



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

Nottinghamshire and City of Nottingham  
Fire and Rescue Authority  
Community Safety Committee

# **SAFER COMMUNITIES STRATEGY**

Report of the Chief Fire Officer

**Date:** 17 January 2020

**Purpose of Report:**

To present the Safer Communities Strategy to Members for approval.

**Recommendations:**

That Members support the adoption of the Safer Communities Strategy.

## **CONTACT OFFICER**

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## **1. BACKGROUND**

- 1.1 Nottinghamshire Fire and Rescue Service (NFRS) has published its Strategic Plan (2019-2022) which outlines the Service's vision and main aims over this period.
- 1.2 The Service has not previously published a strategy for the delivery of services to communities and this was highlighted in the recent inspection by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).

## **2. REPORT**

- 2.1 The proposed strategy is the delivery model of the Service's ambitions, set out within the Strategic Plan. The departments within Service Delivery (Prevention, Protection and Response) have engaged with their teams to capture the contents and aims within the strategy.
- 2.2 The Safer Communities Strategy reinforces the NFRS Vision of 'Creating Safer Communities' and acknowledges that the most effective way of achieving this is preventing incidents from occurring, and responding effectively when they do.
- 2.3 The strategy also recognises and captures the importance of having a highly effective and efficient response capability for when incidents do occur; ensuring the Service has the right people, with the right training, equipment and skills, in the right place at the right time.
- 2.4 The document captures all the 'business as usual' activities that Service Delivery undertakes on a day-to-day basis to protect communities, and details the focus on improving these areas between 2019 and 2022.
- 2.5 The strategy will directly link the Service's Strategic Plan and to the department's annual business plans; enabling the realisation of continuous improvement and focussing of resources.
- 2.6 The draft strategy (attached at Appendix A to this report) is presented to Members for adoption as the Service's Safer Communities Strategy. It is anticipated that before final publication slight amendments to the formatting of the document will be required to ensure it is consistent with other Service publications.
- 2.7 Progress against the strategy, and accompanying business plans, will be monitored over the lifespan of the document and reported back to the Community Safety Committee.

## **3. FINANCIAL IMPLICATIONS**

There are no financial implications arising from this report.

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

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

#### **5. EQUALITIES IMPLICATIONS**

An equality impact assessment has not been undertaken because the information contained in this report does not relate to a change in policy or procedure.

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

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

#### **7. LEGAL IMPLICATIONS**

- 7.1 The Fire and Rescue Services Act 2004 places a duty on NFRS in respect of the delivery of its services to communities.
- 7.2 The Local Government Act 1999 places a statutory duty on NFRS to '*secure continuous improvement in the way in which its functions are exercised*'. The reporting of Service Delivery's performance ensures that the Service is focusing on key objectives as set by the Fire Authority and continuous improvement. This ensures that Members can apply effective scrutiny to be satisfied that statutory obligations are being met.

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

An effective performance culture and regime ensures that the Service focuses on key objectives which contribute to the management of strategic and corporate risks. Robust performance information and analysis supports effective decision making and efficient use of resources.

#### **9. COLLABORATION IMPLICATIONS**

The Service continually seeks opportunities to work closely with other partner's services to maximise efficiency and to provide the highest level of service to the public, with particular focus currently with Nottinghamshire Police. In the delivery of this strategy, NFRS will continue to explore collaborative opportunities to increase the effectiveness and efficiency of its delivery.

**10. RECOMMENDATIONS**

That Members support the adoption of the Safer Communities Strategy.

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

None.

John Buckley  
**CHIEF FIRE OFFICER**

# Safer Communities Strategy

2019 - 2022



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



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

## Foreword

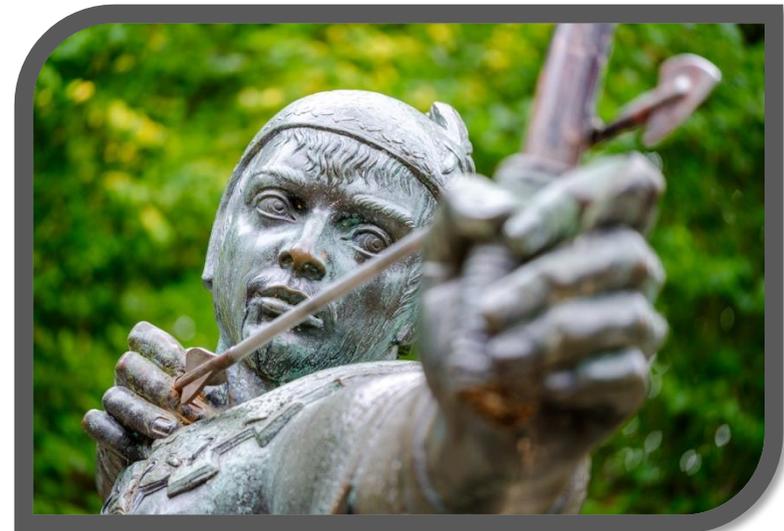
This Safer Communities Strategy provides the link between Nottinghamshire Fire and Rescue Service's (NFRS) Strategic Plan (2019-2022) and the Prevention, Protection and Response Delivery Plans. This Strategy sets out the Service's primary focus on the prevention of incidents, and the limitation of damage and impact where incidents do occur. This document supports the Organisation's Vision to 'Create Safer Communities across Nottinghamshire'. Furthermore, it focuses on;

Service Delivery's Mission Statement of **'Making People Safer', 'Improving Lives', 'Creating Safer Environments' and 'Responding Effectively'**.

The Fire and Rescue Services Act (2004) places a statutory duty on Nottinghamshire Combined Fire Authority (CFA) to promote fire safety in its area and make provision to receive emergency calls and respond to incidents. Fire and Rescue Authorities are encouraged to develop, in collaboration, a wide range of local community safety initiatives to reduce risk to people living, working and visiting local areas and improve community safety outcomes in the long term. Additionally, there are legislative and enforcement responsibilities required of the CFA under the Regulatory Reform (Fire Safety) Order 2005, along with other primary and secondary legislation, government guidance and industry best practice, relating to non-domestic premises. The Fire and Rescue National Framework for England document, additionally outlines six areas of performance, expected of Fire and Rescue Services, in relation to Prevention and Protection, and a further three specific areas relating to Response; how we fulfil these requirements is captured within this Strategy.

The three strategic aims of NFRS, that underpin the above 'Vision', help the Service to discharge its legal duties and respond to the needs of our diverse community are:

- To provide High Quality Services
- Offer Strong Governance and Financial Sustainability
- Ensure that our employees are Engaged and Motivated.



These aims flow through, and are intrinsic in steering, this strategy and are translated through the resulting delivery plans. Furthermore, these aims are underpinned and supported by our four Service Values:

- Being open to changes and understanding the need to improve
- Being professional in all that we do by being the best we can be
- Valuing and Respecting others
- Working as One Team



### **2022 – what does success look like?**

‘Creating Safer Communities’

Working towards being ‘Outstanding’

A reduction in incidents, serious injuries and fatalities from fire, road and water

Thoroughly understanding our communities and how best to serve them

By 2022:

Prevention looks like:

- 12,000 Safe & Well Visits annually with 30% delivered to those most at risk (H or VH) and 80% to M, H or VH groups.
- Maximising collaborative opportunities to make communities safer
- Understanding our diverse communities and how best to engage with them
- Evaluation embedded in all that we do
- Annual reductions in KSI stats for Fire, Road and Water, with an aim of a 10% reduction
- Increased smoke alarm ownership, with an aim to witness 80% ownership post-incident

Protection looks like:

- 5,500 audits, of which 2,600 are full audits.
- 100% compliance with timebound responses (Building Consultations, Complaints & Post Fire Inspections)
- An intelligent, data-led RBIP, working with Partners
- Understanding our business community and how best to engage with them
- Evaluation embedded in all that we do

Response looks like:

- Responding to incidents within an average of eight minutes.
- Improved On-Call sustainability resulting in an average of 85% On-call availability, with no station below 70% availability.
- A robust operational assurance process that supports operational learning and effectiveness, resulting in;
  - Establishment of an Operational Learning Board
  - Active monitoring of 10% of all incidents
  - Structured debriefs for 100% of all incidents involving 8 or more appliances within 14 days of the incident
  - Organisational learning via the Level 1 incident debrief process, resulting in learning submissions for 50% of all incidents (not including AFA's) from Incident Commanders.
- Embedded National Operational Guidance, in line with the regional roll-out plan.
- 100% of all Operational Risk Information, to be current and available to frontline crews and Joint Control.
- Embedded Joint Emergency Services Interoperability Principles (JESIP). With 100% of all operational personnel having undertaken JESIP annual training, which will be assured by the services exercise and audit programme.

## Our Focus

'Creating Safer Communities' – *making people safer, improving lives, creating safer environments, responding effectively.*

Our priorities and objectives are to reduce incidents, injury and death - associated with fire, road, water and health - through collaborative working; 'Making Every Contact Count' to provide effective support to our communities. And, where incidents do occur, our priority is to attend them with the right resources, training and competence within an average of eight minutes. We will focus on performance management, continually improving the services we offer and deliver, with the aim of being '**Outstanding**'.

## Our Approach

Overarching elements of strategy – across all Teams:

**Welfare & Development of staff** – We will focus on ensuring that our workforce are healthy, happy and engaged at work with the right skills, knowledge and experience to ensure an 'outstanding' level of delivery to our communities. We will present a clear, structured pathway for development both within Teams and specifically across 'Green Book' roles within Prevention, Protection & Fire Investigation specialisms.

**Inclusion** – We will use our presence within communities to ensure that we build the profile of our Service, to ensure that people understand what services we provide and how to access them. Similarly, we will work hard to ensure that we understand our communities, their 'ask' of us, their needs and how to engage with them most effectively. We will evaluate our activities to ensure that they are accessible and appropriate, that they are what our



communities want and expect, and that we are delivering our messages, clearly and effectively. We will develop and maintain our relationships with community groups; focussing on those who we currently identify as ‘hard to reach’. We will monitor our engagements and we aim to ensure that no group or characteristic is more at risk to harm from fire, road and water incidents, in our County or City.

**Collaboration & Partnerships** – Where we share a common Vision, or have similar Aims or Objectives with partner agencies or organisations, we will work to assess the best approach to partnership working and collaborative opportunities. ‘Making Every Contact Count’ is at the heart of what we do and we will work to ensure that established, new and emerging relationships are maximised to deliver the best service to the group or individuals in need.

**Evaluation** – Understanding what we do, how we do it and how we can improve is vital to our continued development. We will make sure that evaluation is embedded in all that we do – ensuring that it is appropriate to the task and maximises opportunities for learning and sharing good practice. We will use evaluation to ensure that people feel, and are, safer in their surroundings following our interventions. We will also monitor the satisfaction of our customers to ensure that high quality services are being delivered by our teams.

**Innovation** – We will dedicate time and resource to ensuring that we are exploring opportunities for innovation within our specialisms; understanding how technology can enable us to be more effective and efficient in all that we do. Through local, regional and National working - aligned to the National Fire Chiefs Council (NFCC) - we will share ideas and ensure that our practices consider opportunities for improvement through innovation. The primary focus for this will be to enable agile working through investment in technology and training, and to review the equipment we supply to ensure that it is the most effective and value for money.

**Communications Strategy** – integration of this strategy, and the specific Prevention, Protection and Fire Investigation (PP&FI) communications strategy, to



the Organisational Communications Strategy is vital. Outlining how we will improve engagement with our communities across Nottingham and Nottinghamshire – detailing our communication priorities and key workstreams for the Communications Steering Group to deliver, and focussing our ambition to ensure we understand our communities and how to best engage with them is captured in this document (attached below). This will ensure we develop and maintain excellent communications with key groups, individuals, partners and agencies.

## **Delivering Our Services**

### **Protecting You –**

#### Business Support

Nottinghamshire houses approximately 35,000 active businesses that operate within non-domestic premises, regulated by the Regulatory Reform (Fire Safety) Order, 2005. Around one-fifth of UK businesses will suffer a major disruption each year, including the threat of fire. Most businesses that experience a fire do not recover and close within 18 months.

The focus of NFRS Business Support is to provide businesses with the guidance and support they need to start up, operate and grow safely whilst complying with fire safety legislation. This support extends to providing advice on business continuity, so that businesses can be up and running again quickly should a fire occur.

We will develop our business support function further through a number of areas of development:

- Improved advertising of the business support services offered by NFRS – Website improvements / promotional material / social media posts.
- Establishment of regular seminars to provide fire safety advice directly to the business community. These seminars require a tailored approach to provide opportunities for all business types and communities.





- Embedding of business support staff within business engagement groups such as D2N2, NBV, Sherwood Enterprise Centre. etc.
- Improved referral pathways to the business support team by all fire protection staff.
- Scoping of a regional business support group with neighboring FRS to improve consistency and share best practice.
- Improved partnership working with District Prevention Officers to provide joined up prevention/protection advice to housing providers in relation to business safety and unwanted fire signals.
- Develop and build relationships with hard to reach business groups.

#### Post Incident Inspections

A post-fire audit is carried out following a fire on non-domestic premises to give advice to the occupants to prevent future fires from occurring and to make the premises safer; it also serves as an opportunity to ascertain if any legal action should be taken against the Responsible Person for deficiencies which may have occurred in Fire Safety legislation.

Similarly, post-incident inspections form part of our response to unwanted fire signals (UwFS) at premises and repeat mobilisations to lift rescues. The purpose of these inspections is, again, to assist the Responsible Person to fulfil their statutory requirements, but also to ensure that procedural issues in these areas are not indicative of wider fire safety concerns.

We will review the impact of both the UwFS and Lift Rescue procedures in reducing the number of un-needed mobilisations whilst also evaluating the impact of our business engagement and enforcement in these areas in terms of influencing the behaviour and compliance of Responsible Persons.

### Business Reassurance and Engagement (BRaE)

BRaE is a reactive activity that will be co-ordinated by the Fire Protection Department following an incident effecting a business premises. A BraE will seek to maximise the heightened interest in safety measures amongst nearby businesses or businesses of a similar theme. This proactive support of the business community will be tailored to the type, severity and impact of the incident; consisting of local media engagement through to formal inspections of similar business-types. We will review the impact of our BRaE activities to ensure that they are effective and that they increase the safety of non-domestic premises in our communities.

### Primary Authority Scheme (PAS)

The PAS came into effect on 1st October 2008 and was designed to provide a more consistent and coordinated regulatory approach to the enforcement of fire safety. This scheme allows us to meet the requirements of the Better Delivery Regulatory Office (BDRO) Regulators Code by offering a gateway for businesses to receive consistent, robust and reliable fire safety advice directly, as regulators of the Regulatory Reform (Fire Safety) Order 2005 and on a cost-recovery basis.

We are currently in a partnership with two businesses with plans to expand this support to other locally-based businesses in the future, as a method of ensuring regulatory compliance and to generate cost-recovery opportunities.

We will aim to expand our PAS through:

- Reviewing the provision, and the structure of, resources to PAS.
- Improving advertising of the PAS services offered by NFRS – Website improvements / promotional material / social media posts.
- Establishing PAS seminars to provide direct engagement opportunities directly to the business community.
- Developing employees in PAS to highlight the benefits of the scheme to ensure that this is promoted at appropriate engagement opportunities.
- Scoping a regional PAS group with neighboring FRSs to improve consistency and share best practice.

### Risk Based Inspection Programme (RBIP)

The locally determined RBIP underpins the aims of our Fire Protection Team to support the inspection of the highest risk premises within the City of Nottingham and County of Nottinghamshire. This determination is based on the potential for the loss of life or serious injury linked to occupancy type and use of a premises. Primarily, sleeping risk premises are deemed highest risk and resources are directed to Hospitals, Care Homes, Hotels and Hostels on a more frequent basis, to ensure that compliance against the RRO is being maintained.

Where premises have a high heritage/community value or where excessive environmental damage or firefighting difficulties would be present in fire, the premises are reviewed on an individual case-by-case basis to determine the level of risk and the required level of interaction from our Fire Protection Team.

These interactions may be carried out with other agencies such as Local Authorities and the Care Quality Commission, for example. This aids the Team to come to an informed decision on the premises being inspected.

We will review our RBIP, to incorporate a broad assessment of risk – including information for key partners and stakeholders – to ensure that we have a current, relevant and accurate picture of risk within non-domestic premises within our area. This will be reviewed and evaluated to ensure that we continue to create safer business communities and target our resources effectively.

### Enforcement

We have a statutory duty to enforce the Regulatory Reform (Fire Safety) Order 2005 in all premises stipulated in the Order. As part of this statutory duty, to ensure that fire safety standards expected under this primary piece of legislation are met. We will ensure we comply with the Regulators Code by working with the business community to ensure enforcement is both proportionate and



reasonable. In such cases where formal enforcement and/or prosecution action is required, this will be undertaken sensitively and in accordance with all legal obligations. Before any decision to prosecute is taken the application of the 'The Code for Crown Prosecutors' is applied to ensure such action is lawful, appropriate, consistent and in the public interest".

We will review all enforcement action to ensure that we are applying our requirements effectively and efficiently, and to highlight where any improvements can be made. We will also engage in regional peer reviews, where appropriate, to ensure that best practice is achieved and maintained, and to quality assure our processes.

### Complaints and Enquiries

There are occasions when members of the public complain to us in relation to the fire safety of a building or the management of premises in relation to fire safety. All complaints are investigated within two working days of being reported. Complainants are contacted if they wish to receive feedback following the investigation, and can remain anonymous if requested.

We will undertake evaluation of the interactions we have with members of the public to ensure that we are delivering the services that they expect and require, and to highlight areas we may be able to improve. We will monitor our performance to ensure we are meeting the standards we have set ourselves in relation to responding to complaints.

## Fire Investigation & Arson Reduction

The Service's Fire Investigation (F.I.) function is delivered by the Arson Reduction & Investigation Team (ARIT). This team is supported by a group of flexi-duty Station Managers who have F.I. as a specialist function.

The F.I. team attend scenes to investigate all instances of fire where the cause cannot be determined, and /or where the cause is known, and a criminal offence is suspected. The team work collaboratively with the police as expert witnesses and any other enforcing authority. Additionally, the team forms part of the regional response to F.I. under the joint MOU between Leicester, Lincolnshire, Derbyshire, Northamptonshire and Nottinghamshire. As part of this regional MOU Services provide mutual over-boarder assistance for F.I. and adopt common ways of working, reporting fire investigation and reducing instances of arson.

We will review how our F.I. function is delivered to ensure that it is fit-for-purpose and offers a resilient but efficient model of operation. We will continue to support the regional provision of a hydrocarbon detection dog; reviewing the most appropriate method of maintaining this resource.

Opportunities for further collaboration with the Police Crime Scene Investigation team, and other partners, will be explored to ensure that we are best-placed to improve and maintain our delivery of services whilst complying with legislative requirements and sector recommendations. We will ensure that our F.I. work influences and emboldens our prevention activities; supporting the reduction of incidents, their impact and a reduction in those killed or seriously injured from fire.





### Suppression Systems

Our Position Statement on suppression systems publicly outlines our commitment to recommending the appropriate use of suppression systems in retro-fit and new-build premises, both commercial and domestic, in order to minimise the impact of fire and reduce the risk of injury, death or loss of property.

We support the National sprinkler campaign and promote the use of suppression systems through our building consultation processes. We will review our position statement periodically to ensure that it remains current and reflective of National guidance and developments within the sector.

### Consultancy – Building Control

The Service is a statutory consultee in the building control process. Legislation requires that we are consulted on the

development of, or material change to a building, where the Regulatory Reform (Fire Safety) Order 2005 will apply once formally signed off by the relevant building control body and occupied. When consulted, NFRS must provide a response within 15 working days or as agreed by all parties in cases where developments are deemed significant and require further, more in depth consultation. Statutory consultations are undertaken to ensure that the premises will meet the functional requirements of the guidance or standards being used to achieve the fire safety benchmarks detailed within the Building Regulations 2010.

We will develop our consultancy work to ensure we are efficient and effective at these processes; exploring the opportunity to work closely with Building Control and Local Authorities in relation to electronic applications and responses.

### New premises identification

Through our work with Building Control, and through notifications from Local Authorities, we will work to maintain a current and thorough understanding of risk in our communities in relation to businesses operating in the area. We will refresh our data periodically to ensure that we maintain this understanding.

Operational crews undertake visits to new businesses within their areas to ensure that they have appropriate site-specific risk information and adequate familiarisation with premises that present a risk to firefighters. We will ensure that this information is utilised to ensure that appropriate non-domestic premises are entered into the reinspection programme. This will be achieved through Crew being able to cross-map premises within CFRMIS. We will ensure appropriate processes are in place for Crews to feed back intelligence to fire safety teams on new properties that they identify when carrying out duties in the community.

### Business Safety Checks

Business Safety Checks will be conducted utilising operational crews to undertake fire safety inspections in low risk, non-complex premises regulated under the Regulatory Reform (Fire Safety) Order 2005 (FSO). These premises will include non-domestic, non-sleeping risk premises such as shops, offices and industrial units. All substantive supervisory managers will be qualified to the Level Three Certificate in Fire Safety (Fire Auditors) aligned to the National Fire Chiefs Council competency framework and will be warranted to inspect premises using powers afforded by the FSO. We will ensure that appropriate support and development is in place for our operational personnel as they begin to deliver these inspections, as well as undertaking quality assurance and evaluation of our work in this area.

### Emerging Workstreams

Since the Grenfell tragedy in June 2017, a renewed and sustained focus has been applied to Fire Protection activities across England. This has triggered a number of reviews, consultations and recommendations to develop the sector. As part of the Regional NFCC Protection Group, and as an individual Service, we will ensure that we respond to all appropriate consultations, engage with reviews and present our professional knowledge, opinion and experiences. NFRS welcomes the increased focus on areas such as competence, sector regulation, sprinklers and safer housing and we will continue to proactively engage in these areas. It is vital that we maintain capacity to respond to outcomes from both the Hackitt Review and the Grenfell Inquiry; both of which may present significant impacts on our Service.

## Preventing Incidents

### Safer Communities

- Fire
  - Smoke alarm ownership

It has been estimated that smoke alarm ownership in Nottingham and Nottinghamshire is below the national average of circa. 90%. The Prevention Team are working to promote the need for working smoke alarms in every domestic property. This will be highlighted through various activities including the use of social media channels, direct engagement with members of the public and promotion at community events that we attend. Our aim is to improve smoke alarm ownership throughout the county and reduce the amount of injuries related to domestic fires.
  - Safe & Well Visits (SWVs)

The SWV is our holistic approach to reducing risk through the identification of fire risk, the delivery of fire safety advice and, where appropriate, the provision of suitable interventions. In addition, our SWV ensures that other characteristics, that effect a person's health and make them additionally vulnerable to fire, are also recognised and tackled through referral to partner organisations. This broad 'person-centred' approach is achieved by consideration of the individual, their home environment and their lifestyle. Our SWV places the wishes, beliefs, needs and abilities of the individual at the heart of the intervention. Our SWVs are mainly delivered by members of Response, with specialists from the Person's at Risk Team undertaking them for members of the public who are deemed to be most at risk.

We receive referrals for SWVs from numerous partner organisations, who have been trained by our Prevention Team to recognise characteristics that may make a person vulnerable to fire, or hazards in their home that pose a fire risk.



We also use various data-sets to intelligently predict where vulnerable persons live and engage them proactively.

We will work to increase the number of SWVs we complete each year and ensure they are targeted to the most vulnerable in our communities. We will do this by continuing to work closely with referring partners to develop their knowledge and understanding of fire risks, by evaluating and reviewing the datasets that are used to predict where vulnerable persons live and by reviewing our SWV delivery model to ensure it continues to be effective and efficient.

**Do you know a CHARLIE?**

Statistics show that certain people **ARE** known to be more at risk from fire in the home. **Do you recognise this person?**

- C**are and support needs
- H**oarding and mental health issues
- A**lcohol and medication
- R**educed mobility
- L**ives alone
- I**nappropriate smoking
- E**lderly – 65+

If you know somebody who displays one or more of these characteristics get in touch today – you could save their life.

You can contact us, to organise a **FREE** Safe & Well Check via **0800 022 3235**. Alternatively, visit our website [www.notts-fire.gov.uk](http://www.notts-fire.gov.uk) to make a referral.

- CHARLIE profile
- Our CHARLIE acronym describes the characteristics of people who we deem to be most likely to suffer a fire in their home. The characteristics are care and support needs, hoarding and mental health issues, alcohol misuse and medication, reduced mobility, living alone, inappropriate smoking and being over the age of 65. This profile is used to educate partner organisations, to raise their awareness of fire risks and to encourage them to make appropriate referrals to us for SWVs. We will periodically review our data to ensure that this profile reflects those that are most at risk and will continue to engage with partners to ensure that the CHARLIE profile is known and understood as widely as possible.

- Road

We work within the Nottinghamshire Road Safety Partnership (NRSP) to deliver activity that is focussed on the safety of younger drivers, pre-dominantly in secondary schools, and at multi-agency events which highlight the consequences of distracted and dangerous driving. In addition, NFRS delivers the Biker Down initiative promoted by the National Fire Chiefs Council (NFCC) and works in collaboration with the Nottinghamshire Police on 'Operation Highway' which educates the public about safer driving at the roadside.

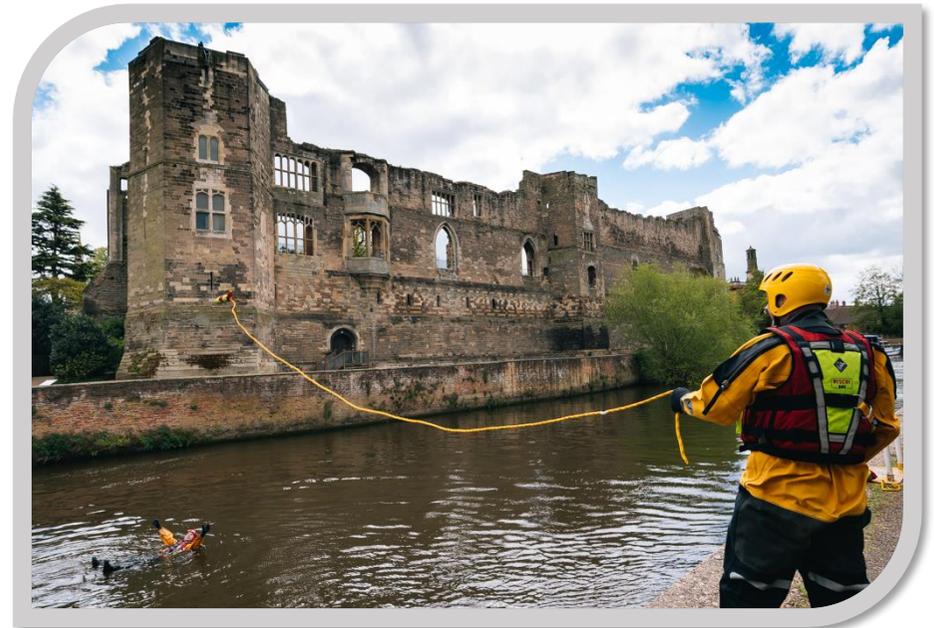
We will work to develop the NRSP to ensure that an integrated, sustainable delivery of road safety is facilitated in Nottingham and Nottinghamshire and that the resources and abilities of all agencies involved are maximised. We will ensure that road safety initiatives are driven by performance data and evaluated effectively to assess their impact. We will continue to work closely with the Police and Nottinghamshire Safety Camera Partnership to ensure that we maximise opportunities in these areas to increase safety and reduce incidents.

- Water

We are a strategic partner on the Local Water Safety Forum which works in line with the National Drowning Prevention Strategy. The group focus on risk assessment of local waterways, educational initiatives and delivery of communication strategy. We are an active partner that has driven the work of the group following recent fatal incidents.

We work closely with the Open Water Education Network (OWEN) to deliver information to young ambassadors on the use of throwlines and actions in the case of an emergency which they then disseminate to their peers.

We will explore opportunities with the Royal National Lifeboat Institute (RNLI) to deliver their water safety packages, in order to increase the amount of water safety interventions delivered in local schools. We will continue to develop how we engage with our communities in relation to water safety, with a particular focus on how we can engage with communities that are most at risk due to cultural, language or societal factors.



- **Making Every Contact Count (MECC)**

MECC is an approach founded by the NHS, to deliver behavioral change. It utilises the millions of day-to-day interactions that organisations and people have with members of the public and communities to encourage changes in their behaviour that will have a positive effect on their health and wellbeing. We have adopted this approach, not only in doing all we can to signpost people to the most suitable support available, but by ensuring that every contact we have with people in our communities is maximised; even taking the time to talk to individuals or family members about careers in the fire service.

We will continue to develop our MECC approach through ensuring that those employees that come in to contact with members of the public have the appropriate awareness and understanding of available referrals for support, that our partner agencies understand our offer and that we are evaluating and assuring our processes in this area.

- **Child Home Equipment Scheme (CHES)**

NFRS have been commissioned to deliver a Home Safety Equipment scheme in the county for a year on behalf of Public Health. The equipment is provided to those families who fulfil certain criteria to prevent their attendance at A&E and, therefore, reduce avoidable injuries in children.

This is a 12-month commissioning which we will review, learn from and, if possible, expand.

### Districts Team

The 'Districts' team is made up of District Engagement and Partnership Officers and District Prevention Officers who work with various Public, Private and Third sector organisations, to identify high risk and vulnerable individuals and communities. Members of the team provide advice, local knowledge, data and performance information to Response crews and District Managers who will develop 'Prevention Plans' that proactively engage with these individual and communities to lower their risk.

We will continue to develop how our District Team works with Response crews, District Managers, partner organisations and communities to ensure a consistent and effective delivery model. We will evaluate our outcomes across the range of work we deliver and support to ensure that we learn and share best practice across our Districts.

### Persons at Risk Team (PART)

Members of PART deliver a more specialised SWV to the most high-risk individuals referred in to the Service by partner organisations. The Team is made up of day-duty Response staff and non-operational specialist operatives who fit alarms for people who are hard of hearing and offer specialist interventions where individuals have hoarding or mental capacity issues. The team have a seconded Occupational Therapist (OT) and supports placements for OT students from local universities. The OTs provide the Prevention Department with social and health expertise and work closely with the NHS to ensure that the Service delivers a holistic approach to improving the lives of people within our communities.

We will review how PART delivers specialist interventions, and how it works with partner organisations to do so. This will ensure we are effective and are meeting the needs of our most vulnerable communities.

### Education Team

The Education Team undertake specialised educational initiatives and support Response crews with the delivery of education to the public. The Team comprises uniformed staff who work alongside partner organisations to co-ordinate and deliver multi-agency events such as Safety Zone and 'three nine's days'. NFRS is a partner in the Avoidable Injury Strategic group for children and young people where best practice is discussed.

We will explore how we can adopt the national educational packages (StayWise) to ensure that we deliver an efficient and standardised approach. We will evaluate the impact and outcomes of our education work and ensure that we learn and develop our delivery of this area.

### National Campaigns

Support for National Safety Campaigns is a key focus of the PPF&I. These include campaigns that are highlighted in the NFCC Fire Safety, The National Roads Partnership, The NFCC Water Safety and the NFRS Culture & Faith calendars. Our National Campaign Procedure explains how the level of support



for each National Campaign will be tiered, ranging from simple social media messaging, to more complex service-wide events and initiatives. The PP&FI Communications Strategy Group will determine the level of support for each Campaign and will co-ordinate the activity that takes place, and its evaluation. All activity will be detailed in an Annual National Campaigns Strategy Document.

We will explore how we can maximise the reach of our campaigns, to target vulnerable communities, through the review of our products, engagement opportunities and through working with other agencies; both within the county and regionally with other Emergency Services.

### Safeguarding

Safeguarding is concerned with protecting the health, wellbeing and human rights of adults and children at risk, enabling them to live safely and free from abuse and neglect. Every employee within NFRS who may interact with a member of the public, completes the Service's Safeguarding Essentials E-learning package and is familiar with the Service's Safeguarding Policy and Procedure. This ensures that they can recognise signs of abuse or neglect and can act appropriately if a disclosure is made to them.

We attend both the City and County Adult, and Child, Safeguarding Boards and have established positions within the Multi-Agency Safeguarding Hub (MASH), in the County, and the Children and Families Safeguarding Teams, in the City. Through these channels, support for members of staff is provided by the Service's safeguarding 'Leads' who will discuss any concerns that are raised and advise around Safeguarding referrals. Every year we make approximately 50 Safeguarding referrals to appropriate services.

We will review our training and ensure that all necessary personnel have completed this and fully understand the referral process. We will review our engagement with partners to ensure that our safeguarding multi-agency work remains effective.

### Services for the Deaf Community

The Prevention team are a key part of the fulfilment of the Service's 'British Sign Language Charter'. We will be doing the following to improve our services for the deaf community:

We will train all our specialist operatives, who deal with the deaf community, to at least British Sign Language (BSL) level 1 and we will designate a specific point of contact for the deaf community, trained to BSL level two. This will enable them to discuss issues in relation to fire safety, employment and seasonal safety issues such as fireworks or grassfires at events with deaf people.

We will review how our Crews and personnel are able to engage with those people from the deaf community on a broader basis, including at Open Days, community events and incidents.

### Cadets

A joint Cadet scheme has been introduced as part of the NFRS and Nottinghamshire Police collaboration project. A pilot course began in September 2019. The pilot course will encompass practical and theoretical input from both organisations with the ambition to inspire and empower young people to reach their full potential through a programme that delivers social action, encourages citizenship and develops practical skills whilst contributing to safer, stronger and healthier communities.

We will evaluate the outcomes and impact of this pilot course and explore the possibility for further roll-out of joint cadets' schemes across the City and county as a method of engaging with young people. It is hoped that the effective roll out of joint cadet schemes will set the foundation for an educational and career pathway in future iterations of this strategy.



## **Responding to You - Protecting one million people every day**

Making an effective and efficient response to fire and rescue emergencies is a key priority. As a Service, we are always looking at improving our response to emergencies, seeking innovation, new ways of working and reviewing fire cover to ensure resources are appropriate to meet the needs of new and emerging risks.

### Right Time, Right People and the Right Resources.

We will aim to respond to all incidents, effectively and efficiently within an average of eight minutes, this is the time from when a fire appliance leaves its location to when it arrives at an incident. We will ensure we have appropriate trained firefighters on our appliances with the right equipment and the appropriate command structure to effectively command our resources for the benefit of our communities.

### Operational Assurance

We will monitor and evaluate our operational performance, learning lessons from not only incidents that occur within Nottinghamshire, but from other fire and rescue services and national incidents. We will learn, and share learning with partners and the wider fire and rescue service, address performance shortfalls, rectifying performance by immediately acting to ensure the safety of our communities, firefighters and partners.

### Operational guidance

We will implement National Operational Guidance ensuring that processes and robust systems are in place to enable NFRS to provide a safe, effective response to operational incidents.

### Operational Risk Information

We will work with internal and external partners, including other neighbouring fire and rescue services, to understand key operational risk information. This will require us to identify assess and plan for new risks, or to review, visit and exercise on existing risks, bettering our response to emergencies, keeping both our communities and firefighters safe.

### Strengthen the sustainability of On-Call

NFRS operational response and resilience relies on effective and available On-Call firefighters. We will work with our On-Call firefighters, who crew 16 of our frontline appliances, to ensure they are appropriately trained and have sustainable working arrangements which ensure they are available to respond and support operational incidents, and wider Service activities, when required.

### National Incidents

NFRS hosts a range of National Resilience assets which may be deployed to support national incidents as a result of accidents, natural hazards or terrorism. We will ensure that our staff are trained, prepared and have the right equipment to professionally respond to emergencies with Nottinghamshire and the wider UK.

### Call Management

We will work with Derbyshire Fire and Rescue Service to ensure our Joint Control continues to provide effective call handling, mobilisation of resources and command and control support for operational incidents, also offering essential guidance to our communities.

### Interoperability and Interoperability

We will work with other emergency Services, Fire and Rescue Services and non-emergency organisations to ensure in the event of an incident, there are effective working arrangements in place and that Joint Emergency Services Interoperability Principles (JESIP) are being applied and effective inter-agency working is common practice. We will do this by carrying out cross border and multi-agency exercises and training, taking an active part within Nottinghamshire's Local Resilience Forum and the sharing of information and learning.

### **Interdependencies**

The delivery of this strategy relies on many interdependencies across the Service. To ensure that this is enabled, it is vital that we are cognisant of, and engaged in, departmental strategies and business plans across the organisation.

## Business Continuity

As statutory functions of the Fire and Rescue Authority, it is imperative that we have robust, manageable and practiced business continuity plans. We will develop these plans in liaison with the Business Continuity specialist within the Service, ensuring that foreseeable risk is mitigated as far as is practicable.

We will engage in a testing regime for the plans to ensure that they are understood, embedded and that we can evaluate their effectiveness.



## Workforce Planning

This strategy outlines an increase in fire safety audits, an increase in Safe & Well Visits and the introduction of 'business safety checks' for operational Crews. At this time of increased activity, we face a number of potential retirements with a loss of some technical knowledge and specialist understanding, and a requirement to recruit to these posts. This does, however, also afford the opportunity to diversify roles, diversify the skills of the Team and the offer of further development opportunities for personnel.

The Protection Team will undergo a restructure to split the Team across three sites, rather than the current two; aligning our resources to our areas of risk. This restructure also sees amendments to the line management of personnel to afford greater supervision and support to personnel.

The introduction of a career graded pathway for personnel within PP&FI will assist in rewarding progression and development, and enable personnel, who wish to, to develop their skills across a clear multi-functional career.

Whilst the outcomes from the Hackitt review are still to be finalised, there are indications that a greater emphasis on involvement from fire and rescue services is likely. The Service will continue to monitor developments in this area however the greater focus on Fire Protection presents demands upon the Service to ensure that we are appropriately resourced, with the right skills and knowledge, to deliver high quality services to our communities.

Collaborative opportunities within regional fire and rescue services will continue to be explored to enhance the Service's fire engineering and fire investigation capabilities, including supporting the succession planning for the regional hydrocarbon detection dog.

**Prevention, Protection and Fire Investigation – Communications Strategy 2019-2022**

<b>'A Prevention Focussed Service'</b>					
<b>Our Mission: To make Nottinghamshire safer, improve people's lives and create safer environments</b>					
We will:					
<b>Promote a Safer community</b>			<b>Engage effectively with all areas of our communities</b>		
Our Priorities:					
Smoke Alarm Ownership					
Fire Risk Assessment Ownership					
Arson Reduction					
Water, Road and Fire Safety					
Community & Business Engagement					
CHARLIE referrals					
Safe & Well Visits					
Business Safety					
Collaboration					
Sprinkler Awareness					
Fire Door Awareness					
Evaluation					
Raising Awareness of our Teams					
<b>2019-20</b>		<b>2020-21</b>		<b>2021-22</b>	
<b>Prevention</b>	<b>Protection</b>	<b>Prevention</b>	<b>Protection</b>	<b>Prevention</b>	<b>Protection</b>
Establish Comms Steering Group Structures		Deliver Narrative of Prevention focussed Service		Develop detailed understanding of our Communities and their diverse communication needs	
Increased Social Media Presence		Develop External Website		Adapt Comms from this understanding	
Develop National Campaign Calendar		Develop Joint Campaign Calendar			
Fatal Fire / Major Incident Comms Procedure		Develop shared Comms with Partner Agencies			
Produce Comms Plans for Priorities		Develop accessibility of Comms (foreign language, braille, etc.)			
Establish Product Recall Notification Process			Fire Safety Concern referral process		
We will achieve this through:					
<b>A Joint Campaign Calendar</b>					
<b>Comms Steering Groups</b>					
<b>Evaluation of Activities</b>					
<b>A Comms Delivery Plan for each Priority</b>					

**Notes:**