal for an all-incident target.
12. More people opposed the idea of a single, all-incident target than opposed the use of average times. Of course, average time calculations would be more relevant and less misleading if separate averages were calculated for different types of incident (rural/urban; high/low-risk and etc).
13. While many uncritically accepted NFRS' draft response time proposals in the online questionnaire, there were many in the public, voluntary sector stakeholder and staff focus groups who were critical about 'average times' (as misleading for the minority of cases well outside the average range) and 'single all-incident targets' that fail to differentiate more and less serious calls.
14. Taking both the questionnaire and focus groups into account, there was no consensus to challenge the proposed response time measures, but many important issues were raised in the discussion meetings, and there is perhaps reason for NFRS and its Fire Authority to consider the issues again.

Other targets

15. The NFRS staff, the voluntary sector stakeholders and deaf focus groups all proposed some other important targets for NFRS to monitor and report both internally and externally – for example, for:

Competency at incidents

Collaboration with the Police and other agencies

Fitting smoke alarms and community fire safety activities, including the number of referrals to and from other agencies

Safe and well visits

Reduction in Automatic Fire Alarms (AFA's).

False alarms

16. There was considerable concern across all the public and voluntary sector stakeholder groups about the high proportion of false alarms (particularly automatic fire detection signals), for recently false alarms accounted for 4,369 out of 10,577 incidents. The firefighters thought the number could be reduced, but also stressed that their attendance could be positive.

Prevention and protection

17. Members of the public and voluntary sector stakeholders valued NFRS's prevention and protection roles extremely highly but felt that the range of the service's activities is not well-known to the public.
18. The voluntary sector group was concerned that many people have no idea how to get a home safety check, particularly those in the learning disability community and other vulnerable groups. They thought that NFRS should be more proactive in contacting organisations dealing with refugees and vulnerable groups more frequently owing to the higher levels of danger.
19. The public were concerned about a waste of resources *if a group of firefighters go to the same house to do a safety check*. They felt there was no reason why firefighters could not work alone on such safety checks.
20. Overall, there was clear support from all parties for the prevention and protection proposals in the Strategic Plan.

Deaf people

21. The group of deaf people was especially concerned about communications with NFRS and others in emergencies and routine fire drills. For example, the members mentioned the need for flashing visual indicators rather than just audible fire alarms in the event of building evacuations and other relevant situations.
22. The deaf group was concerned too, about how they might even notify the FRS of an emergency since they cannot use 999. None of the group was aware that it is possible to register with NFRS to use a messaging text service for 999 notifications.
23. They said there are no specific services for deaf people with mental health problems, which can lead (they said) to fire setting if people do not get the help they need.
24. Perhaps surprisingly, only one of the nine deaf focus group members had experienced a home fire safety check by NFRS, which led some to say that the fire service needs to increase its contact with and referrals from deaf charities. It appeared that most of the nine had no special adaptations in their homes, including not having special alarms fitted.
25. In relation to safe and well visits, some felt that the firefighters who came to their homes were not well prepared for dealing with deaf people. The group members referred favourably to a police video providing officers with relevant and useful training in communications with the deaf community.

26. They also stressed that safety visits are not once-for-all events since long-term communications and revisits are desirable, particularly for those in private rented accommodation where landlords' performance is variable.
27. Since phone calls with deaf people take much longer than usual, the group said that NFRS' call-handling performance with them needs to be monitored routinely, to see if there are problems to overcome.
28. They also thought it would be good to have a direct main line for contacts with all the emergency services – to provide translation services and link the calls to people's homes. Overall, the group felt that there is no single 'solution' to the communication problems of the deaf and other groups, but improvement will require multiple initiatives to present information in different formats for different groups – for example, with several options for making 999 calls for those who are deaf and/or have literacy problems and/or lack confidence and/or have learning or competency problems.
29. The group suggested that more research is needed to assess how the deaf contact the emergency services, and that it would be beneficial to monitor NFRS' performance by "mystery customer" role plays.
30. The deaf group criticised response time targets based on average times for all incidents. They disliked averages in principle (as misleading for the minority of cases well outside the average range) and wanted to differentiate more and less serious calls clearly.
31. All nine members of the deaf group agreed that the meeting had been successful and valuable; and they proposed that periodic meetings of the same kind should be held.

Overall conclusions

32. There was considerable support for the draft Strategic Plan in general, and many associated suggestions and comments were made in the discussion.
33. There was a clear contrast between (on the one hand) the open questionnaire and (on the other hand) the public, voluntary sector and staff focus groups in respect of the response time standards. The former approved the proposals, whereas the latter raised many serious issues about the idea of using average times and a single all-incident standard. Given the forensic nature of the detailed deliberative discussions, there is perhaps reason for NFRS and its Fire Authority to consider again whether to use a single all-incident average target response time as its performance standard.
34. 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 proposals, but, *Are the reasons for their popularity or unpopularity cogent?* The reasons for people's views in the deliberative focus groups are well documented in this report so that the NFA may consider them when making its judgements.

35. ORS suggests that in making its assessment 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 and cogent' (based on deliberation and evidence).

Introduction

Commission

36. 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

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

Rescues of persons have increased considerably due to changes of responsibility between the Police and NFRS. Therefore, over the last five years, the total number of incidents has increased somewhat 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).

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

The focus on reducing risks through community fire safety 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, 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.

38. 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

39. NFRS's consultation period ran for almost 12 weeks from 2nd October to 21st December, 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 a focus group with voluntary sector stakeholders

Facilitating and reporting two staff focus groups

Implementing and analysing responses to an online and paper version of an open consultation questionnaire.

Focus Groups with the public, stakeholders and staff

40. The four focus groups with members of the public allowed diverse residents to give their views on NFRS' proposals. The focus groups with the public and voluntary sector stakeholders involved a total of 47 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 (organised via NFRS and the British Deaf Association), was valuable in identifying needs that might otherwise have been less easily discerned in the general groups.
41. Two further valuable focus groups were held with NFRS staff (totalling 18 participants) and there was one with four stakeholders from the voluntary sector.
42. NFRS and NFA commissioned the focus group programme in order to fairly '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.
43. The programme of groups with the public is shown on the next page.

Participants	Locations	Date	No. Attendees
General Public	Ollerton (NFRS Service Development Centre, Boughton)	Monday 19 th November 2018	12
General Public	Retford (Retford Fire Station)	Tuesday 20 th November 2018	9
General Public	Carlton (Carlton Fire Station)	Wednesday 21 st November 2018	14
British Deaf Association Members	Duncan Macmillan House	Thursday 23 rd November 2018	9

44. The valuable focus group with people with severe hearing difficulties is reported separately (in the context of the Prevention and Protection part of this report) because its members raised distinctive issues and focused especially on community safety issues.
45. There were also three other valuable focus groups as follows:

Participants	Locations	Date	No. Attendees
Voluntary sector stakeholders	NFRS HQ	November 21 st 2018	4
Staff (mixed)	Carlton Fire Station	November 19 th 2018	9
Staff (mixed)	Mansfield Fire Station	November 20 th 018	9

46. All three of these groups included a wide range of interested people and there were full and frank discussions in all the meetings.

Open Questionnaire

47. The open consultation questionnaire based on the Strategic Plan was available online and as a hard copy between 2nd October to 21st December. In total, 277 questionnaires were completed (275 online and two by post).
48. 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.

49. In this case, only three-quarters identified as ‘residents of Nottinghamshire’ (many were NFRS employees); two-thirds were male; nearly a fifth (18%) were employees of NFRS; and 57% were aged 55 or over.

Consultation proportionate and fair

50. 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.
51. 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.
52. 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.

Deliberative Findings

General

53. The draft Strategic Plan had a generally positive reception from all the consultees. For example, some firefighters said:

This Plan is not about cuts – it's not focusing on that – so it's just generally informative

The new performance policy has some very good aspects.

54. However, a few members of staff felt the plan was too 'glamorous' or public relations oriented:

Is it a plan for us or a brochure?

Public Awareness

55. Few members of the public had experienced direct contact with NFRS in the last year or so, but it is noteworthy that some of the Ollerton group said their fire station now felt *like a fortress* [to keep them out] since a new fence had been erected.
56. Only one of 12 people in the Ollerton group had had a home fire safety check, and that was some years ago.
57. When asked to estimate the number of accidental fire deaths annually, there was a wide range of 'guesstimates' – going from two to 200!
58. The cost of running a wholetime fire engine was typically under-estimated at £250,000 to £500,000 – though a few said about one million pounds.
59. Likewise, estimates of the Band D council tax precept for NFRS were typically inaccurate, ranging from £60 up to £200 per year.
60. In relation to community safety, the voluntary sector group were concerned that many people have no idea how to get a home safety check – particularly those in the learning disability community and other vulnerable groups. There were some pertinent comments:

In twelve years' working with refugees, I had only two interactions with the fire service.

NFRS needs to be on the vulnerable household panel – and for refugees.

Asylum accommodation can be very poor and NFRS needs to monitor these addresses.

Ideally, NFRS should make contact with the charitable agencies for vulnerable people every three months or so because that's where the dangers are.

Response Time Targets

Introduction

61. 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).

62. 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.

63. Whilst 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 and need for clarity

64. 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 10th 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.
65. 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. For example, some positive comments were:

The response times can be ambiguous. So, you need to be really clear about the real response times. It's shocking how some [other] fire and rescue services use ambiguous language to obscure the truth – it's hard to get an answer

How did we come up with 8 minutes?

Call-handling and response times

66. 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 – as the positive comments quote above all show.

67. 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 by both the public and staff as “*making good sense*” because:

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.

68. Approving of the distinction, some firefighters said:

We are being honest about our standards from time of send

The public might want to know times from time of call – but our operational resources cannot control the call handling – but our fire engines and fire stations do affect the response times.

69. The members of the public and stakeholders in the focus groups also approved of the more sophisticated measurement proposed – but, importantly, they often felt that both times should be made know to the public – *because the public need to know the total times taken.*

Average time

70. 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.

When we abolished national response standards it enabled fire stations to be reduced – so the standards are important

Averages times can be uninformative in relation to the actual lengths of time taken for many incidents

We take account of response times in prevention work

We monitor response times per district and station and WT/RDS – so we could give the public more information.

71. The Mansfield staff raised similar issues more critically:

Short runs in Nottingham will reduce the average a lot! Most of our incidents are in the city

It is a small area of the county that can meet the standard, but most of the county cannot [Rather than averages], we could have area- based measures because the short runs in Nottingham reduce the average a lot since most of our incidents are in the city

It is a small area of the county that can meet the standard, but most of the county cannot

This is misleading to the public – they'll think they'll get a fire engine in about 8 minutes!

We should make the target area- or rural/urban- or district-based

We should have a demanding target

Is this a plan for maintaining times or a brochure?

72. There were also reservations about the average time proposals in the public focus groups. There was some support for the proposal in all the groups, but overall there were more who opposed the idea (and wanted more specific times quoted) or who had important reservations.

73. The voluntary sector stakeholders and many members of the public also questioned the use of average times:

Average is a very blunt tool!

Averages can be very misleading

We can accept that rural response times are bound to be slower – so we don't need to hide that [with an overall average]

It would be a good idea to have separate urban and rural targets – or to distinguish high and low risk areas.

All incidents

74. 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 overall, 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*”. For example, the Carlton focus group said:

If you have an incident grading system, it seems wrong to just put them all together as if they were the same.

75. 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, some members of the public accepted an average time response standard while rejecting 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.

76. 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.

77. Members of the public in one group learned that NFRS’ 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.

78. To these arguments against a 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]!

Balance of opinion

79. Overall, there was strong support from the public, stakeholders and staff for having performance targets, and for distinguishing clearly call-handling and response time data.
80. Some staff and some members of the public and stakeholders readily accepted an average response time target, and most thought eight minutes was safe and reasonable; but many others thought average times are inherently falsely reassuring in a context where rural times are normally much more and urban times are normally much less than average.
81. There was some support, but also significant and informed opposition, from members of the public, stakeholders and staff against the proposal for an all-incident target. In general, more people opposed the idea of a single, all-incident target than opposed the use of average times. Of course, average time calculations would be more relevant if separate averages were calculated for different types of incident (rural/urban; high/low-risk and etc).
82. Overall, while some uncritically accepted the NFRS response time proposals, it remains the case that many critical thinkers in the public, stakeholder and staff groups wanted NFRS to define and publicise response time targets that are more precise and transparent than those of many fire and rescue services in the country. This would not necessarily be alarming for the public since all the focus groups readily recognised and accepted that rural response standards are necessarily much slower than urban ones; and such openness could even be educational, while also ensuring an accurate operational baseline measure for the assessment of changes to emergency cover.
83. 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.

Technical issues

84. At Carlton, some firefighters raised some technical issues about time measurement against targets – for example:

The turnout time measurement system (SYSTEL) is unreliable – it does not register immediately when a fire engine is mobile – so that distorts and lengthens our apparent response times – so average response times seem to be longer than previously

SYSTEL makes assumptions about route maps which do not always correspond to what the Control Room or a fire engine would use – which can lead to the wrong choice of fire engine to deploy – and it doesn't account for traffic

It seems sometimes like the wrong fire engine is deployed based upon its routing assumptions

There can be a 40 second delay between the turnout signal on the truck and the pips going off in the station – this seems not to be working properly.

Other desirable targets

85. The Mansfield staff proposed some other important targets to monitor and report both internally and externally – for example:

We need targets for Competency at incidents – and for collaboration with the Police and other agencies. We need to give an ambition for what we want to do – what do we most want

The current stats and targets don't really show a target of reducing injuries and doing better

Another target could be for smoke alarms – to compare Nottinghamshire with the national picture – we need to analyse the data and target our resources to encourage working smoke alarms

We could have a target for Community Fire Safety – we could see that as a performance measure – how many visits are we making?

There is only one page of performance data – but there are no data for the prevention and smoke detectors and reduction in AFAs whereas these could be targets for our performance measurement too

We also need target data for the number of referrals we make and receive about people at risk

We need to Evaluate what we do – how good is the targeting and how good are the outcomes in the higher risk cases

86. The Mansfield staff believed that a number of targets are needed for the monitoring and evaluation of NFRS' social and wellness roles.

False Alarms

87. Most of the discussion groups noticed and commented on the high proportion of false alarms (particularly automatic fire detection signals) in NFRS' incident data – for false alarms account for 4,369 out of 10,577 incidents. For example, the voluntary sector focus group expressed the views of many in saying that:

It just doesn't make sense to keep on having so many false alarms!

The hospital performance is awful!

88. The firefighters thought the number could be reduced, but also stressed that their attendance could be positive:

The alarm companies do not filter the calls – they don't challenge them

The detectors can be very badly maintained – like Stockhill hospital with spiders in the detectors! (8 times a day sometimes!!!)

We often follow up on false alarms. Even if there is nothing operational to be done at the scene there can be prevention work: false alarms can be warning signs in relation to the premises or the residents – they can lead to referrals because the staff in nursing homes and etc might need guidance – we're being proactive

False alarms are misleading in an aggregate list – it suggests that we do nothing, but they can be important in revealing risks

You never know it's a false alarm when you go – only when you come back!

89. Members of the public were concerned that more should be done to reduce needless calls.

Values

90. The NFRS values were discussed only by the staff, due to time pressures. The Carlton employees did not object to the inclusion of values in the plan, but they had some comments to make about how they might be translated into practice (particularly the emphasis on teamwork):

The "Working as a Team" value has very little explanation compared with the others – yet it is the key to creating safer communities – it needs more explanation of how we'll do this (that is, get "safer communities by different parts of the organisation working together to be more than the sum of its parts")

What do values directly have to do with safer communities? Values and safety don't seem directly to interlink?

The values are what we most need to work at – because different teams can be insular

We aim to be high quality, but the public can be over-demanding. For example, repairing/replacing faulty smoke alarms: our standard is to replace them within 14 days if they can't do it themselves – and the public don't want to do the fitting themselves – but they can be unrealistically dependent. We're creating demand, but that's not the same as safer communities – we're just being too nice!

91. The Mansfield staff did not reject the values, either; but they thought that they were somewhat 'idealised' in practice:

There is a disconnect with the staff such that the Values tend to be not taken seriously – there is cynicism about them. On stations there is a sense of "us and them"!

How do we monitor if values are achieved? The idea of One Team does not tell you much. We need to explain how we achieve these values – to explain realistically what we're doing – and to admit where we fall short

The value of “openness to change” can be used to reproach people who criticise particular issues.

Profile of Calls

92. The staff commented on the incidents data and showed an interest in greater prevention work with respect to road safety.

Why are Rescues apparently increasing so steeply? Are the police going to fewer ambulance incidents and sending us more?

RTCs are just constant, but we’re not saying what we’re doing to reduce them. In an ideal world we’d do more for road safety – we could take more ‘ownership’ of road safety matters by focusing on child deaths and their safety

It’s not clear which agency is responsible for road safety – we could have a bigger role because people will still listen to us.

Prevention and Protection

93. Some staff in Mansfield distinguished between prevention and protection by interpreting the former as ‘domestic-’ and the latter as ‘business-’ or ‘commercial-related’ roles:

Protection needs to refer to commercial or non-domestic buildings – it is not generally understood.

94. The Carlton staff were certainly interested in how commercial and domestic risks are monitored and recorded, and they had some concerns about public awareness and how data is managed:

The public are very unaware of how we manage risk through inspections and so on behind the scenes – they could be made more aware of what’s done

There’s a drive towards being more data-driven in relation to business fire risks for different premises, with an Experian application to guide inspections; but we need to iron out the teething problems, and to resource it properly with staff. This has highlighted some properties that were not previously known, but we need to assess the database for reliability

We’re trying to get the data from the NHS to identify households’ relative risk, but we need to use the UPRN to link data together successfully. There are barriers to information sharing between agencies. The UPRN is very important for operational reasons – in order to monitor and record risk per household in blocks of flats and etc.

There are many people on stations who cannot access the computer system to use UPRNs yet.

95. The Mansfield staff were less concerned with technical data issues and focused more on prevention and protection in making communities safer – and they wanted NFRS to develop more specific targets and standards, particularly for prevention work in domestic properties:

The Charlie campaign was important because it was targeted to frail, elderly living alone – it encouraged agencies to refer people to us

We need target data for the number of referrals

We need to evaluate what we do: how good is the targeting and how good are the outcomes in the higher risk cases?

96. The same Mansfield staff were also concerned about the post-Grenfell policies and planning:

Grenfell recommendations have not yet filtered down to the crew levels – we have not yet operationalised the recommendations to station level. London Rd is leading on the high-rise training – but it is just general awareness

The “Stay Put” advice has to be reviewed specifically – but I’m not sure if it’s been done or is applicable for our buildings. Managers have to be more aware and trained in how to conduct staged evacuations of high rise.

97. Members of the public and stakeholders valued NFRS’s prevention and protection roles extremely highly but felt that the range of the service’s activities is not well-known to the public.

98. The voluntary sector group was concerned that many people have no idea how to get a home safety check, particularly those in the learning disability community and other vulnerable groups. They thought that NFRS should be more proactive in contacting organisations dealing with refugees and vulnerable groups more frequently owing to the higher levels of danger.

99. The public were concerned about a waste of resources *if a group of firefighters go to the same house to do a safety check*. They felt there was no reason why firefighters could not work alone on such safety checks. In Ollerton, some members of the public said that prevention work could be done more consistently and more cheaply by trained support staff. But others felt that it was a good idea to use firefighters constructively if the number of incidents is reducing so markedly.

100. In Ollerton, there were also suggestions that the public should be encouraged by public campaigns to report community and business risks to NFRS.

101. The voluntary sector stakeholders valued the partnership working of NFRS, and stressed that:

Referrals are important. We need high quality [safe and well] visits. For example, hand rails can make a big difference to people’s lives. You can get referrals from hospital discharges.

Balance of opinion

102. Overall, there was clear support from all parties for the prevention and protection proposals in the Strategic Plan, subject to comments made above.

Group with Hearing Difficulties

Introduction

103. A well-organised focus group of nine people with severe hearing difficulties (and two signers) was convened and is being reported separately by ORS in the context of the Prevention and Protection part of this report – because the group members raised distinctive issues in the discussions and focused especially on community safety issues (including in particular the needs of deaf people).

Communications

104. The group was concerned about communications with NFRS and others in the context of possible emergencies or even routine fire drills. For example, the members mentioned the need for flashing visual indicators rather than just audible fire alarms in the event of building evacuations and other relevant situations – for otherwise deaf people might miss the alarm and use a lift, go to the toilet or enter a swimming pool while others are leaving the building.
105. They were also worried about how to communicate with premise managers or the fire service if they were trapped in a lift – and some were disappointed that it is not possible to use text by phone to contact NFRS.
106. The deaf group was concerned, too, about how they might even notify the FRS of an emergency since they cannot use 999. None of the group members was aware that it is possible to register with NFRS to use a messaging text service for 999 notifications -and so they felt that this facility needs to be more widely publicised.
107. They stressed that although mental health issues are a growing problem, there are no specific services for deaf people with mental health problems – which, they said, can lead to fire setting if people do not get the help they need.

Home fire safety checks / safe and well visits

108. Perhaps surprisingly, only one of the nine focus group members had experienced a home fire safety check by NFRS – which led some to say that the fire service needs to increase its contact with and referrals from deaf charities. It appeared that most of the nine had no special adaptations in their homes, including not having special alarms fitted.
109. In relation to safe and well visits, some felt that the firefighters who came to their homes were not well prepared for dealing with deaf people. They suggested that the fire officers could perhaps use video signings to communicate some key messages or perhaps take a signer with them on the visit – in which case the NFRS staff need to know how to book interpreters.
110. The group members referred favourably to a police video providing officers with relevant and useful training in communications with the deaf community.

111. They also stressed that safety visits are not once-for-all events since long-term communications and revisits are desirable, particularly for those in private rented accommodation where landlords' performance is variable.

Call-handling time

112. The focus group said that since phone calls with deaf people take much longer than usual, NFRS' call-handling performance with the hard of hearing needs to be monitored routinely, to see if there are problems to overcome. Some thought that the call-handling data for deaf people should be recorded and monitored separately since it is so important and different to the average.
113. They thought it would be good to have a direct main line for contacts with all the emergency services – to provide translation services and link the calls to people's homes. Overall, the group felt that there is no single 'solution' to the communication problems of the deaf and other groups, but improvement will require multiple initiatives to present information in different formats for different groups – for example, with several options for making 999 calls for those who are deaf and/or have literacy problems and/or lack confidence and/or have learning or competency problems.
114. The group suggested that more research is needed to assess how the deaf make contact with the emergency services, and that it would be beneficial to monitor NFRS' performance by "mystery customer" role plays.

Average and all-incident time measures

115. The deaf group criticised response time targets based on average times for all incidents. They disliked averages in principle (as misleading for the minority of cases well outside the average range) and wanted to differentiate more and less serious calls clearly.

Importance of the meeting

116. All nine members of the group agreed that the meeting had been successful and valuable; and they proposed that periodic meetings of the same kind should be held.

Other issues (firefighters)

117. The firefighters made a range of other comments, including:

Fire engines can be unable to mobilise if there are too few crew available at an RDS station – and this will affect response times directly

We need to improve targeting of RDS recruitment

RDS crews of three have not yet increased availability – because there are fears that it might encourage people to book off more readily than now – and we need the right crews, too – all this needs more mixed crewing to make it work properly – there is potential here

Crews of three cannot commit fully to a fire if they arrive – but the arrival is a reassurance in itself for the public

We need to see the data on the number of times a crew of 3 has worked and not worked at a range of incidents – we need to assess that on the basis of our experience – we need to know how many times the three turn out to be useful.

Questionnaire Findings

Summary

118. The questionnaire results are based on responses from 277 people, of whom nearly a fifth (18%) were employees of NFRS. Nearly six in ten (57%) were aged 55 or over, and nearly two-thirds (65%) were male. Three-quarters (76%) identified as “residents of Nottinghamshire” (many others identified primarily as NFRS staff without specifying their place of residence).
119. In other words, as would be expected from an open online questionnaire, the respondents are not representative of the general population of Nottinghamshire, but their opinions should be taken into account as part of the overall consultation programme.
120. Almost all the respondents (95%) agreed with the statement: “I respect Nottinghamshire Fire and Rescue Service as a local emergency service provider”.
121. Nearly two-thirds had had no contact with NFRS over the last four years. Of those that had been in contact, a fifth had experienced an incident, while a quarter (26%) had been at a community event. Nearly nine in ten (85%) respondents were satisfied with the contact they had had.
122. Just over four-fifths of respondents (82%) felt that NFRS engages well with local communities and different groups of people.
123. When asked about whether the NFRS council tax charge for 2018-19 represents good or poor value for money (when the planned activities for 2019-22 are looked at), more than four fifths (82%) felt that it does.
124. After referring to the strategy document respondents, were asked whether NFRS properly balances its three main roles of “Preventing incidents”, “Protecting you” and “Responding to you”? Four-fifths agreed that it does, with 13% neither agreeing nor disagreeing and only 7% disagreeing.
125. Those who disagreed were asked why – and some typical comments were about reducing emergency cover resources:

However good prevention and protection are, there will always be incidents. By continually reducing resources available for responding (e.g. day crewing at Ashfield and Retford, loss of appliances from Highfields and Mansfield) the balance is skewed against the response role.

I'm not sure the balance on emergency response and community safety is right. I would prefer more of the budget to be spent on front line fire fighters and equipment.

The move from full-time to part-time crews is increasing response times and putting lives at risk!

126. Some respondents felt that prevention should be more visible and that resources should lean more towards prevention and protection, which will in turn reduce the number of call-outs.

Preventing incidents needs to be more visible in the community and need to be engaging with hard to reach young people.

The titles prevention, protection and response are in a specific order for a reason. Resources should lean more towards prevention and protection utilising response resources more effectively to deliver these elements of the plan. Response in an emergency is essential, but calls could be reduced if prevention and protection is delivered efficiently allowing greater flexibility in delivering the plan.

The greatest asset for the fire service to deliver prevention activities relies on operational crews. The reduction of fire appliances and operational staff have led to a reduction in the availability to engage in prevention activities. The strategic plan mentions a fire cover review in 2020. When would the outcomes of that be published and will a new IRMP be written to take into account those outcomes?

127. Some felt they had too little information to answer the question:

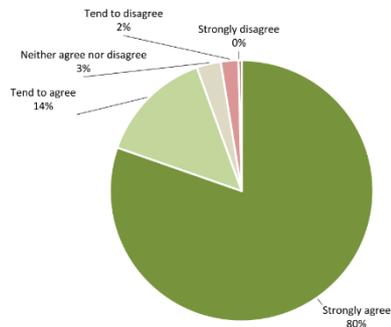
There is a dearth of hard information. Those pages are all about work in progress with which I wish you well, but there isn't enough hard information to answer the question. Some is aspiration rather than plan [and it] may not be fulfilled for a variety of reasons (for example, funding, change of leadership, changes in requirements demanded by government, affordability in the light of the results of the Grenfell enquiry, and etc.

128. In regard to future planning, four-fifths of respondents (81%) agreed that NFRS should use its emergency resources flexibly to match changing levels of risks in different areas and for different people.
129. Two thirds of respondents agreed that the proposed response time target (of getting the first fire appliance to all incidents within an average of 8 minutes from when it is mobilised by the Control Centre) is reasonable (68%) and safe (66%) for the public (64%).

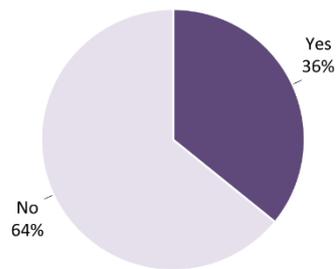
Graphics

130. The charts on the following pages show the results for each proposal.

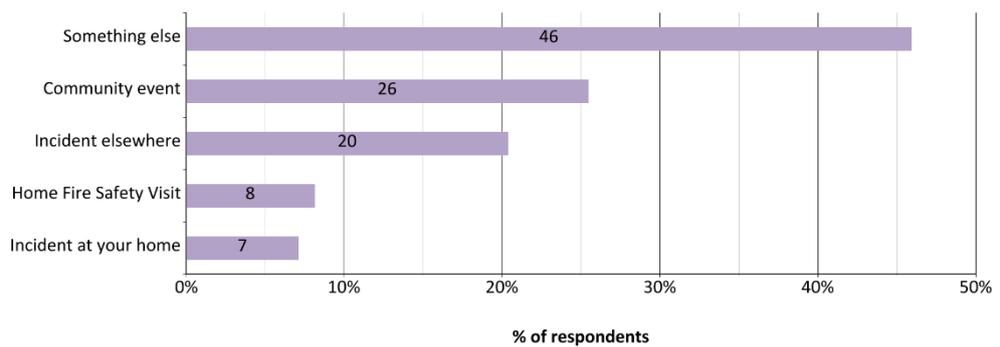
To what extent do you agree or disagree with the following statement:
 "I respect Nottinghamshire Fire and Rescue Service as a local emergency service provider".



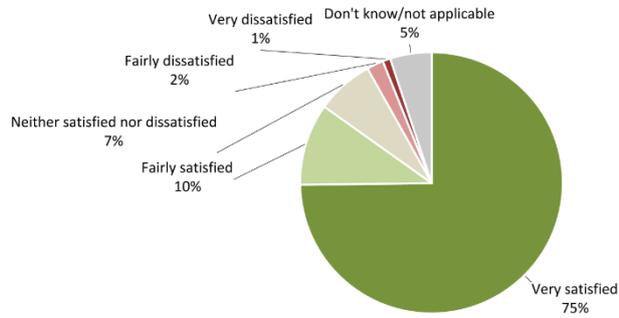
Have you had contact with Nottinghamshire Fire and Rescue Service over the last four years?



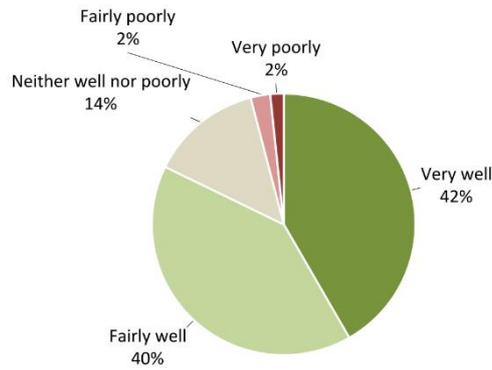
What contact did you have?



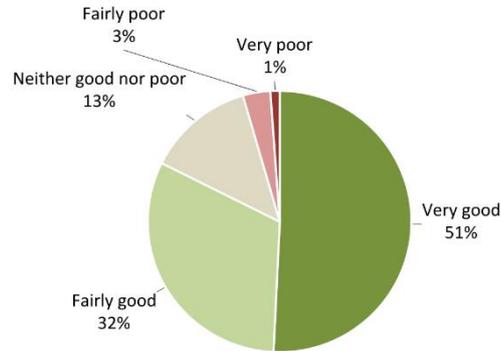
How satisfied or dissatisfied were you with the contact that you had with Nottinghamshire Fire and Rescue Service?



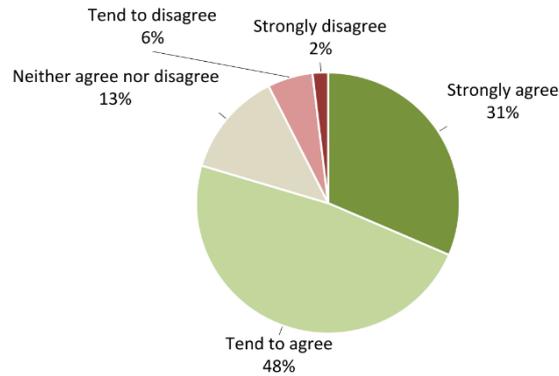
How well or poorly do you think Nottinghamshire Fire and Rescue Service engages with local communities and different groups of people?



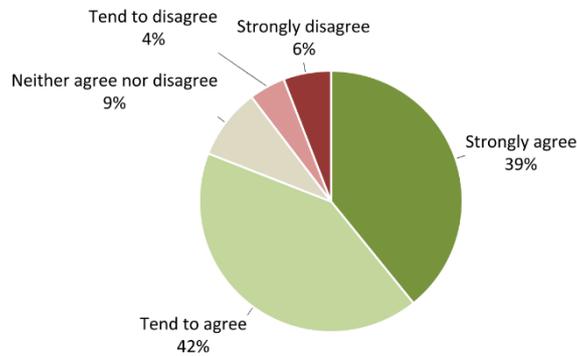
The Nottinghamshire Fire and Rescue Service Council Tax charge for 2018-19 for Band D properties is £77.51. In your opinion, does this represent good or poor value for money when you look at our planned activities for 2019-2022?



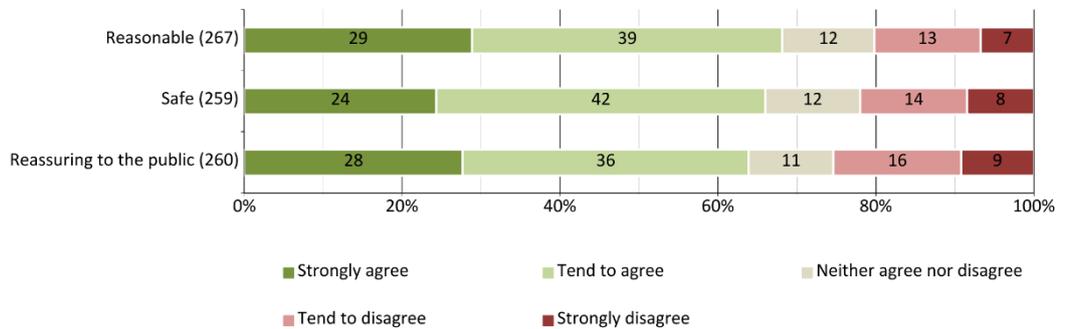
After reading pages 18 to 21 of the Strategy document, do you agree or disagree that Nottinghamshire Fire and Rescue Service is properly balancing its three main roles of “Preventing incidents”, “Protecting you” and “Responding to you”?



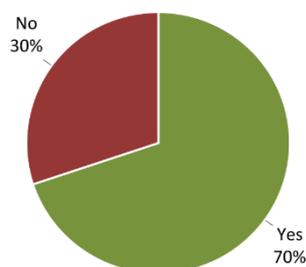
Do you agree or disagree that Nottinghamshire Fire and Rescue Service should use its emergency resources flexibly to match changing levels of risks in different areas and for different people?"



Do you agree or disagree that the proposed Response Time Target (see page 12 of the Strategy document) of getting the first fire appliance to any incident/emergency within an average of 8 minutes from when it is mobilised by the Control Centre is...?



Do you think our Draft Strategic Plan gives enough information on our planned activities for 2019-2022?



131. Respondents were asked to provide any additional comments they wished to make on NFRS's draft strategic plan. The main themes that emerged, with some illustrative comments, are outlined below.

Coded comment	% of respondents	Base
Other	76%	78
Not enough information provided/more specific details need to be given in the Strategy Document	37%	38
Generally agree with Draft Strategic Plan	8%	8
Maintain current provision of services/happy with current provision of FRS services	7%	7
No/nothing stated	8%	8

132. A number of respondents thought there is not enough information within the plan and suggested that more specific details would be helpful. Some typical comments were:

I found the report on past activities interesting and informative, but felt that the plans for the future are aims and aspirations without clarity about how they will be achieved. One specific area that I noticed was the huge increase in 'person rescues' and could find neither an analysis and explanation for the increase nor a plan for how to address it.

Difficult to respond to many of these questions when there are no points of comparison. Say with similar authorities, 'safe' compared to what?

The document seems very woolly and does not give clear objectives to measurable deliverables over the next three years. I was interested in reading that the planned inclusion of safe and well visits is to be accomplished by 2022, when this work started in 2017. I feel the plan falls short of what is expected as there are no clear time defined actions which can be measured and reported on.

The strategic plan does not give enough specifics on how the service will adapt to changing risks, only that it will review and develop new plans. The IRMP should specify what it intends to change, so that the public are aware of the implications and changes to their service through this plan. There doesn't seem any detail into what will happen in the future. My concern is this plan leaves the door open for the service to change things as it wishes with little or no accountability to the public.

133. Some respondents noted the variation in cover across the county and feel this could lead to differing response times:

Appears to be a very big north south divide regards to 24-hour full time cover. Why are all the city stations 24 hours but most of the county not. If we don't get the same why should we pay the same?

Bassetlaw seems badly serviced. Large rural areas which appears to rely on neighbouring services from south Yorkshire and Lincolnshire, as they are much closer and could have full-time resources. Is that why only 'on-call services' for north Notts at stations 10 and 11 with only slightly better at stations 8 and 12 (whole and on-call)?

You would get better response times with whole time staff in Bassetlaw. Winter weather will impact on response times with no whole-time staff in Bassetlaw.

I've noticed on the map that nearly all the stations in Nottingham are manned 24/7 but the majority of the towns in the county are 50/50 which I believe will put lives at risk. Many of our towns like Retford, not only have to deal with rapid expansion of housing and industry. They also have to be ready to respond to major incidents, as we have two main arterial routes to deal with. A1 and east coast main line part time cover in large towns will only lead to fatalities due to the longer response times.

134. There was some difference in opinion regarding partnership working. Some recognised the positive benefits of partnership working:

Need to emphasise the community breakdown, its manning and service. I still feel the ambulance and fire service locations should be merged to improve economies of scale as 75% of the time they are out with each other. Bigger hubs, better locations of main roads and not town centres, more flexibility. More economies of scale.

Continued work with partners that is open and transparent. Sometimes the objectives and interests of partners differ (e.g. Grenfell response). It's important to recognise and support partners regardless of differing priorities. What's left of the them and us mentality needs to disappear completely to ensure true partnership working.

I feel that all appliances should be fully manned and be used to support the ambulance service when not on other calls.

I think the facilities used could be offered to other organisations such as the ambulance service. I see no point in having two stations.

135. Some respondents did not feel there are benefits of partnership working:

Each area of Nottinghamshire should keep its own fire station, not rely on a central hub. It does not work for the police force or the ambulance service, why should work for the fire service?

I do not see an integration with Notts police as being a benefit. I see this as reducing the service's ability to approach and interact with the public, since the fire service will be seen as part of the big brother police.

136. A few respondents commented that there was no mention of the proposed collaboration with Derbyshire Fire and Rescue Service:

There is no mention of the proposed move of Nottinghamshire fire control to Derbyshire (DFRS).

Disappointing that it doesn't talk about fire control and how this service will be provided in the future if the collaboration goes ahead with DFRS. There is no mention of how the calls are handled or any mention of control at all. Should something be in there about the introduction of 24/7 call challenging for fire alarms, and reduction in attendance to residential homes etc, which will be introduced on 3rd December for Nottinghamshire.

There is no mention of the emergency control room in the plan? I know that the control room will be moving to DFRS however we will still be a very important part of the service and will still be mobilising for Nottinghamshire.

137. There were also a number of positive comments:

Clearly a significant amount of thought and hard work has gone into constructing this document. It is clear that the safety of the community of Nottinghamshire is paramount to all associated with the service. Thank you for your professionalism and dedication.

At a time when fire services generally are under attack from the media I want to welcome these reports and plans and tell the fire service how much I value and respect all that they do for us. It is right to review plans set targets and become publicly visible and accountable....

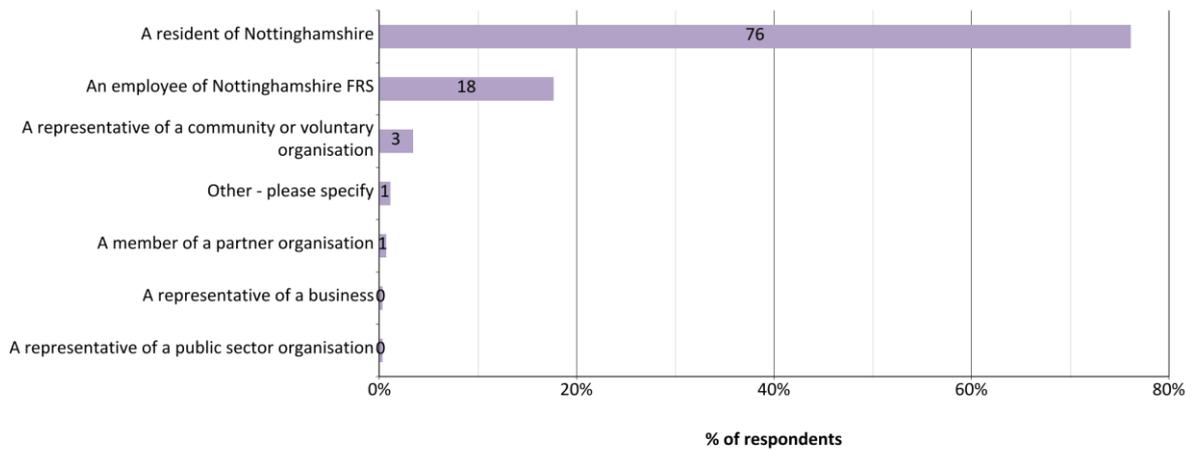
I just would like to say what an amazing and dangerous job the fire service does always amazed how they get people out of badly damaged vehicles, lucky to have such world class organisation in this country.

Respondent Profiles

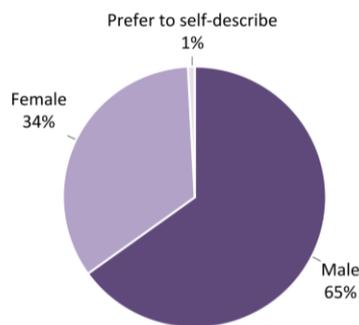
138. The charts below show the profile of respondents to the survey. The majority of respondents were aged 55 or over (57%), the gender split was unequal (65% male) and 86% were white.

Three-quarters were residents of Nottinghamshire and almost a fifth (18%) were employees of NFRS.

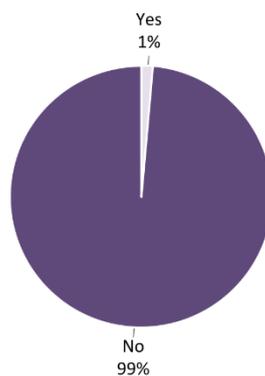
Are you completing this survey as? Base: All respondents (260)



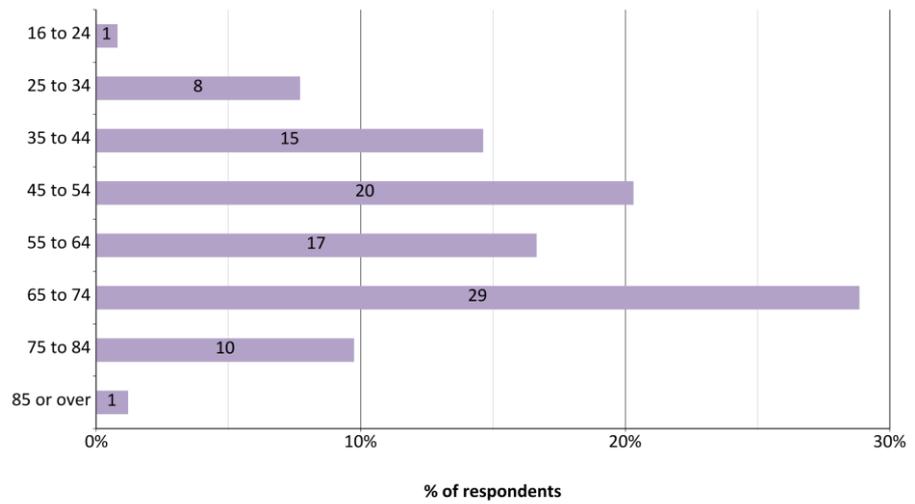
What best describes your gender? Base: All respondents (249)



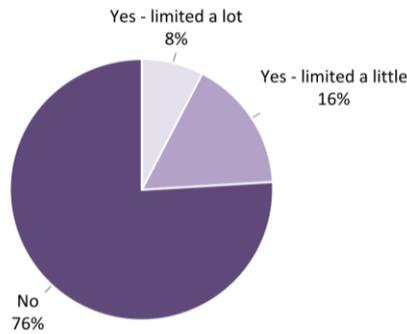
Do you identify as trans? Here trans means your gender is different from the sex you were allocated at birth. Base: All respondents (213)



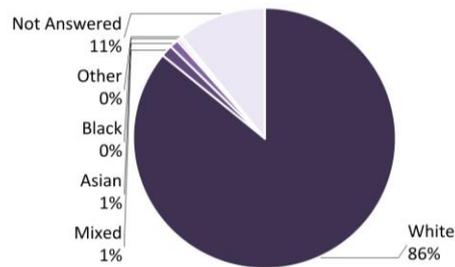
What was your age on your last birthday? Base: All respondents (246)



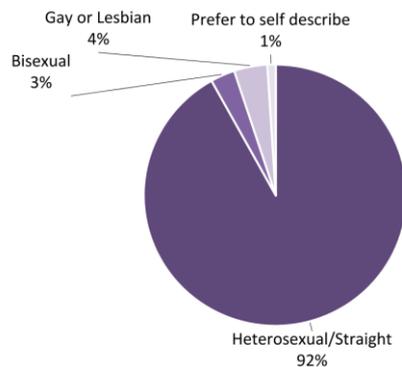
Are your day to day activities limited because of a health problem or disability which has lasted, or it expected to last at least 12 months? Base: All respondents (249)



What is your ethnic group? Base: All respondents (277)



Which of the following options best describes how you think of yourself? Base: All respondents (99)



Interpretation

139. 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.
140. 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.
141. In this context, it is important to note that the 277 respondents to the questionnaire are not demographically representative of the population of Nottinghamshire. Only three-quarters identified as ‘residents of Nottinghamshire’; two-thirds are male; nearly a fifth (18%) are employees of NFRS; and 57% are aged 55 or over.
142. In any case, 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.
143. 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 deliberation) and whether the views expressed were cogent and evidence-based.



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



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Strategic Plan

2019-2022



Contents



Who are we?	4
Our vision	5
Our people	6
What we do	7



Our journey so far	10
How our budget is spent	11
How do we keep you safe?	12



What are we going to do?	18
Preventing incidents	19
Protecting you	20
Responding to you	21

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?

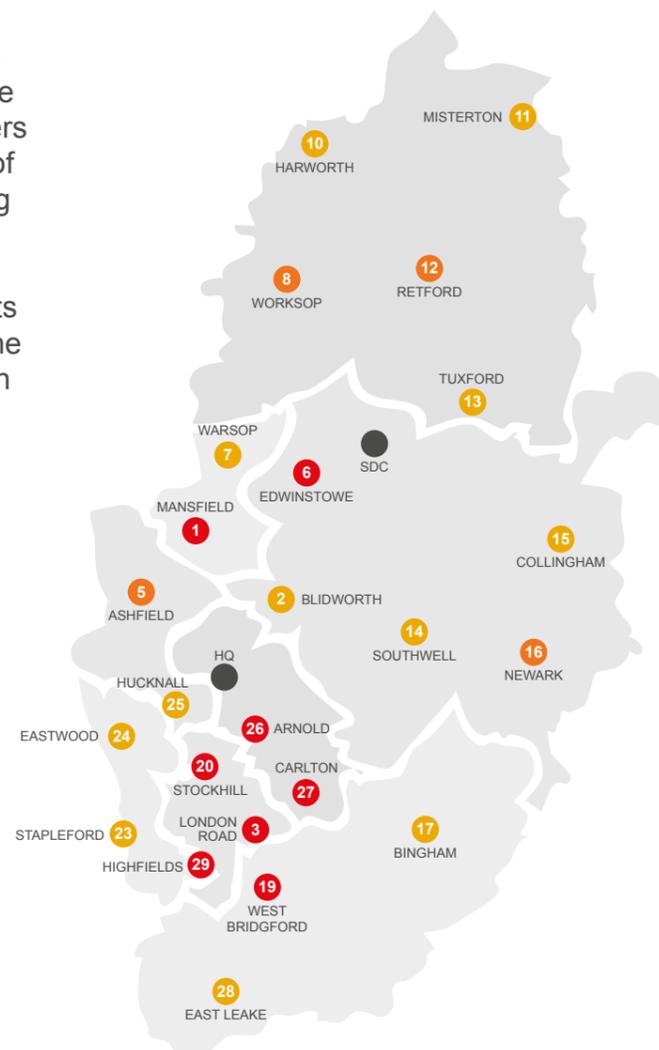
Nottinghamshire Fire and Rescue Service (NFRS) is dedicated to the safety, care and protection of the County's 1.15 million residents through the delivery of high quality services which are responsive to local need, accessible to all citizens – especially the most vulnerable - and effective in keeping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

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



**False
Alarm**



Other



**Totals for
each year**

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

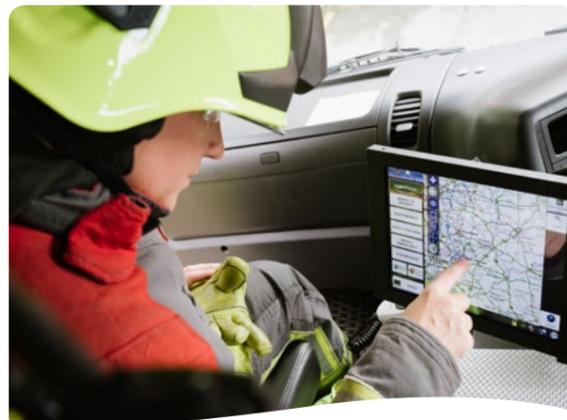


Our journey so far

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.

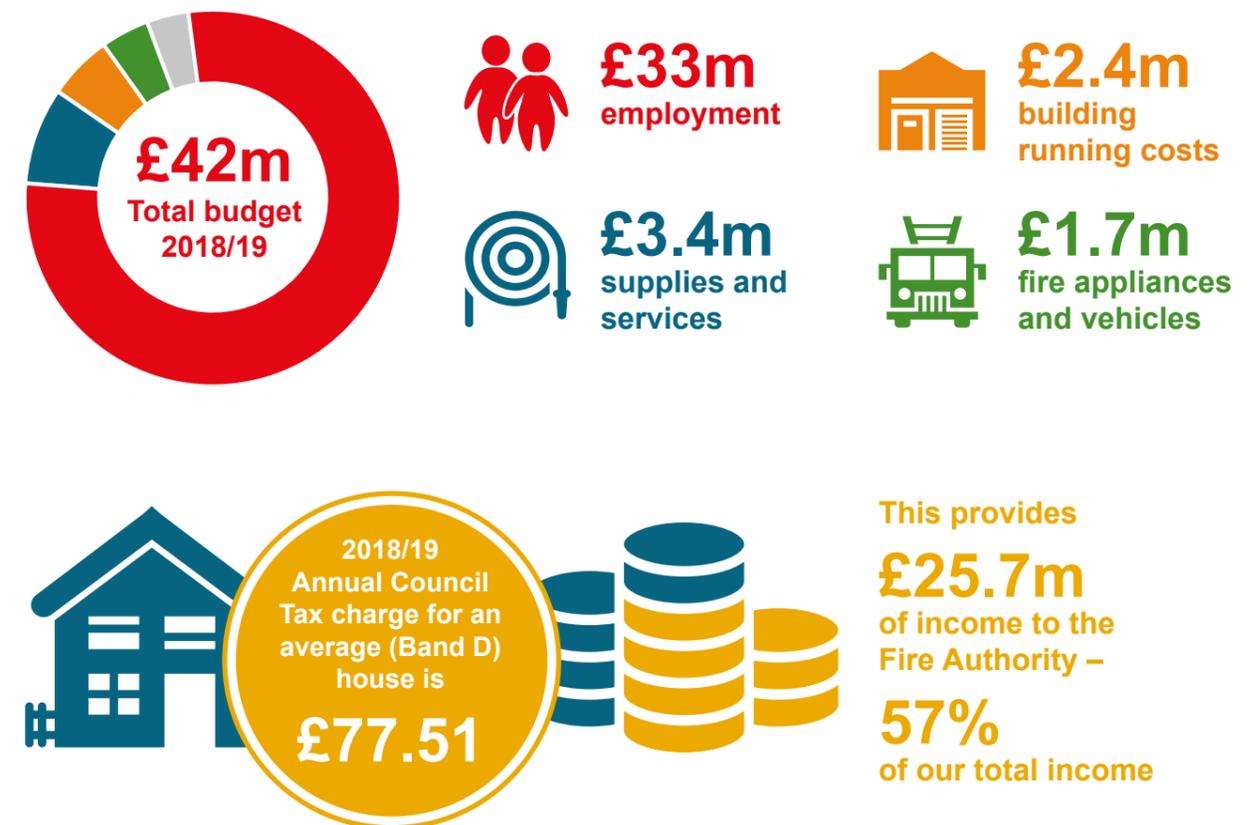
This includes operational equipment, protective clothing, training equipment, consumables and ICT licence costs, etc. The running costs of our 24 fire stations, training centre and Headquarters are £2.4m and running our fire appliances, specialist vehicles and cars costs £1.7m.

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:

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

Telephone: 0115 967 0880

Text: 0115 824 0400

Email: 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.

Title of policy, function, theme or service:				Strategic Plan 2019 - 2022						
Name of employee completing assessment			Tom Archer			Department and section: Corporate Support, Service HQ				
1.	State the purpose and aims of the policy or service and who will be responsible for implementing it.									
	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.	Please indicate below if the effect of the policy, function, theme or service will be positive, negative, neutral or unknown.									
		Age	Disability	Family status	Gender	Race	Sexual orientation	Religion and belief	Vulnerability	Rurality
	Employees	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	N/A	N/A
	Public	Positive	Positive	Neutral	Neutral	Neutral	Neutral	Neutral	Positive	Neutral
3.	Please explain the impact you have identified.									
	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.									
	Employees 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>‘neutral’ to ‘positive’ 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>Public 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>Please explain any steps you have taken or may take to address the impact you have identified.</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>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></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.	Has consultation (with the public, managers, employees, TUs etc) on the policy, function, theme or service been undertaken?	Yes
5a.	Please provide details for your answer including information regarding when consultation will take place if you have ticked yes. <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 15th February 2019.</p>	
6.	Has the Equality and Diversity Officer been contacted?	Yes
6a.	If Yes please outline below the outcomes/concerns highlighted in the discussion. <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>23rd 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 No please ensure that the Equality and Diversity Officer is contacted. If Yes, Please record here the date the Equality and Diversity Officer was contacted regarding this initial equality impact assessment.</p>
Date: September 2018 and 23 rd January 2019	
7.	Has monitoring been undertaken? Yes
8.	What does this monitoring show? 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.	If you have answered no to question 7 can a monitoring system be established to check for impact on the protected characteristics?	N/A
10.	Please describe how monitoring can be undertaken and identify this monitoring system as an objective when completing the action plan below.	
	<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.	If a monitoring system cannot be established please explain why this is.	N/A
12.	Did the Equality and Diversity Officer advise to proceed with a full EIA? Please provide full details of the decision.	No
13.	Proceed to full Equality Impact Assessment? No.	