



**NOTTINGHAMSHIRE**  
Fire & Rescue Service



# Community Risk Management Plan

## 2025-28

CREATING  
**SAFER**  
COMMUNITIES

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

If you would like to view this document in an alternative language or in an accessible format, please visit our website.

Jeśli chcesz zobaczyć ten dokument w innym języku lub w formacie dostępnym, odwiedź naszą stronę internetową

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

Dacă doriți să vizualizați acest document într-o limbă alternativă sau într-un format accesibil, vă rugăm să vizitați site-ul nostru web

如果您想以其他语言或可访问的格式查看本文档，请访问我们的网站

ਜੇਕਰ ਤੁਸੀਂ ਇਸ ਦਸਤਾਵੇਜ਼ ਨੂੰ ਕਿਸੇ ਵਿਕਲਪਿਕ ਭਾਸ਼ਾ ਜਾਂ ਪਹੁੰਚਯੋਗ ਫਾਰਮੈਟ ਵਿੱਚ ਦੇਖਣਾ ਚਾਹੁੰਦੇ ਹੋ, ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਸਾਡੀ ਵੈੱਬਸਾਈਟ 'ਤੇ ਜਾਓ

إذا كنت ترغب في عرض هذه الوثيقة بلغة بديلة أو بتنسيق يمكن الوصول إليه، يرجى زيارة موقعنا على الإنترنت

Se desejar visualizar este documento num idioma alternativo ou num formato acessível, visite o nosso website

Heke hûn dixwazin vê belgeyê bi zimanek alternatîf an bi rengek gihîştî bibînin, ji kerema xwe biçin malpera me

Se desideri visualizzare questo documento in una lingua alternativa o in un formato accessibile, visita il nostro sito web

Si desea ver este documento en un idioma alternativo o en un formato accesible, visite nuestro sitio web.

# Contents

Foreword	4
Introduction	6
About us	8
Financial overview	12
Community overview	14
Community risk assessment	18
Our services	26
Our goals and plans	37
Governance and assurance	48
How you’ve shaped our plan	52
Glossary of terms	54

# Foreword

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



A stylized, handwritten signature in black ink.

**Audra Wynter**

Chair of the Combined Fire Authority



A stylized, handwritten signature in black ink.

**Craig Parkin DL**  
Chief Fire Officer

# Introduction

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

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



**Respond to fires and other emergencies**



**Prevent fires and other emergencies**



**Protect commercial and public buildings**



**Educate and inform the public**

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

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

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

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

- Make appropriate provision for fire prevention and protection activities and response to fire and rescue related incidents
- Develop and maintain a workforce that is professional, resilient, skilled, flexible and diverse
- Collaborate with emergency services and other local and national partners to increase the efficiency and effectiveness of the service they provide
- Be accountable to communities for the service they provide

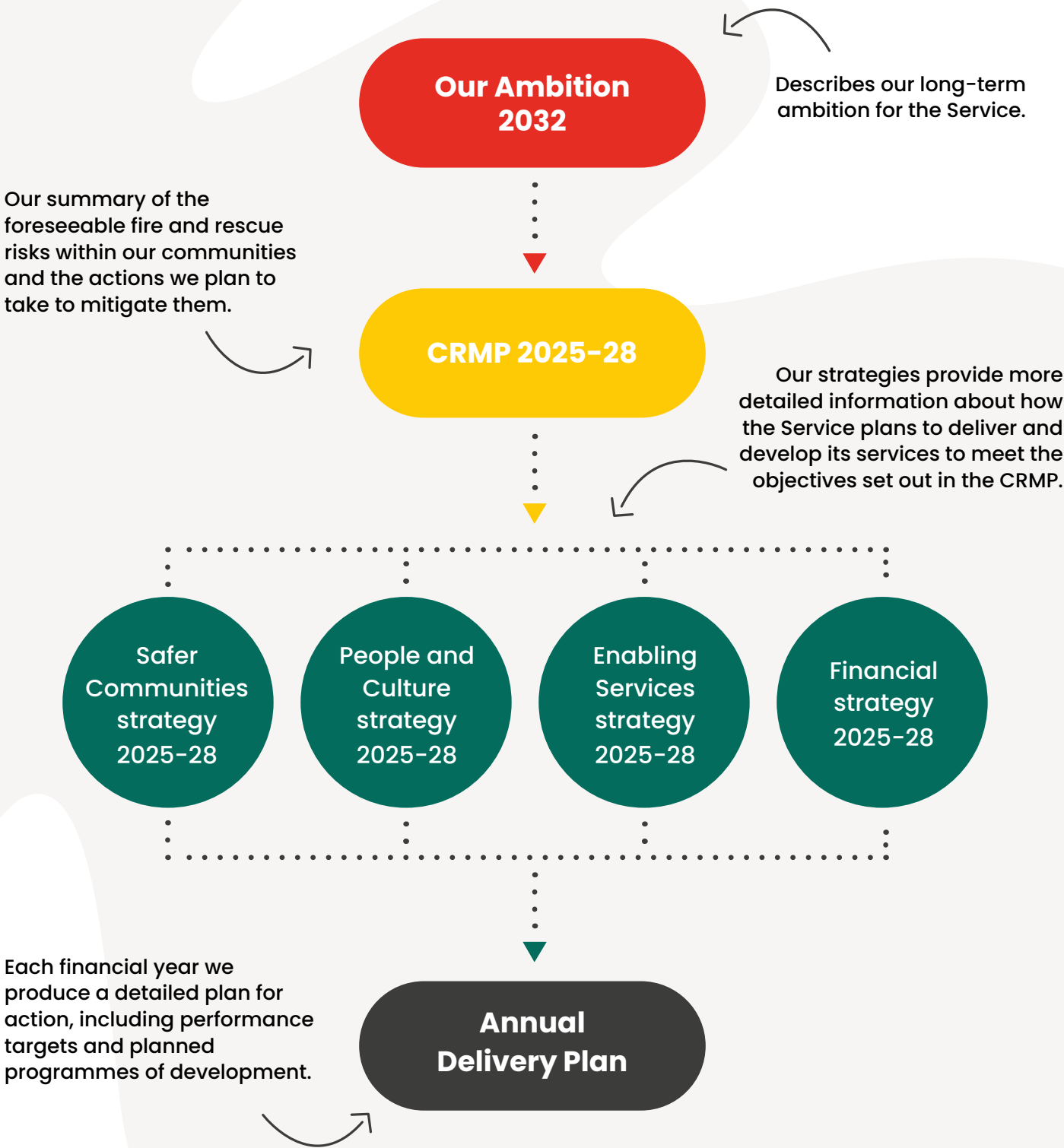
The Framework also requires us to produce an Integrated Risk Management Plan that sets out our assessment of risk and explains how we will use our resources to reduce risk and respond to emergencies. We are required to make this plan accessible and publicly available, and to consult with the public and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

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

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



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



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

# About us

## Our purpose

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

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



## Our ambition

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

- Communities feel safe and protected by NFRS, and NFRS is a respected and valued emergency service and partner organisation
- Our services are built on efficient and effective practices, that are continually improving
- Our people are professional, proud and passionate to serve our communities
- The Service contributes to a more sustainable future

## Our organisation

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

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

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

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



## Our values and culture

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

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



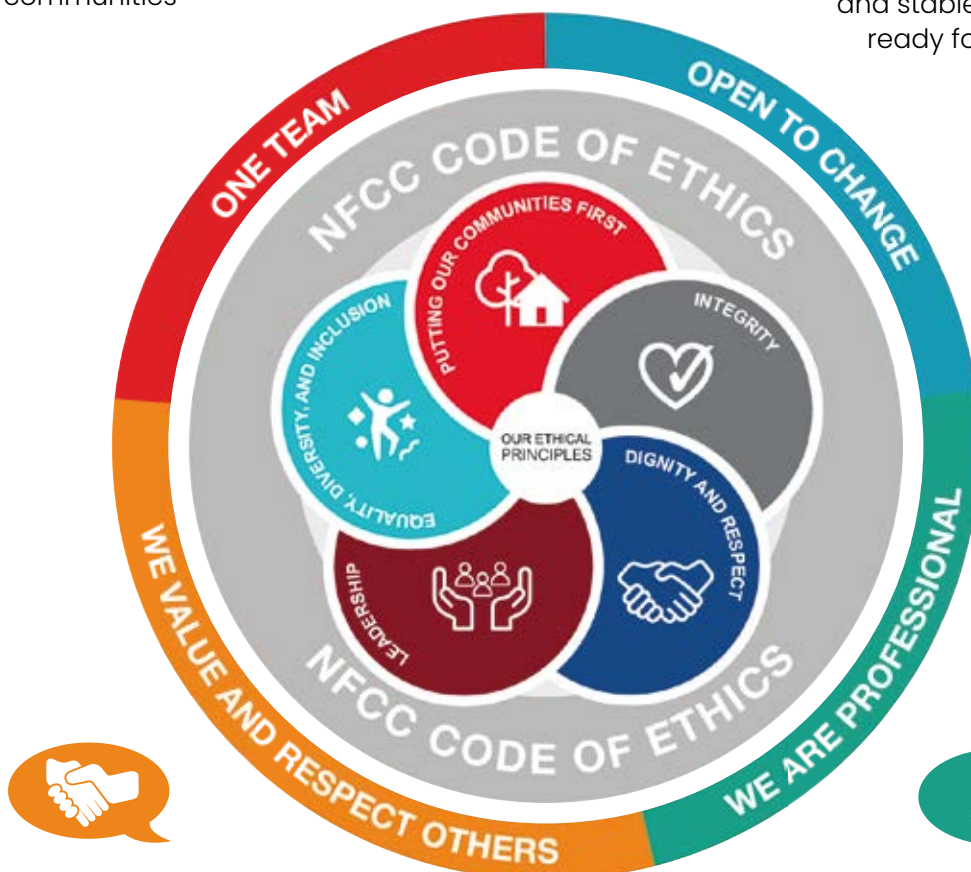
### One team

We are one team working together to create safer communities



### Open to change

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



### Value and Respect

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



### Professional

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

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

- We feel a sense of belonging and are caring and supportive of our colleagues
- We are proud and compassionate public servants who always put our communities first
- We are well trained and professional, as individuals and teams, and take pride in a job well done
- We feel valued and engaged, in an environment where everyone can thrive and contribute to our shared ambition of service excellence
- We are respected and empowered, and we take responsibility for our actions and decisions
- We celebrate our successes, and we acknowledge and learn from our mistakes

# Our achievements



## Emergency Service of the Year 2024

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

## HMICFRS

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



## Skills for Justice accredited training centre

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



## Ofsted

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



## Disability Confident

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



## White Ribbon

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



## Armed Forces Covenant

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





# Financial overview

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

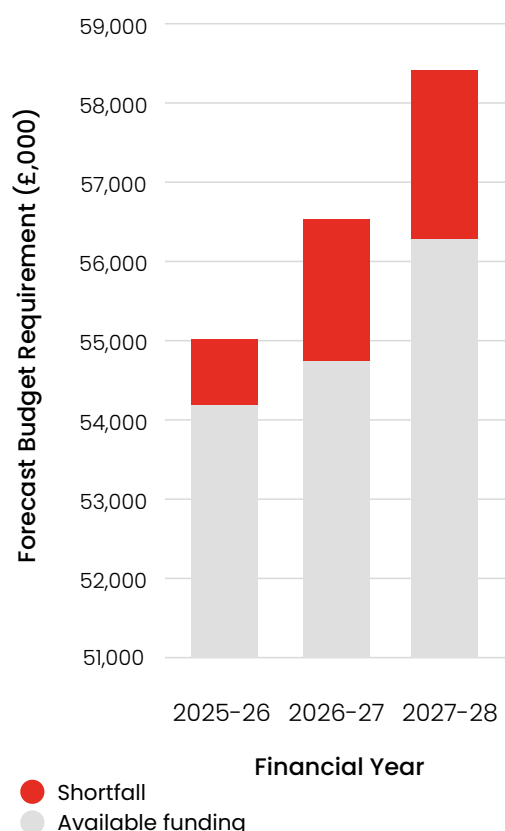
It is a statutory requirement under the Local Government Finance Act for the Fire Authority to produce a balanced budget.

## Medium-Term Financial Strategy

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

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

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

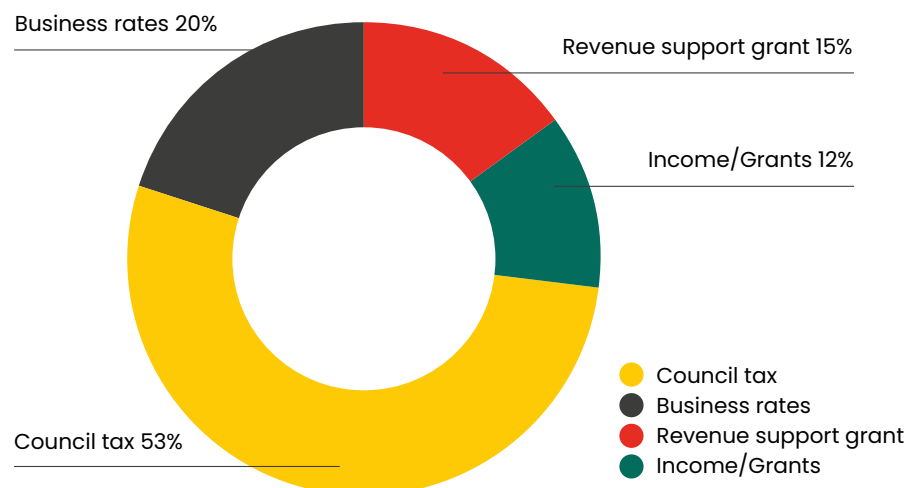


## How we are funded

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

Our budget for 2025-26 is £55m.

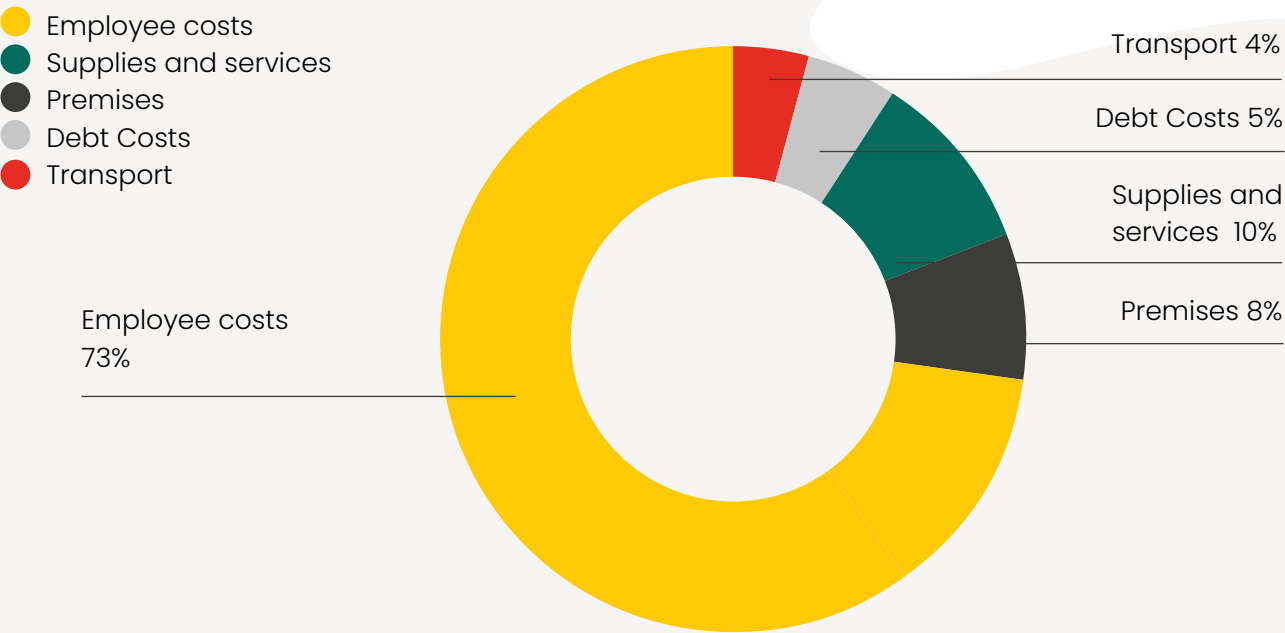
## Funding breakdown 2025-26



What we spend

We spend our budget in the following areas:

Revenue Expenditure 2025-26



Capital spending

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

Plans for capital expenditure during this CRMP include:

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

equipment for dealing with road traffic collisions

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

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

Assurance

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

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

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



# Community overview

## Geography

- Borders with Derbyshire, Leicestershire, Lincolnshire and South Yorkshire
- Over 300 miles of waterways, with several major rivers and canals passing through the county, including the River Trent
- The county is made up of eight local authority areas, with nine market towns and a thriving, and increasingly diverse, city



much of it rural land and forestry, including Sherwood Forest

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

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



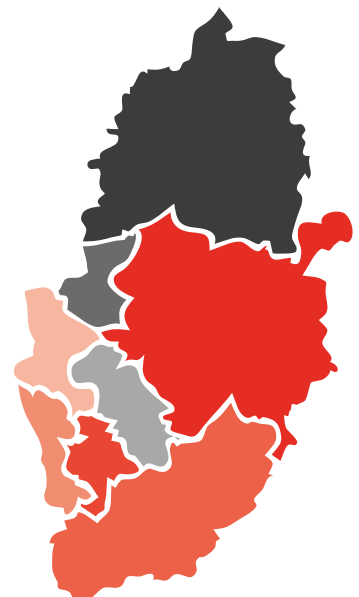
## Buildings and infrastructure

- 4,636 listed buildings, with 72 buildings on the Heritage At Risk Register
- Over 3,500 miles of road and motorway
- Over 20 miles of tramlines, with 37 trams and 50 stops across the network
- Two principal rail routes, the East Coast Main Line and Midland Mainline

## Economic

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

- Nottingham City is ranked 11th out of 317 local authority districts, making it one of the most deprived in the country
- Nottinghamshire is ranked 101 out of 151 Upper Tier Local Authorities in England, with 1 being the most deprived
- Mansfield is ranked 46 out of 317 local authority districts
- Rushcliffe is ranked 314 out of 317 local authority districts, making it one of the least deprived in the country
- The percentage of households experiencing fuel poverty varies from 10.6% in Rushcliffe to 18.1% in the City



## Population

- Around half the county's population live in and around Nottingham City
- Over 60,000 students in the City area, from two universities
- Almost 482,000 households in the county, of which 125,000 are in the City

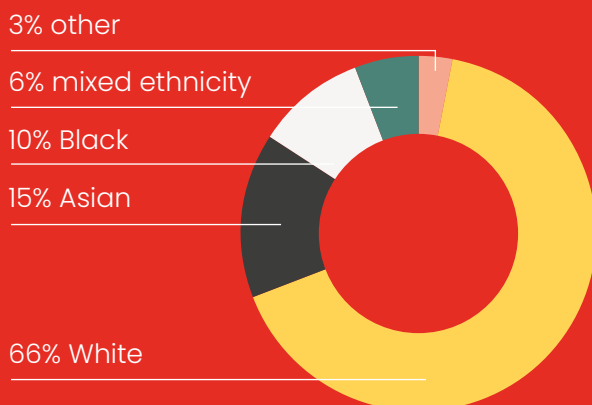


Overall population of

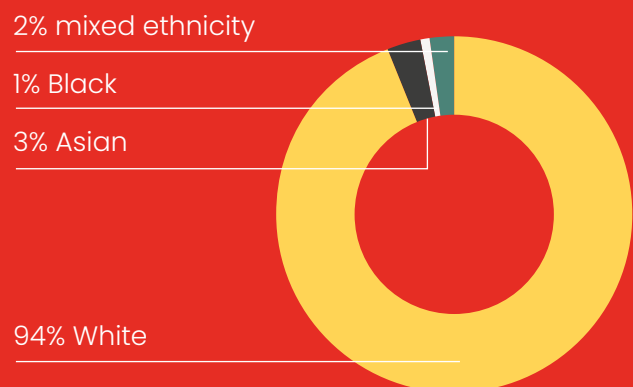
# 1.15 million

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

The ethnic diversity of the City is:



The ethnic diversity within the County is:



## Health and lifestyle

- Smoking rates in the City and the Mansfield area are significantly higher than the national average at 21%. Within the County on average the rate is 12%, which is aligned to the national average
- 12,800 people are dependent on substances, alcohol being the most common
- Overall life expectancy in the City is 79 years and in the County it is 81 years which is close to the national average



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

## Looking ahead

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

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

### Political landscape

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

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

### Economic landscape

The high levels of inflation we have experienced during 2022-23 are abating but interest rates remain much higher than they have previously been. With continuing geo-political turbulence, there

remains a risk to economic stability. Domestically, public sector spending in general, and in the fire sector in particular, is not expected to increase above the level of inflation in the coming years.

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

### Societal landscape

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



### Technology landscape

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



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

### Environmental landscape

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



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



### Organisational landscape

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

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

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

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



# Community risk assessment

## National risks

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

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

## Regional risks

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

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

## Local risks

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

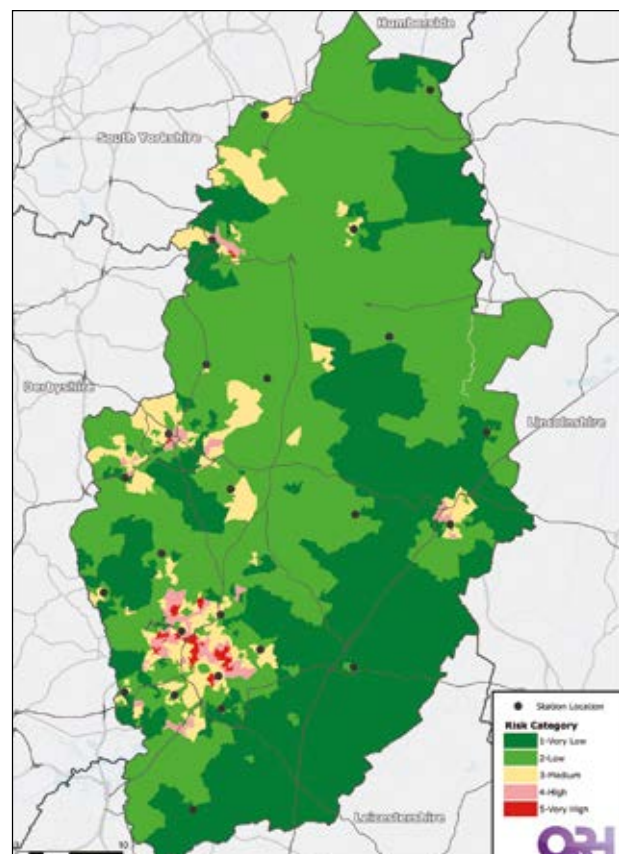
## Risk of fires in dwellings

## Operational risks

### Fires in dwellings (accidental and deliberate)

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

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





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

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

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

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

### **Fire in tall buildings**

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

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

### **Heritage and listed properties**

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

### **Wildfires**

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

### **Outdoor and secondary fires**

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

### **Lithium-ion batteries and household devices**

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

### **Industrial hazards and hazardous materials**

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

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

## Road Traffic Collisions (RTCs)

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

The majority of RTCs in Nottinghamshire occur between 12:00 and 19:00 hours.

**Between 2021-23, 47 people were killed and 411 were seriously injured on Nottinghamshire's roads.**

Excessive speeding accounted for 21 deaths, and drink or drug driving resulted in 18 deaths. The age groups most affected by RTCs are people aged 17-34 years, who account for a significant portion of casualties and fatalities. Motorcyclists, cyclists, and pedestrians are at higher risk of serious injury or death.



## Vehicle fires

These fires can be accidental or deliberate, with the majority that we attend being deliberate.

**Between 2021 and 2024, we attended an average of 384 vehicle fires per year.**

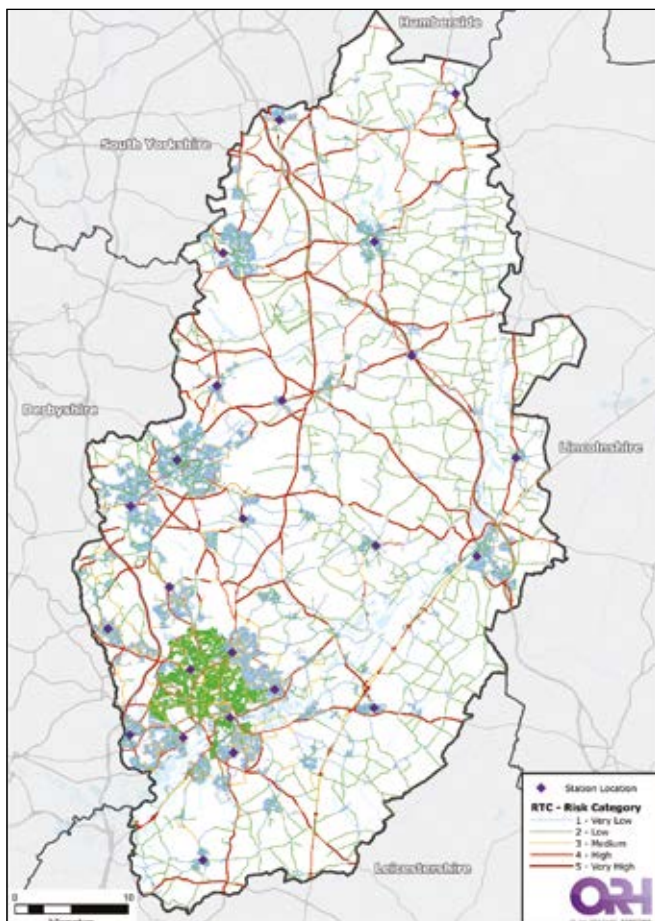
## Electric vehicles & alternative fuel vehicles

Fully electric vehicles are considered essential for reducing carbon emissions and achieving a greener future. As the popularity of electric vehicles grows, so does the potential for fires involving these vehicles.

**Fires involving lithium-ion batteries are often prolonged and present significant challenges to firefighters, as well as hazards to the public and the environment.**

With the continued diversification of alternative-fuelled vehicles, we also anticipate an increase in the adoption of biogas and hydrogen-fuelled vehicles on our roads.

## Risk of road traffic collisions



## Rail and tram networks

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

## Rescues from water

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

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

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

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

### Rescue from height and depth (including confined spaces)

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

### Bariatric rescues

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



### Animal rescues

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

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



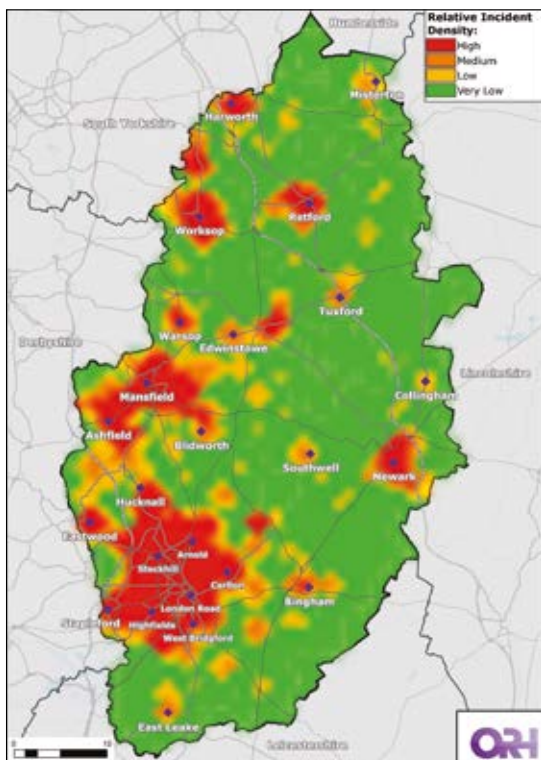
## Fire cover review

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

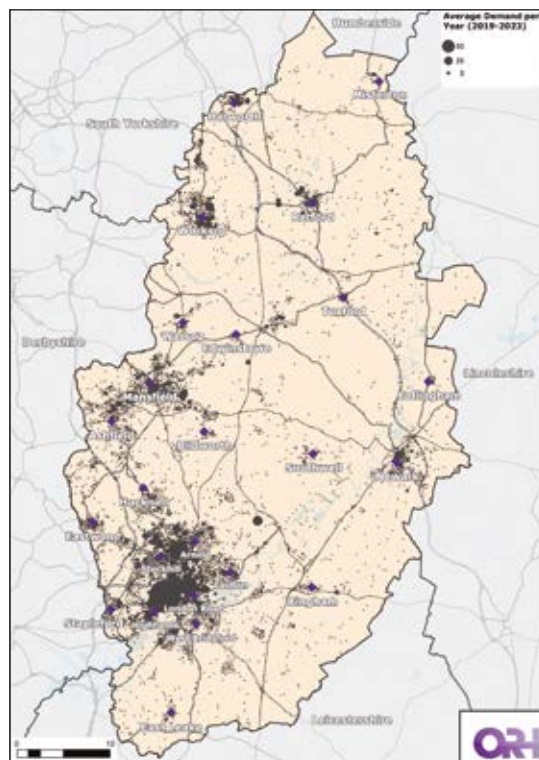


There are no national standards for response times. During this period we have operated to our own standard of arriving at incidents, on average, within 8 minutes of the first fire appliance being mobilised. Reviewing the incidents we have attended, we can evidence a broad correlation between the location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

**Relative incident density**



**Average demand per year**



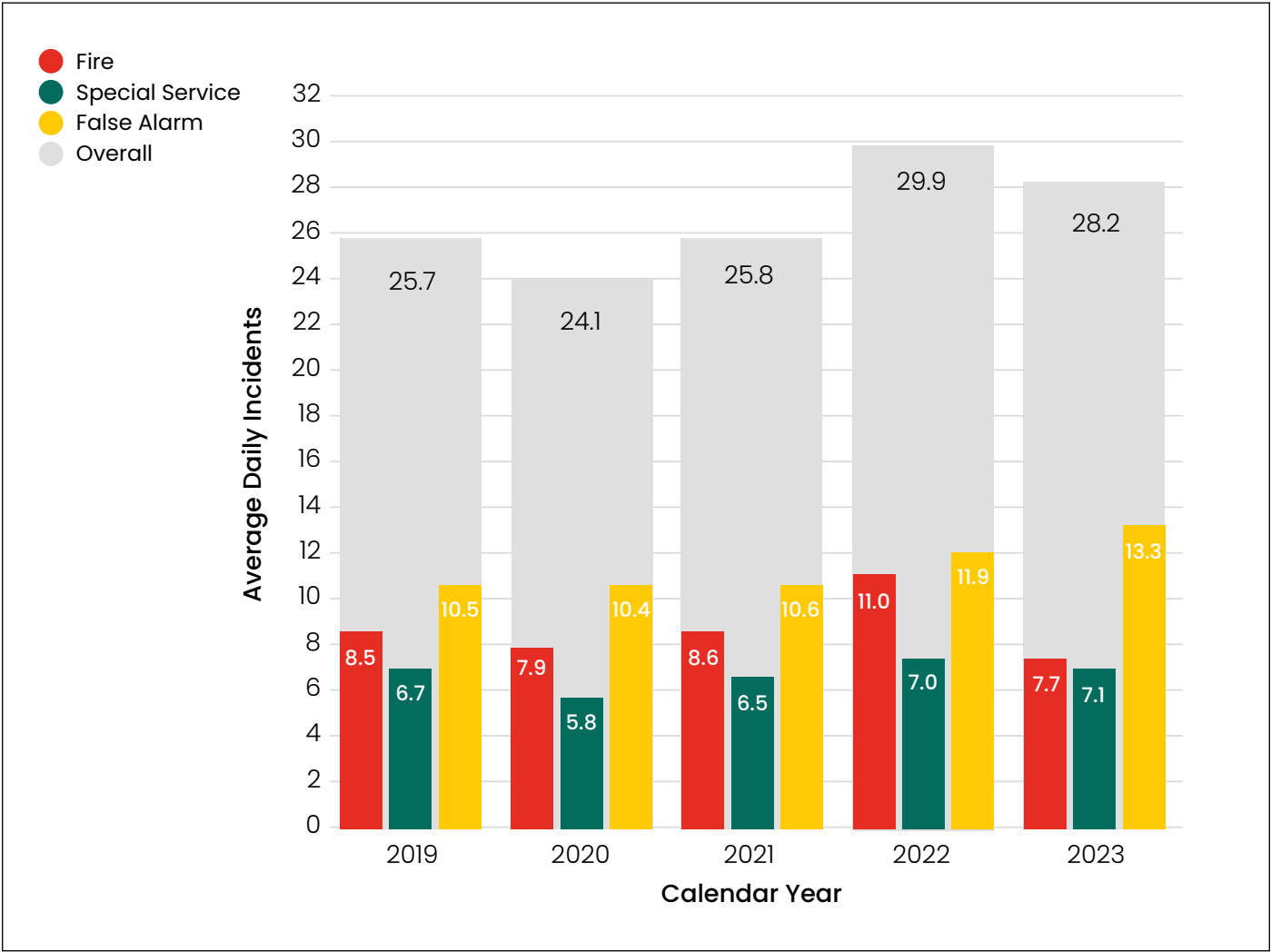
Analysis of the relative incident density provides insight into where in the county incidents happen. Unsurprisingly, it shows that we attend many more incidents in urban areas.

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

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

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

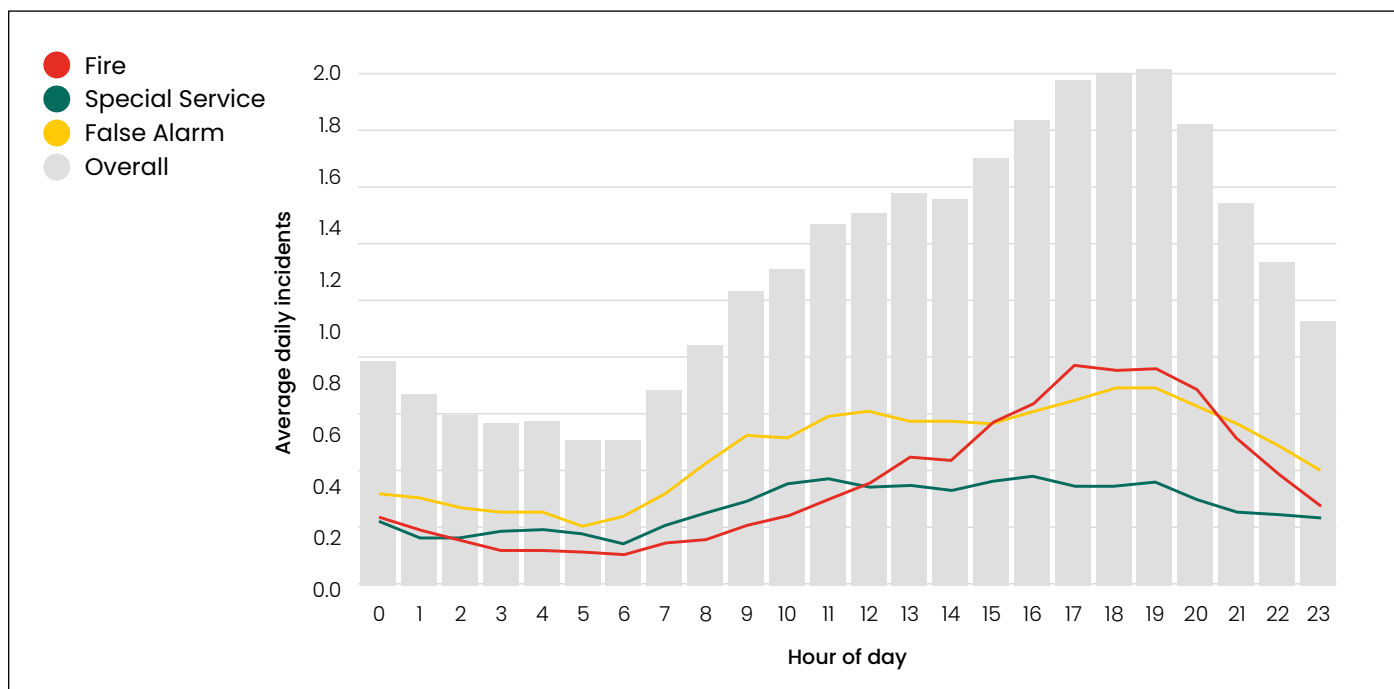
Average daily incidents – all incidents





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

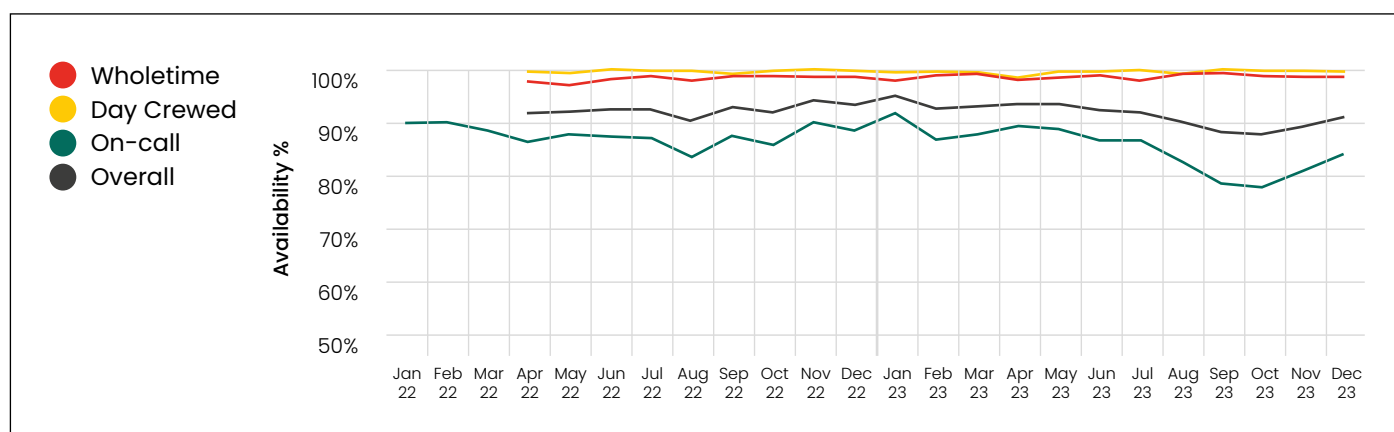
## Average hourly demand – all incidents



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

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

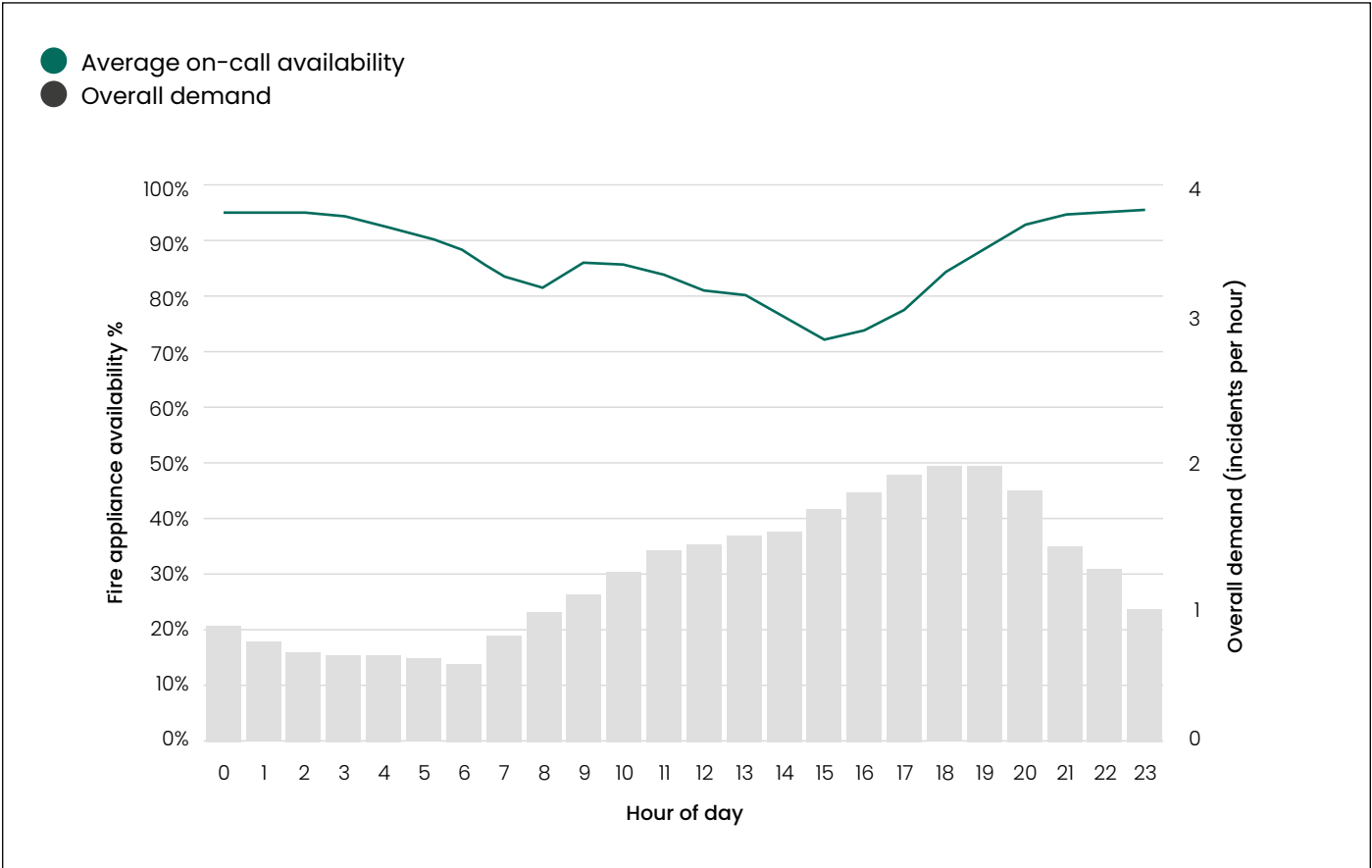
## Availability by month by duty system



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

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

Demand and fire appliance availability by hour



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

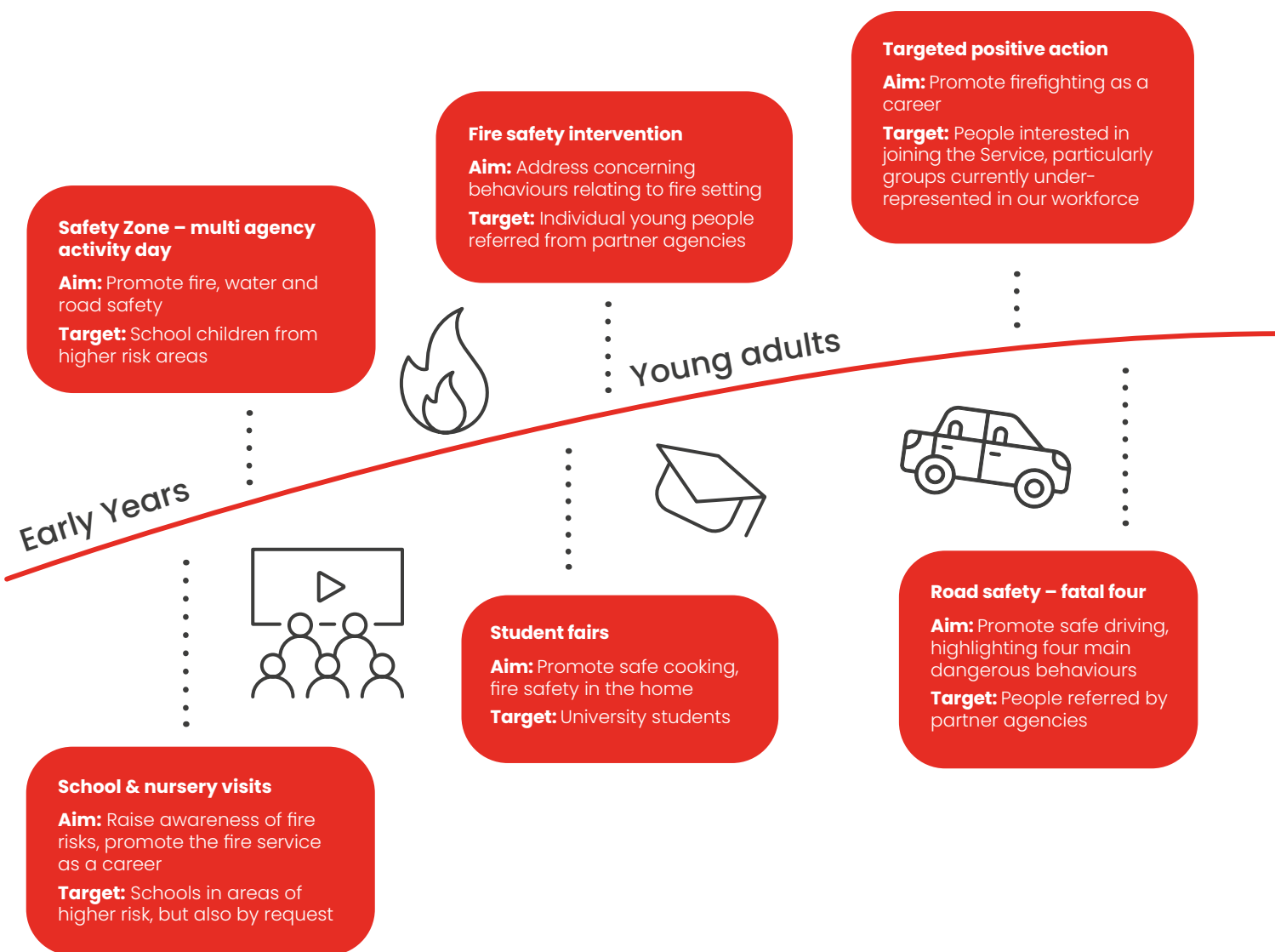
# Our services

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

## Prevention and community engagement

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

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



Our targeted prevention services and activities



### Biker down

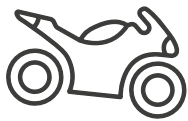
**Aim:** Promote road safety

**Target:** Motorcyclists

### Community reassurance and engagement

**Aim:** Promote safety advice in the aftermath of a serious incident

**Target:** People living, working or visiting the immediate vicinity of the incident



### Safe and Well visit – individual home visit

**Aim:** Reduce specific risks of fire in home

**Target:** Vulnerable people assessed as high risk on CHARLIE risk profile

### Occupational therapist visit

**Aim:** To assess needs and arrange support for people with complex needs

**Target:** Individuals referred by colleagues or partners

Working age adults & families



Later life



### Data and intelligence led engagement

**Aim:** Promote safety advice and smoke alarm ownership and identify people who would benefit from a Safe and Well visit

**Target:** Properties in areas where smoke alarm ownership is likely to be low

### Press to Test – email service to remind people to test their smoke alarms

**Aim:** To provide regular emails containing safety advice and encourage people to test their smoke alarms regularly

**Target:** Subscribers to service

### Safeguarding referrals

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

### Homelessness shelter support – in partnership with City and County councils

**Aim:** To provide shelter and support for homeless people during periods of cold weather

**Target:** People living rough in the City and County

## Our community engagement activities

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

### Community befriending scheme

**Aim:** Improve community engagement and promote the Service as employer

**Target:** Under-represented and minoritised community groups

### Have a go days

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

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

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

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

**Target:** Local communities

### Station open days

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

**Target:** Local residents in station area

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

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

**Target:** General population

### “Yes, you can” campaigns

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

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

### Community Advisory Group

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

**Target:** Minoritised communities



## Fire investigation

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



## Partnerships and collaborations

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

### **Safelincs** – online tool for home fire safety advice

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

### **Road safety partnership**

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

### **Water safety partnership**

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

### **Antisocial behaviour tasking groups**

**Aim:** To reduce antisocial behaviour and mitigate its effect

### **Strategic partnerships**

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

### **CHARLIE training**

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

### **Red routes and safe spaces**

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

### **StayWise** – educational resources and activities

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

**Fire dogs** – a shared resource across East Midlands fire services

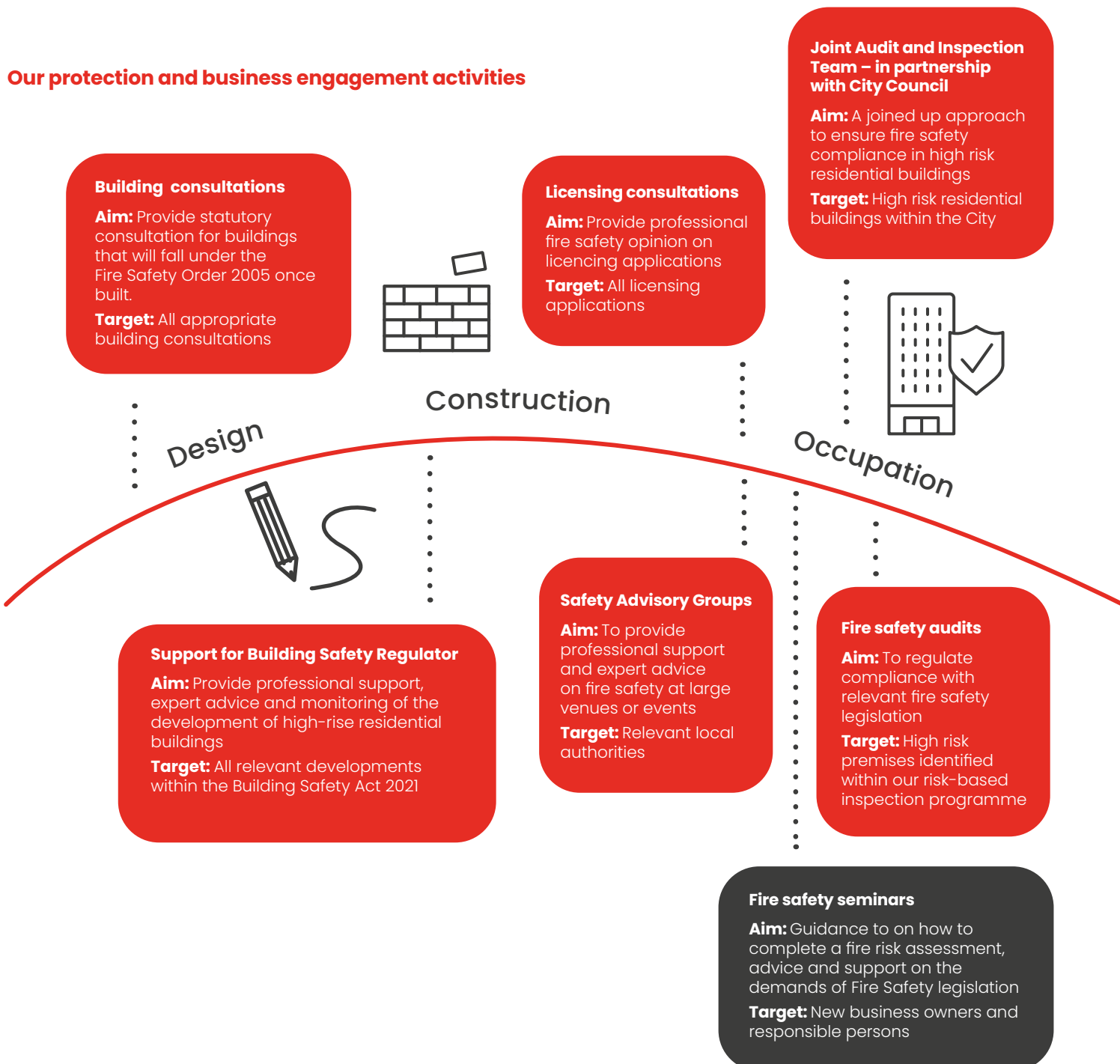
**Aim:** Specially trained hydrocarbon detection dogs, used to detect the source and support prosecutions of deliberate fires.



## Protection and business engagement

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

### Our protection and business engagement activities





**Business Support**

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

**Target:** Designated Responsible Persons

**Diverse interaction and business support (DIBS)**

**Aim:** Engagement and education of businesses in diverse communities

**Target:** Specific premises in a targeted community

**Business reassurance and engagement**

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

**Target:** Premises in the vicinity of a significant incident

**Business safety checks**

**Aim:** To regulate compliance with relevant fire safety legislation

**Target:** Premises identified as being lower risk

**Post fire inspection**

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

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



Pre-incident planning



Post-incident response

**Complaints**

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

**Target:** Premises referred to us



**Enforcement action**

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

**Target:** Responsible Persons for regulated premises

**Unwanted fire signal reduction**

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

**Target:** Premises that trigger multiple mobilisations

## Response

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

We have 24 fire stations strategically positioned across the county:

**11**

are staffed 24/7 by wholetime crews, three of these also have on-call crews

**1**

is staffed by a wholetime crew during the day, with on-call cover at night

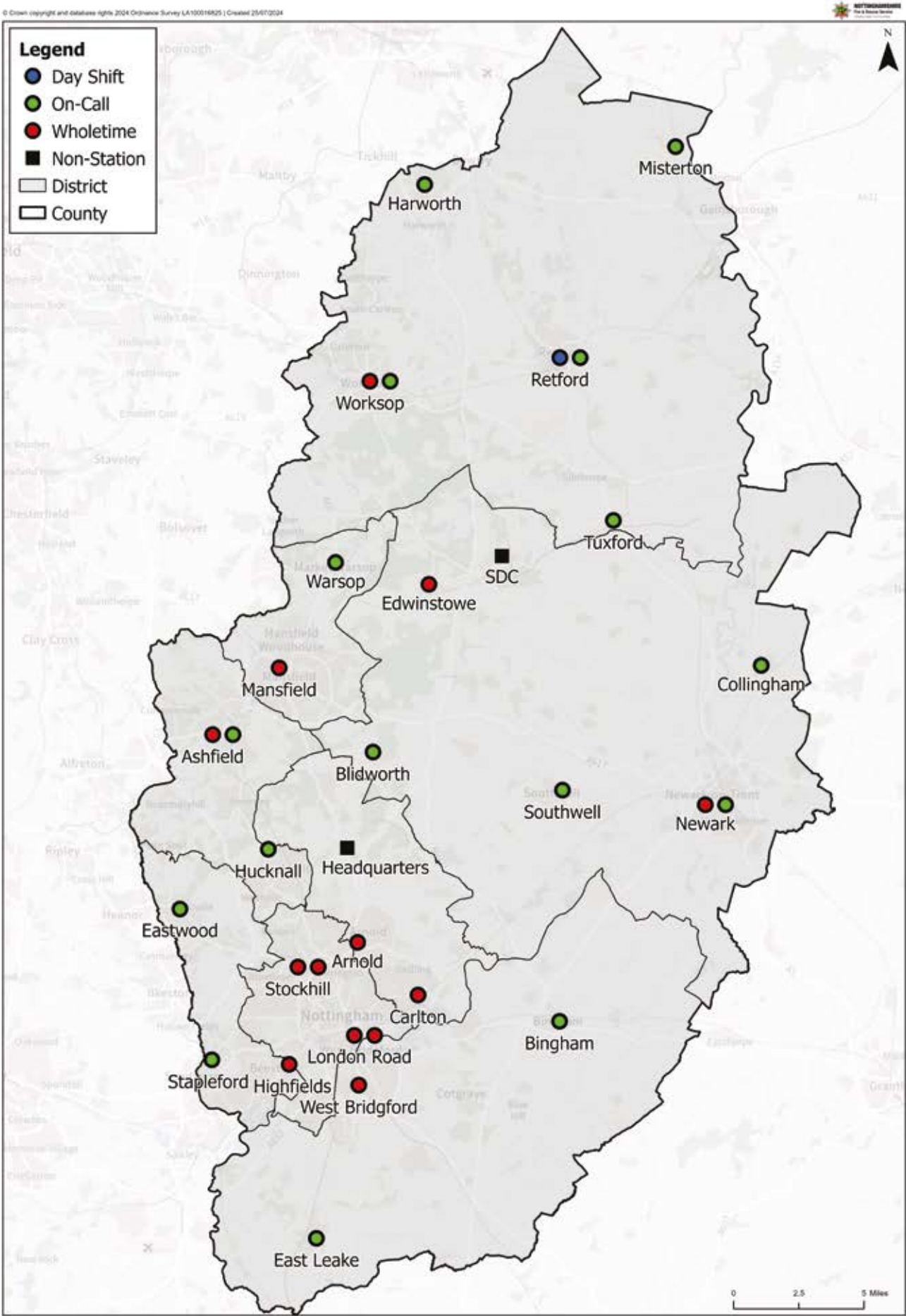
**12**

are staffed by an on-call crew

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







## Our operational response activities

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





In an average year in Nottinghamshire we:

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

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

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

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

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

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



# Enabling services

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

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

## People services

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

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

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

## Buildings, vehicles and equipment

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

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

## Digital and data

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

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

## Financial management and procurement

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

## Corporate services

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

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

“ Our services can only be delivered through the work of colleagues within our enabling services ”



# Our goals and plans

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

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



## Goal 1 Prevention



We will help people stay safe from fires and other emergencies

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

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

## Goal 2 Protection



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

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

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



## Goal 3

### Response



We will respond immediately and effectively to emergency incidents

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

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

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

## Goal 4

### People and culture



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

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

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

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



## Goal 5 Service improvement



We will continue our improvement journey to deliver an outstanding Service

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

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

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

## Goal 6 Sustainability



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

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

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

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



# Our 2025–28 plan on a page

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

## Strategic goal 1 – Prevention

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

## Strategic goal 2 – Protection

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

## Strategic goal 3 – Response

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

## Strategic goal 4 – People and culture

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

## Strategic goal 5 – Service improvement

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

## Strategic goal 6 – Sustainability

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







# Strategic goal 1:



We will help people stay safe from fires and other emergencies

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

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

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

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

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

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

**Over the life of this plan, we aim to:**

- **Strengthen our community engagement programme**
- **Build on our risk-based approach to our prevention activities**
- **Ensure the continued development and competence of our colleagues and partners**
- **Work with partners and community groups to explore ways of increasing our capacity and tailor our delivery of services**
- **Improve ways of working across multiple agencies to provide tailored and person-centred solutions for people, without duplication of effort**
- **Review how we deliver fire investigations in line with new national standards and levels of demand**



# Strategic goal 2:



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

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

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

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

implement the Remediation Action Plan, to address unsafe cladding on residential buildings.

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

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

equipment. We will invest in further research and work with partners locally and nationally to understand this emerging picture and explore new approaches to reducing the impact of unwanted fire signals.

**Over the life of this plan, we aim to:**

- **Continue to develop and enhance our risk-based approach to the inspection of business premises**
- **Ensure the continued development and competence of our team of specialist fire safety professionals and operational managers, in line with the NFCC competency framework**
- **Implement new and improved ways to tackle the causes of unwanted fire signals**
- **Continue to support the economic and social development across the county**



# Strategic goal 3:



We will respond immediately and effectively to emergency incidents

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

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

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

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

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



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

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

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

**Over the next three years, we aim to:**

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

# Strategic goal 4:



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

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

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

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

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

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



**Over the life of this CRMP, we aim to:**

- **Drive cultural development through effective communication and engagement with colleagues, education and training, and improved use of data to inform decision making**
- **Adopt a long-term approach to improve the diversity of our workforce as an integral part of our workforce planning, to inform our recruitment, promotion and progression activities**
- **Prioritise workforce wellbeing, reviewing and developing our provisions to support both physical fitness and mental health**
- **Safeguard the health, safety and welfare of colleagues, through investment in contaminant management, training facilities and continuous operational learning**
- **Undertake functional reviews to ensure that we align our resources to the needs of the organisation, and have the capacity and flexibility to deliver high quality services**
- **Promote and enable continuous professional development for colleagues in all areas, with a particular focus on talent management and leadership development**



# Strategic goal 5:



We will continue our improvement journey to deliver an outstanding Service

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

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

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

Over the life of this CRMP, we will continue to focus on improving the efficiency and effectiveness of our ways of working through process improvement, innovation



and the effective use of data and systems. We will build on the work done to date to understand and engage with communities to improve and promote our services and develop our reputation as an employer of choice. We will also continue to adapt and align our ways of working to sector best practice, national fire standards and the recommendations and learning from national inquiries and reports.

**Over the next three years, we will:**

- **Extend our use of data and information to improve the quality of our services and the efficiency and effectiveness of our ways of working**
- **Expand and embed our approach to evaluation to better understand the impact and benefits of our activities**

**and feed learning into future work**

- **Improve our internal and external communications capability, informed by insights gained from engagement with our community and colleagues**
- **Exploit the potential of technology to improve efficiency and productivity, moving towards a self-service approach where practical**
- **Implement service improvements identified through innovation, research and development, and sector reforms**
- **Embed national fire standards, recommendations from national inquiries and sector reports, and NFCC toolkits**

# Strategic goal 6:



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

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

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

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

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

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

**Over the next three years, we will:**

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



# Governance and assurance

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

## Nottinghamshire and City of Nottingham Fire and Rescue Authority

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

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

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

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

- Appointments
- Community Safety
- Finance and Resources
- Human Resources
- Personnel
- Policy and Strategy

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

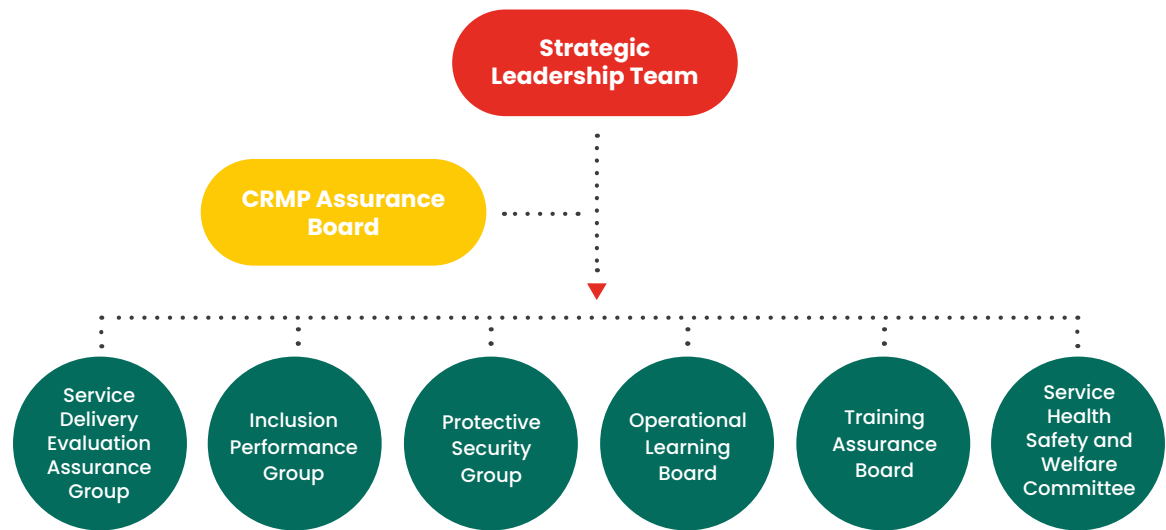
The Authority also facilitates a Strategic Inclusion Board and local Fire Pensions Board. The Strategic Inclusion Board ensures that the Authority sets and maintains its strategic direction in relation to equality, diversity and inclusion.

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



Internal Assurance

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



Strategic Leadership Team

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

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

CRMP Assurance Board

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

Operational Learning Board

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

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

Service Delivery Evaluation and Assurance Group

Chaired by the Area Manager for Response, the Service Delivery

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

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

Inclusion Performance Group

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



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

## Community Advisory Group (CAG)

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

## Service Health, Safety and Welfare Committee

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

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

## Training Assurance Board

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

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

## Protective Security Group

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

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

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

## Collaboration Boards

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

## Annual Statement of Assurance (ASOA)

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

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



## Independent assurance

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

## Internal Audit Programme

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

## External Audit

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

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

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

# How you've shaped our plan

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

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

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

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

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

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

## Key findings

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

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

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

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

## On our service delivery plans

**91%**

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

**91%**

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

**94%**

of respondents expressed confidence in our emergency response to incidents.

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

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

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

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

## On our people and culture

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

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



## On our improvement plans

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

The most popular themes were:

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

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

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

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



# Glossary of terms

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

## Want our top safety tips for your home?

Scan the QR code for more information on how to keep yourself safe from fire and other risks.



## Do you forget to test your smoke alarm?

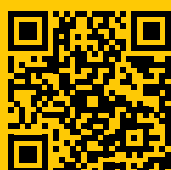
**We have just the thing!**

Scan the QR Code below and sign up to our brand-new reminder service.



## Do you want to join our team?

Scan the QR code to find out more about operational and support roles within Nottinghamshire Fire & Rescue Service.



## Do you run a business in Nottinghamshire?

Scan the QR code to find out more about our free business safety workshops for business owners and managers.





# NOTTINGHAMSHIRE

## Fire & Rescue Service

Nottinghamshire Fire and Rescue Service,  
Sherwood Lodge Drive,  
Arnold,  
Nottingham,  
NG5 8PP

Telephone: 0115 838 8100  
Text: 0776 629 9999

For any comments about this publication, please contact: [talk2us@notts-fire.gov.uk](mailto:talk2us@notts-fire.gov.uk)

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

