



Productivity & Efficiency Plan 2025/26



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Fire Productivity & Efficiency Plan

Introduction

Nottinghamshire Fire and Rescue Service (NFRS) is committed to its vision of creating safer communities. Being as efficient and effective as possible is a fundamental part of our journey to being an outstanding service by 2032. We have produced this plan in line with the revised guidance issued by the Ministry of Housing, Communities & Local Government (MHCLG) on 26th February 2026, and it is published on our website to allow scrutiny from the communities we serve.

The Fire and Rescue National Framework sets a requirement that combined and metropolitan Fire and Rescue Authorities (FRAs) produce and publish Efficiency Plans. There is a specific requirement that in 2025/26, all FRAs produce plans that not only cover their planned efficiencies but also plans for increasing productivity.

We were rated as 'Good' in 10 of 11 areas in our last inspection by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) in 2024. Notable comments were:

- The Service makes the most of its capacity
- The Service has increased its productivity in almost all areas of work
- The Service has good plans that help it achieve its objectives

In the face of the ongoing pressures on public sector finances, this plan outlines the savings we have made to this point and explains our existing plans for 2025/26 to show how we are continuing to create non-pay efficiency savings of 2% and increasing productivity by 3%.

Primary Information

BUDGET (£000)					
Revenue Expenditure	2024/25	2025/26	2026/27	2027/28	2028/29
Direct Employee	41,733	43,116	44,807	46,211	47,572
Indirect Employee	618	682	624	612	612
Premises	4,465	4,096	4,294	4,444	4,580
Transport	2,259	2,342	2,291	2,309	2,323
Supplies and Services	4,598	5,419	5,695	5,794	5,891
Capital Financing	3,126	3,325	3,515	4,003	4,647
Other	2,303	2,443	2,265	2,354	2,380
Total	59,102	61,423	63,491	65,727	68,005
Income	2024/25	2025/26	2026/27	2027/28	2028/29
Actual Received from Precept	-31,306	-33,207	-35,476	-37,431	-39,647
Local Government Finance Settlement	-26,330	-25,923	-26,643	-26,937	-27,042
Other Grants	-347	-438	-428	-400	-400
Income Raised Locally	-980	-817	-879	-788	-787
Total	-58,963	-60,385	-63,426	-65,556	-67,876

RESERVES (£000)					
	2024/25	2025/26	2026/27	2027/28	2028/29
General Reserves	5,069	5,179	5,179	5,007	4,876
Earmarked Revenue Reserves	6,064	5,150	3,810	1,798	1,126
of which MRP reserve	0	0	0	0	0
Earmarked Capital Reserves	370	303	208	0	0
Other Reserves					
of which revenue	0	0	0	0	0
of which capital	90	70	50	20	0
Total	11,593	10,702	9,247	6,825	6,002

* The earmarked reserves figures reflect the planned use of existing reserves.

Efficiency

EFFICIENCY DATA (£000)

	Actual 2024/25		Actual 2025/26		Forecast 2026/27		Forecast 2027/28		Forecast 2028/29	
Opening Revenue Expenditure Budget (Net)	56,067		57,737		61,972		62,885		65,164	
Less Total Direct Employee Costs	41,872		43,116		44,807		46,211		47,572	
Non-Pay Budget	14,195		14,621		17,165		16,675		17,592	
Efficiency Savings	Recurrent	Non-recurrent	Recurrent	Non-recurrent	Recurrent	Non-recurrent	Recurrent	Non-recurrent	Recurrent	Non-recurrent
Direct Employee										
Reduction Prevention/Protection/Response Staff	60	0	43	42	0	0	0	0	0	0
Reduction in Support Staff	87	0	8	0	0	0	0	0	0	0
Indirect Employee (e.g. training, travel etc.)										
All Indirect Employee Costs	2	0	0	0	31	0	0	0	0	0
Premises										
Utilities	0	0	0	0	0	0	0	0	0	0
Rent/Rates	0	0	57	0	20	0	10	0	10	0
Other Premises Costs	4	10	16	0	0	0	25	0	20	0
Shared Premises	0	0	48	0	0	0	0	0	0	0
Transport										
Fleet	73	0	7	0	0	0	0	0	0	0
Fuel	9	0	0	0	0	0	0	0	0	0
Other Transport Costs	0	0	0	0	5	0	12	0	10	0
Supplies and Services										
National Procurement Savings	0	0	0	0	0	0	0	0	0	0
Local Procurement Savings	71	0	130	4	222	0	140	0	160	0
Other Technology Improvements	8	0	0	0	0	0	0	0	0	0
Decreased Usage	0	23	9	0	0	24	18	8	15	0
Capital Financing										
Revenue Expenditure Charged to Capital	0	0	0	0	0	0	0	0	0	0
Net Borrowing Costs	0	0	0	0	0	0	0	0	0	0
Other										
Other Savings 1 (Please Specify)	0	0	0	0	41	0	120	0	137	0
Other Savings 2 (Please Specify)	34	0	0	0	0	0	0	0	0	0
Other Savings 3 (Please Specify)	0	0	0	0	0	0	0	0	0	0
Total Efficiency Savings (excluding direct employee savings)	234		271		343		333		352	
Efficiency Savings (as a Percentage of Non-Payroll Budgets)	1.65%		1.85%		2.00%		2.00%		2.00%	

INCOME (£000)

Income Generated From:	Actual 2024/25		Actual 2025/26		Forecast 2026/27	
	Recurrent	Non-recurrent	Recurrent	Non-recurrent	Recurrent	Non-recurrent
Charging Policies	-64	-259	-67	-164	-89	-208
Trading Operations	0	0	0	0	0	0
Shared Premises	-142	0	-140	0	-166	0
Interest on Investments	0	-695	0	-662	0	-322
Other Sources	-4	-172	-3	-159	-5	-89
Total	-210	-1126	-210	-985	-260	-619



Efficiency Narrative

Direct Employee (£93k)

The direct employee saving of £85k relates to a reduction in Prevention and Protection staff with the £43k recurrent saving arising from a restructure and the £42k non-recurrent saving from temporarily switching between grey and green book staff. While the other £8k saving arises from a reduction in Support Staff relates to the restructuring of the Strategic Leadership Team.

Indirect Employee

No savings identified in 2025/26

Premises (£121k)

£57k of business rates savings have been achieved following the sale of the old headquarters and a permanent reduction of the maintenance / replacement budget following review of our replacement policy has generated a further £16k premises saving.

£48k efficiency has been realised from improved cost recovery through service charges at our shared premises.

Transport (£7k)

As reported as part of the 2024/25 savings a contract has been renegotiated to remove a 35% uplift on the supply of Scania parts used for fleet repairs, where £73k of savings were recorded in 2024/25 and the remaining £7k achieved in 2025/26.

Supplies & Services (£143k)

Local procurement savings of £134k have been achieved through the retendering several of the authority's contracts, the £130k recurrent savings relate to procurement efficiencies within the following contracts:

- Various ICT contracts (£87k)
- External property valuations (£7k)
- Estate various contracts (£22k)
- Recycling defective hoses (£6k)
- Other smaller contracts (£8k)

The non-recurrent local procurement saving relates to a one-off saving of £4k relating to mobile data for body cameras and making use of existing contracts.

The £9k decreased usage savings is made up of 3 smaller efficiencies including introduction of reusable water bottles, cessation of FireStoppers and reduction in online human resources support.

Capital Financing

No savings identified in 2025/26.

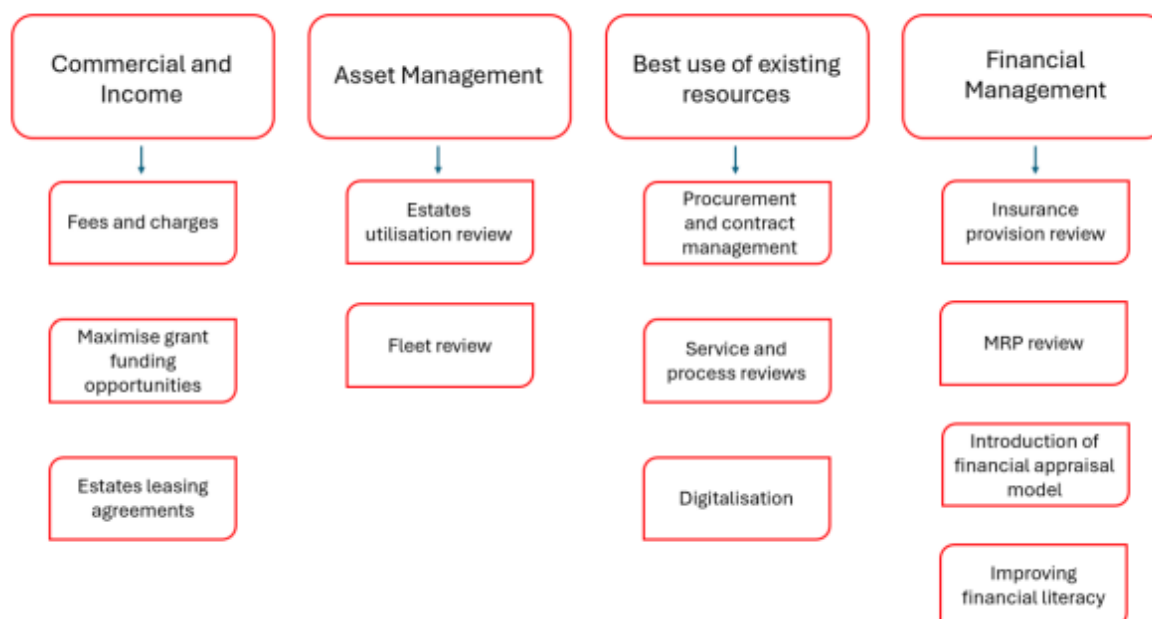
Other

No savings identified in 2025/26.

Future Efficiencies

The Service's Efficiency Strategy 2025/28 identifies the following themes and workstreams that will be undertaken to improve efficiency and productivity:

Efficiency Strategy 2025 – 2028



The activities to deliver the workstreams are included in the Annual Delivery Plans which support the delivery of the Community Risk Management Plan.

Collaboration

The Service has established several agreements with partners to share premises. These arrangements focus on the effective use of resources, service integration, and enhanced resilience. This generates income for the service and is included as shared premises income in the income table.

Assessment of Efficiencies

The Service's previous Efficiency and Productivity Plan identified £312k of cashable savings that were planned for 2025/26, split between £93k relating to Direct Employees and £219k relating to non-employee efficiencies. The shortfall in planned savings mainly relates to the following efficiencies not being achieved in 2025/26:

Cyber security software where a saving of £36k was forecast but due to changes in risks and requirements this saving has been removed from the 2025/26 target.

Business rates saving from the old headquarters had forecast a saving of £80k, due to delay in completion the actual saving achieved in 2025/26 was £60k with the balance built into the 2026/27 efficiencies.

During 2025/26 additional efficiency savings have been achieved of £127k, resulting in total efficiency savings for 2025/26 of £365k (2.50%), with £93k relating to Direct Employees and £272k (1.86%) relating to non-employee efficiencies.



Productivity

Collaboration

Shared Premises

NFRS continues to maintain several ongoing collaborative arrangements. These include having a Joint Headquarters with Nottinghamshire Police, Nottinghamshire Police working from various fire service sites including West Bridgford, Clifton and East Leake, and providing St Johns Ambulance with a training base at Highfields Fire Station to deliver first aid training. Nottinghamshire Emergency Planning occupy an office in London Road Fire Station and East Midlands Ambulance Service work from both London Road and Eastwood Fire stations.

Replacement Mobilising Project

Nottinghamshire Fire and Rescue Service share a Joint Fire Control Room with Derbyshire Fire and Rescue Service. This arrangement has been in place since 2018. NFRS and DFRS created a strategic collaboration to oversee the procurement and implementation of a replacement mobilising solution. This multimillion-pound project ensures both services have continued delivery of a core statutory duty. The Service has seconded an Area Manager to oversee the delivery of this major project.

Local Resilience Forum

A major achievement during 2025/26 was the successful embedding of the new Local Resilience Forum (LRF) Secretariat function within NFRS. The Secretariat Team have responsibility for providing coordinated multiagency support and maintaining a 24/7 On-Call capability to stand up Tactical and Strategic Coordination Groups (TCGs/SCGs). An extensive exercise programme tested the new cascade process and On-Call arrangements, identifying improvements across partner agencies and strengthening resilience across Nottinghamshire. Funding from MHCLG was effectively managed, with the Service on track to fully utilise its allocation and given access to an additional £68,000 of available underspend nationally. The Partner Finance Agreement was finalised with all agencies, enabling formal approval and contributions into the shared LRF budget.

Shared Resources

The Environmental Protection Unit – based at Stockhill Fire Station – is a shared asset operated in collaboration with DFRS. Under a reciprocal agreement, DFRS also provides Command Support Units to support NFRS, ensuring mutual operational resilience.

Asset Management & IT investment

IT Systems

Enhancements to digital systems supported productivity increases across departments. CFRMIS continued to be improved, with phase 2 development (Quick Screens) and data governance enhancements contributing to more accurate, timely and efficient operational recording and reporting. The improved user interface will allow a quicker and simpler completion of forms, and the provision of new devices enables direct input of Business Safety Checks (BSC) and Safe & Well visits (SWV) on-site, removing duplication and protecting the service from the risk of data loss

Mobile Improvements

ICT completed hardware refresh programmes, network infrastructure improvements, and the rollout of new access management systems across all NFRS premises. Appliance tablets and SIMs were upgraded to allow crews to complete admin processes when mobile in their local Communities without the need to return to Station.

CCTV

CCTV on appliances can be accessed remotely through the TrackEye software allowing investigations into collisions to be initiated immediately. Flexi Duty Officers with responsibility for completing initial fact-finding work are now able to access the system remotely and view footage to gather evidence.

Hydrant Testing

All MDTs on fire appliances can access the 3tc hydrant management software (Water Manager) to support the hydrant testing & cleaning programme for 18,000 installations in Nottinghamshire. When SWV, BSC or SSRI are being completed the latent capacity on the appliance is now being utilised to complete this additional workstream – ensuring productivity is maximised by the whole crew when operating in the community. Since this initiative launched in October 2025 743 hydrants have been tested.

New Appliances

A major capital programme is still in the process of being delivered, including receipt of 17 new “clean cab” fire appliances, a refurbished Aerial Ladder Platform (ALP), a newly commissioned ALP, and a new Command Support Unit. These assets enhance firefighter safety, improve reliability, and increase the range and efficacy of specialist response.

Technical Rescue Review

A project to restructure the Services technical rescue capability across the County was initiated with new equipment & PPE procured to support this. Benefits will include enhanced resilience and improved diversity of training across operational teams. It will also unlock unused capacity for Operational Activities as the training burden has been reduced at the previous specialist Stations.

Resourcing

Cell Fire MoU Trial

The Service trialled a new incident type “Cell Fire” requiring just one appliance to attend at small prison-cell fires. This was agreed with Prison Governors and contained several safeguards to ensure response was risk-based. This resulted in a reduction in attendances of 58% (270 – 157). If an average of 1 hour is taken for each appliance’s time commitment this has released an additional 452 hours’ worth of capacity for other Operational Activities. This change has other positive consequences, including ensuring broader operational resilience and reducing fuel consumption, environmental impact, and wear & tear on vehicles.

Flexi Duty Officer Collective Agreement

The Service renegotiated the agreement realising approx. 1,400 hours of increased capacity from this cohort. This equates to 80% of a FTE post which will be utilised for supporting other workstreams such as investigations, performance monitoring, Tactical Plan development and other essential work.

Remote Working

The Service continues to support flexible working and the use of Microsoft Teams for meetings allows staff to achieve effective work together from locations throughout the County, reducing travelling and improving safety through reduced vehicle movements.

Compartment Fire Behaviour Training (CFBT) Facilities Upgrade

A new attack box for hot fire training was constructed at Service Development Centre in Ollerton. This facility has allowed training to commence within our County. Previously crews had to travel to the Lincolnshire FRS facility at Waddington with additional costs in time, fuel and vehicle wear.

Income Generation

Charging Policies

NFRS has a chargeable special service calls policy, which provides the option to recover costs from a very specific set of fire service activities that sit outside our statutory responsibilities. The Fire Authority (See Appendix 1) reviews the rates annually.

Room Hire

The Service operates a room hire policy, offering rooms at its estate locations for external use. Hire rates are set at £314.80 for a full day, £162.50 for a half day, with an hourly rate available. In 2025/26 community room hire generated £423.00.

Charge For Assets

The Regional Fire Investigation Hydrocarbon Dog Unit is a shared asset between four Fire and Rescue Services, with each service contributing to its operational costs. When the Unit is deployed outside this agreement, the associated costs are recovered. In 2025/26, we received £1,712 in out-of-region charges, with £428 recovered as our service's share from these deployments.

The Service has an agreement with Nottinghamshire Police for the shared use of the Welfare Unit based at Stapleford Fire Station. Under this agreement, Nottinghamshire Police contributed £12,440 in 2025/26 for use of this vehicle.

Information Requests

In 2025/26, income generated from information requests (primarily from insurance companies, solicitors, businesses, and private fire investigators acting on behalf of insurers) totalled £6,414. A standard fee of £88.40 is applied per request, which covers access to a range of materials including fire reports, fire investigation reports, CCTV footage, images, or waveform audio files.

Other

Project Management

As part of wider organisational improvements, the Service strengthened its corporate programme office to improve governance, oversight and delivery of the CRMP change programme. Existing resources were optimised, and long-term resourcing requirements were assessed, including proposals for additional project management capacity. Change management capability was enhanced through new training for Programme Office staff, the drafting of updated change management procedures, and the identification of wider training needs across the management cohort. These improvements supported more consistent project planning, monitoring and reporting, increasing the reliability and efficiency of organisational change delivery.

Outcome-Based Activities

Our current CRMP 2025/28 continues our commitment to the strategic goals implemented in the previous CRMP. Strategic Goal 5 is Service Improvement and whilst this applies to the whole organisation, the MHCLG targets are explicitly highlighted within this goal.

To measure productivity, the Service uses several internally derived performance metrics for Wholetime & On-Call crews. These are:

- Number of Safe and Well Visits (SWVs)
- Number of SWVs delivered at Data-led Community Engagement Events (DICE)
- Number of Business Safety Checks (BSCs)
- Number of engagements under the Community Befriending Scheme
- Completion rates of Core Competencies
- Completion rates of Monthly Theoretical Training Planner
- Maintenance of Site-Specific Risk Information (SSRI)
- Attendance at operational exercises

These metrics are published in our Annual Delivery Plan and further displayed as part of each stations' Plan on a Page to ensure maximum engagement and understanding across the organisation. The data is reported electronically on dashboards to enable managers at all levels to see up to date performance levels against each metric. Overall targets have been set within the CRMP but are also set each year in the ADP to ensure a sustainable continual improvement.

Activity	2022/23	2023/24	2024/25	2025/26	% Change over 4 years
SWV	13941	15769	15673	16636	19%
DICE	701	1349	987	1341	92%
BSC	540	1031	1548	1743	323%
Befriending	11	175	183	151	1,372%
Core competency	701	765	797	945	35%
Training plan	47521	34772	51583	52613	10%
SSRI	202	211	224	329	63%
Exercises	30	31	29	27	-10%

The Response Area Manager chairs a quarterly evaluation and assurance review meeting to interrogate performance of each station and address any areas of concern, whilst also recognising good practice of local teams and managers. An important part of this meeting is the focus on the quality of the reported metrics through the ongoing evaluation of each activity. NFRS recognises that simply increasing the numbers of any activity is only part of any effective productivity increase; the quality of that interaction and/or activity must be of a high standard to deliver the best value to our communities.

In 2025/26 Nottinghamshire Fire & Rescue Service responded to 12,235 incidents. This represents a 12.1% increase on 2024/25.

In 2025/26 16,636 Safe & Well jobs were completed. This saw an increase on the previous year of 6.2% and exceeded the CRMP target by 3.9%. The majority of SWVs in 2025/26 (10,666) were completed by Wholetime crews with On-Call contributing 1,246 to the overall total. In addition, 1,341 SWV were completed through targeted large-scale data-led events known as DICE. This was an increase of 36% on 2024/25 (986). The Service is committed to using a risk-based approach to SWV to ensure our resources are targeted to the most vulnerable residents in our community and continues to embed its use of the CHARLIE P profiling tool. We identify SWV through a combination of public and partner referral, data intelligence, or post incident engagement. In 2025/26 53% SWV were delivered to residents over 65 years old and 45% were for those declaring a disability.

Since 2021 the Service has been delivering Business Safety Checks (BSC) by operational crews. This commitment is demonstrated by the continued support of our Fire Protection team delivering a Skills for Justice accredited Level 3

Introductory Certificate in Fire Safety qualification in-house. The Service has worked hard to embed the BSC process with a target of having a qualified & warranted Supervisory Manager on 85% of Watches, maximising the capacity to undertake Short Fire Safety Audits in commercial premises throughout Nottinghamshire. In 2025/26 the Service delivered 1,743 BSC exceeding the ADP target by 5.6%. Operational crews delivered an overall increase of 12.6% from 2024/25 with On-Call teams contributing 39 BSC to the total.

Since 2023/24 all Wholetime crews have been asked to 'befriend' a community group whose membership is predominantly from those with a protected characteristic. The objective of this scheme is to raise the profile of NFRS; improve awareness and understanding of the services delivered; raise awareness of career opportunities; remove any fear of uniformed services; and to engage with hard-to-reach groups. During 2025/26 the number of activities taking place decreased by 17% although the CRMP target to engage with 150 groups has still been met.

Core competencies are monitored to ensure all operational staff are "in ticket" regarding their core firefighting skills. NFRS has set an ambitious target of 100% and has consistently delivered above 95% in previous years. Activity has increased from 797 delivered courses in 2024/25 to 945 courses in 2025/26 representing an increase of 18%.

To maximise efficiencies in training a substantial part of the theoretical knowledge required has been transferred online and the Service uses the NFRS learn platform for delivery and recording. In 2024/25 51,583 individual activities were recorded. This increased to 52,613 in 2025/26 indicating a 2% increase.

The Service has set a target of ensuring 90% of all SSRI documents are reviewed within 3 years to ensure accurate pre-planning at relevant sites in the County. There are 600 SSRIs in Nottinghamshire and to complete this work SSRI documents are distributed to all Wholetime Watches to review. Accuracy has been consistently above 95% since 2022. In 2025/26 329 SSRIs were reviewed. This is an increase of 47% from 2024/25 (224).

Although physical attendance at operational exercises has reduced slightly in 2025/26, the Service does also now deliver 2 Tactical Decision Exercises (TDE) to all operational crews per year to test knowledge and command decision making at known local risks. This equates to over 120 events delivered in 2025/26.

Workforce Capacity

The Service has a well-established Working Day Procedure for setting out planned tasks which was reviewed in 2024. The NFRS Collective Agreement for the Rostering of Staff combined with the Working Day Procedure aligns with the MHCLG defined “core hours” period – 12-hour dayshift between 07:00 & 19:00.

During 2025/26 the ridership capacity has generally remained consistent throughout the year. It is lower than optimum, but a substantial recruitment process was run over the Winter 2025/26, and the Service will inevitably see the benefits as these personnel are deployed to stations.

Wholetime capacity data demonstrates 93% of available time is allocated to meaningful tasks as per the Working Day Procedure. Looking at the data in more detail shows:

- 41% of capacity is utilised for Operational Activities
- 45% is allocated to Enabling Activities
- 14% is allocated to Non-Framework Activities.

There are 227 On-Call staff in NFRS who work contracts specific to the time commitment they can provide (25%, 45%, 70%, 92%, and 100% of 120 hours). This equates to 170 Full Time Equivalent (FTE) posts. On-Call capacity is monitored through a PowerBI dashboard showing individual personnel detail with their contracted commitment and performance against this. 2025/26 data highlight a total capacity of 944,732 hours available which equates to an average of 3,690 hours per person.

Availability is another metric that can be used as a proxy for capacity, and figures for 2025/26 show that Wholetime availability was 99.2% and On-Call availability was 83.3% which is one of the best in the UK.

Operational crew productivity is also assessed through HMICFRS six-monthly data returns and in-Service inspections. We benchmark our performance against national mean data provided by HMICFRS, and our delivery targets increase annually in line with our CRMP objectives.

Increasing Productivity

The Service has achieved more than a 3% increase in productivity among all operational Firefighters over the defined period, driven by both an increase in outcome-based activity, as well as changes made to reduce attendance at certain incident types and implementation of new working practices and technology.

SWV figures demonstrate an increase reflecting this improvement from 15,673 in 2024/25 to 16,636 in 2025/26 an increase of **6.2%**.

BSC completed by operational crews have increased from 1,548 in 2024/25 to 1,743 in 2025/26 an increase of **12.6%**.

SSRI activity has increased from 224 in 2024/25 to 329 in 2025/26 an increase of **68%**.

All this in the operational context of a **12.1%** increase in incidents from 10,910 in 2024/25 to 12,235 in 2025/26.



Service Changes & Achievements

What is the Service doing differently this year?

During 2025/26, the Service delivered a significant programme of change across Prevention, Protection, Response, People, Strategic Support, and Resources, reflecting a step change in how services were organised, targeted, delivered and assured. These changes signal the Service's commitment to delivering a more data driven and integrated operating model.

The Service also delivered substantial progress in strengthening how it engages with communities and improves workforce diversity, following the findings of the In2People research and the restructure of the Prevention function into the Community Safety & Engagement team. The Service completed the EIA and DPIA requirements, and implemented a refreshed communications plan, including new social media approaches, updated visuals, and improved recruitment website content.

The implementation of the new Risk Based Inspection Programme has increased efficiency for operational crews as it has reduced the duplication of work. The Service Support Hub staff can now support crews effectively by completing initial job allocation and contact tasks accurately, enabling Warranted Supervisory Managers to focus on delivering Business Safety Checks to our local business communities. The Service now has a sophisticated knowledge of the risk to businesses and can allocate its resources more effectively than ever before to improve fire safety awareness and target known areas of non-compliance.

Why are these changes being made?

The comprehensive redevelopment of our RBIP was driven by the Area For Improvement (AFI) highlighted by HMICFRS and recommendations from the Grenfell Tower Inquiry. This AFI required us to assure the Service was prioritising the highest risks and delivering a proportionate response to reduce risk in our community. The Service commissioned an independent evaluation to be undertaken by Nottingham Trent University (NTU). NTU's evaluation was completed in-year and confirms that the updated RBIP represents a substantial improvement, with a robust, intelligence led methodology that combines NFCC national risk classifications with 13 locally defined datasets to prioritise fire safety inspections.

These improvements have enhanced productivity by ensuring the Service's Protection resources are deployed efficiently, to the highest risk premises – reducing time spent on lower value activity and strengthening the evidence base that informs audit planning and regulatory activity.

The embedding of the LRF Secretariat function was driven by longstanding desire, supported by national guidance, MHCLG feedback and local debriefs, to remove delays in standing up tactical & strategic command structures and inconsistency in multiagency coordination present under the previous model. Strengthening LRF arrangements ensures that the communities of Nottinghamshire can now depend upon a resilient, dedicated capability to facilitate multiagency incident response, providing expertise to partner organisations and a consistent approach to emergency preparedness.

Improvements to communications, evaluation and recruitment processes, including the introduction of the iTrent recruitment module, development of a recruitment evaluation framework, and refreshed positive action approaches, were necessary to support the Workforce Plan's diversity ambitions and ensure that future recruitment activity is inclusive, targeted and evidence led. The initiative also sought to strengthen trust and confidence through befriending relationships, improve the consistency of community engagement through shared tools and guidance, and provide a strategic, measurable approach to increasing participation from underrepresented groups – ultimately, aiming to ensure that the service can draw and recruit from a broad range of communities – finding the best future staff to deliver on Service objectives.

What is the Service's biggest success this year?

Our biggest success in 2025-26 has been the delivery of the CRMP Year 1 Annual Delivery Plan. We have worked hard over the last three years to improve efficiency and deliver real value for money for the public. When setting the Annual Delivery Plan our financial situation for the three years ahead looked set to remain challenging and indicated we would need to make savings to maintain a balanced budget. At the same time, we committed to targeted and affordable investments in many areas of the Service, to ensure we can continue to serve our communities well, with an infrastructure that is safe, aligned to risk and fit for the future.

All core business areas and projects within our improvement programme were completed or were at the appropriate milestone by year end. These business areas are monitored, tracked and scrutinised strategically through the Service's CRMP Assurance Board which sits monthly.

Notable achievements from projects within our improvement programme include:

- Progressing work on our new state of the art community fire station at Stockhill
- The project to replace our emergency call receipt and mobilising system continues at pace and will go live late Summer 2026
- A full review has been undertaken of our operational specialist rescue capability. The agreed action plan will be implemented across 2026-27 and ensure we have a model that best reflects the risks we face now, and in the future, whilst giving more resilience and providing a greater shared responsibility through a new resourcing model
- We have made significant investment to improve our central database that links to the delivery of premises risk inspections, Safe & Well visits, Business Safety Checks and full fire safety audits
- The introduction of new mobile working technology has significantly reduced the administration times for these activities
- We have completed the refurbishments of several fire stations, improving access and inclusion, decontamination management, and energy efficiency
- We have undertaken departmental reviews, notably within the areas of Digital (ICT) and People and Organisational Development to ensure our resource model aligns to current and predicted needs
- We have introduced 17 new state-of-the-art, fuel efficient, clean cab, fire engines. This has updated our ageing fleet giving our firefighters the latest capability
- We have invested in inhouse live fire training facilities. This new inhouse capability, in time, will deliver savings against outsourcing costs, deliver improved availability and flexibility to the annual training plan, reduce HGV vehicle movements and associated costs and release trainers' hours through removing travel time to the former training site outside of Nottinghamshire.

We report our annual successes, and detail around how well we have achieved against the commitments we set each year through the publication of our Annual Statement of Assurance. This is published in July of each year.

Signed



Craig Parkin DL
Chief Fire Officer
30th April 2026

Signed



Maria Fox
Head of Finance and Treasurer (Section 151 Officer)
30th April 2026



Appendix 1

	2024/25 Charges	2025/26 Charges	2026/27 Charges
Personnel: per hour, or part of an hour:			
Full Crew	£336.60	£343.30	£357.80
Station Manager and above	£75.10	£76.60	£79.80
Watch Manager	£61.50	£62.70	£65.40
Crew Manager	£58.70	£59.90	£62.40
Firefighter	£55.50	£56.60	£59.00
Appliance and Vehicles: per hour, or part of an hour:	£54.00	£55.40	£57.30
Loan of Salvage Sheet:			
Charge for fitting	£336.60	£343.30	£357.80
Charge for removing	£336.60	£343.30	£357.80
Charge for salvage sheet	£117.70	£120.60	£120.60
Copy of a Fire Report	£86.20	£88.40	£91.40
Hire of Meeting Room:			
Full day	£307.10	£314.80	£325.50
Half day	£158.50	£162.50	£168.00

Note: all charges above include VAT at the current rate, where applicable.