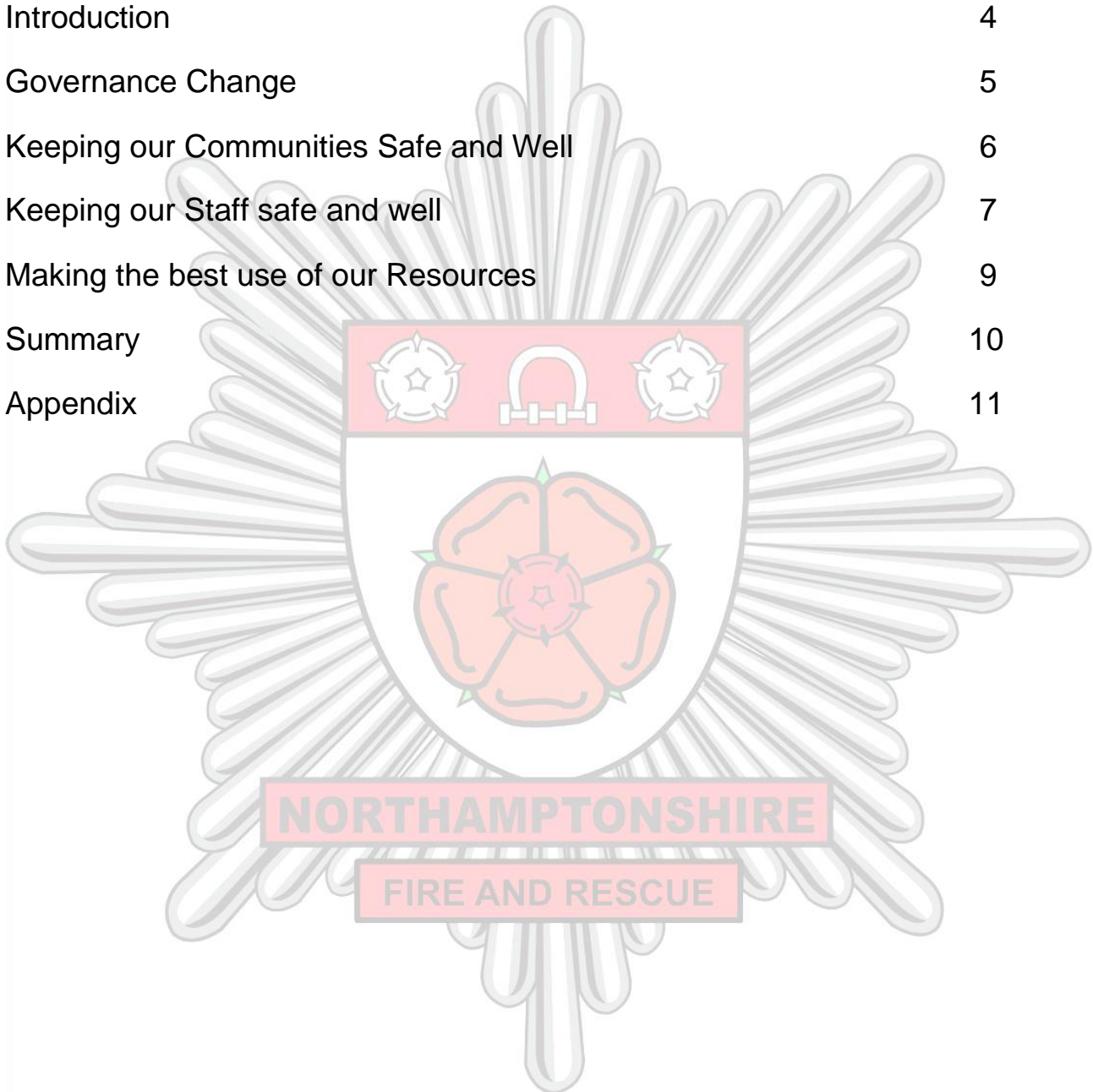


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Welcome & Foreword

Chief Fire Officer (CFO) Darren Dovey

Following the publication of Northamptonshire Fire and Rescue Service's (NFRS) Community Protection Plan (CPP) 2017-2020 in April 2017, we produced an action plan for the first year (2017-18). This plan outlined the key projects planned during this period which linked to our vision of making Northamptonshire safer.



In addition to providing an update against those priorities we set-out in the year 1 plan, this document outlines how we will continue to deliver the CPP into 2018-2019, continuing our strategic intent of making Northamptonshire safer.

The last year has been challenging for all Fire and Rescue Services (FRS) dealing with a wide range of incidents both locally and nationally. One particularly significant incident that impacted on all FRS was the devastating fire at Grenfell Tower in London. This highlighted the essential work of fire protection and fire prevention activities carried out every day through legislative work and education by all FRS in partnership with other emergency services and public sectors. Another area this tragic event highlighted was the impact on the mental well-being of emergency service workers. Keeping our staff safe and well is one of our strategic objectives and in Northamptonshire we actively promote the wellbeing of our staff.

Since the landmark speech on Fire Reform by the then Home Secretary; Theresa May, the UK F&RS continues to evolve at a rapid pace. She outlined key areas for reform in her speech, highlighting the need for greater collaboration between emergency services, particularly between police and fire services. She highlighted the need for workforce reform, including greater diversity so F&RS better reflect their communities. Finally, she has called for the creation of an independent inspection system to be implemented, to increase transparency and accountability of the Fire and Rescue Services.

Over the next year we welcome a new robust inspection framework from Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS). The HMICFRS will assess and report on the efficiency and effectiveness of the 45 FRS in England. This includes how well fire and rescue services prevent, protect against and respond to fires and other emergencies, and how well they look after the people who work for the service.

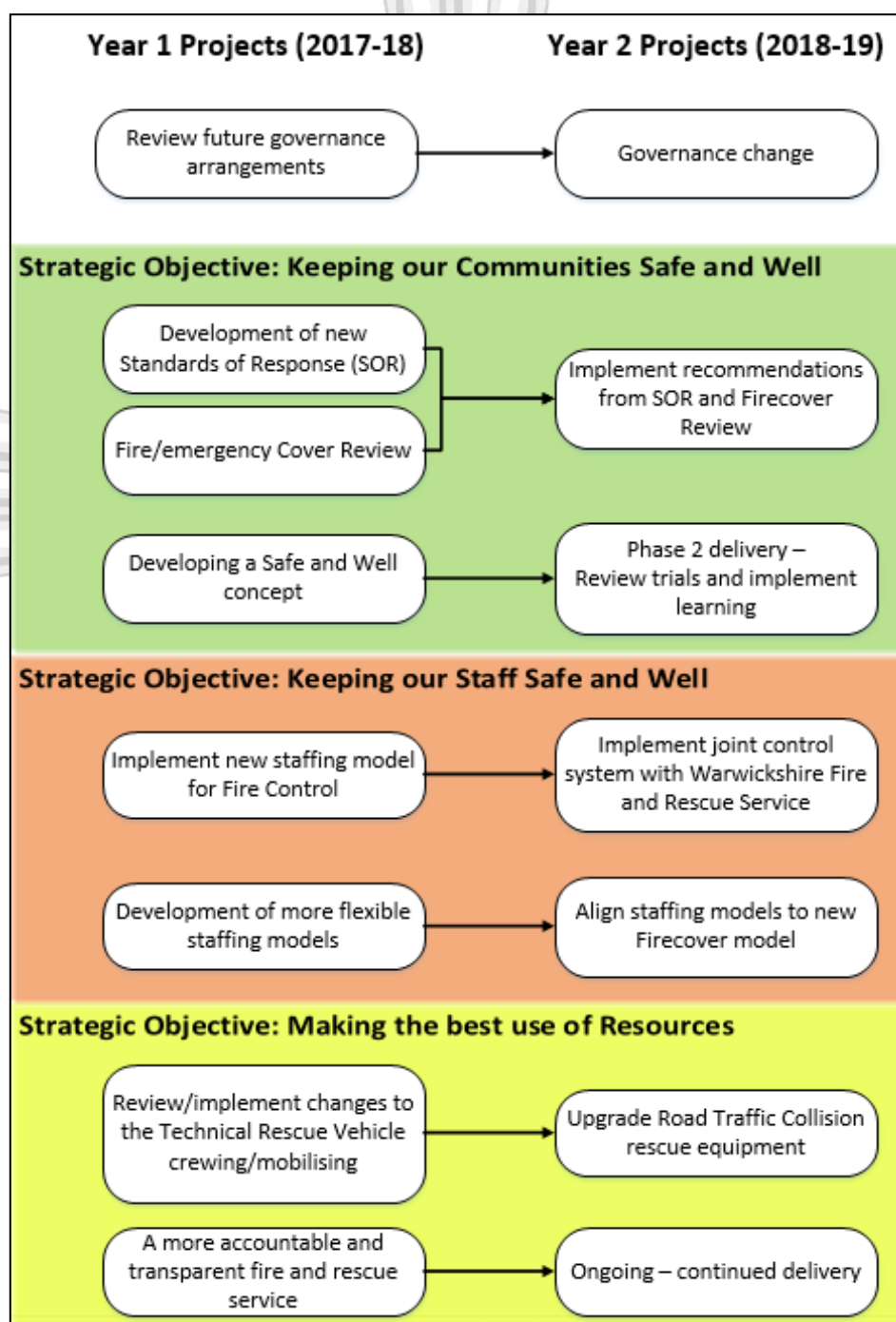
We continue to enhance our collaboration with Northamptonshire Police, East Midlands Ambulance Service and other partners to ensure that we are joined up in delivering solutions to the key issues affecting our communities in making Northamptonshire safer.

In 2017 I was very pleased to welcome 10 new Wholetime Duty System (WDS) recruits into our organisation. This is the first WDS recruitment intake since 2010 and I am also pleased to welcome further new WDS firefighters that were recruited via a migration process from our Retained Duty System (RDS). These firefighters are the future of our FRS and I am committed to developing them as well as continuing to invest in the development of all our existing staff to face future challenges and ensure we have a sustainable and forward thinking emergency service.

Introduction

In year one of our CPP, we embarked on an ambitious change program. A number of these projects continue and develop into year two. The change of governance is detailed separately. Activity to bring about this fundamental change will dominate in 2018-19, but will ultimately underpin all of our strategic objectives, in supporting our vision of making Northamptonshire safer.

In the following diagram, you can see how our year 1 projects progress into year 2 as part of the Services continuous improvement and delivery of the CPP 2017-2020.



Governance Change

Year 1 Progress

In early 2017, the Office of the Police and Crime Commissioner (OPCC) led a business case to consider the four governance options for NFRS. Our objective within this activity was to contribute to the options appraisal and to the development of any full business case around the preferred option.

A preferred option was identified, proposing that the governance of NFRS would transfer from Northamptonshire County Council (NCC) to the OPCC.

During the summer of 2017 Stephen Mold; the Northamptonshire Police and Crime Commissioner (PCC) launched an eight week public consultation seeking opinions from people across the county, including fire service employees, police personnel, and staff from NCC. The agreed business case was then submitted to the Home Office for a decision.

For more information about the results of the consultation see [page 11](#).

Plan for Year 2

Following the recent decision from the Home Office; governance of the NFRS will shift to the OPCC in the autumn of 2018. This will be a significant change programme, but will provide an ideal opportunity to further develop our collaborative working across the emergency services, at the same time establishing a more sustainable and transparent funding model for the service in the future. Legislation will now need to be passed in order to complete the transfer which will see the PCC becoming the Police, Fire and Crime Commissioner (PFCC).

NFRS will continue to be a separate organisation from Northamptonshire Police, with a ring-fenced budget and a separate management structure. We will maintain our own identity and continue to focus on achieving our vision of making Northamptonshire safer. However, we also want to use the new Governance arrangements as a means to broaden and deepen our partnership working with Northamptonshire Police, where it makes sense to do so. Read more about our work together on [page 11](#).



PCC Stephen Mold, Assistant Chief Constable James Adronov and CFO Darren Dovey

Keeping our Communities Safe and Well

Year 1 Progress

SOR and Fire Cover Review

We have completed the first phase, which included gathering relevant data and initial analysis of community risk, operational demand and growth across the county. This now forms the foundation for any recommendations moving forward. The Service has extensively developed its understanding of community risk as a result, which will inform not only the Service response capabilities but preventative and protective standards.

Safe and Well concept

We initiated a project to explore what a programme of NFRS 'Safe and Well' visits to the public might look like in Northamptonshire. This first stage looked at identifying the real benefits of the safe and well concept in supporting wider community safety activity. This work not only involves the Service, but supports extensive collaborative working to deliver a wider range of safety initiatives that will improve community outcomes.

Read more about what a Safe and Well visit is, on [page 12](#).

Plan for Year 2

Implement recommendations from SOR and Firecover review

In this next phase, we will use the knowledge we now have about risk and demand in Northamptonshire and explore where community safety can be further enhanced, as well as using this knowledge in the ongoing drive to increase recruitment and retention of our on call firefighters. There is shortage of on call firefighters nationally, with a number of high level reviews including the Adrian Thomas review and the Retained Firefighters Union (RFU) staff survey adding weight to looking at a modern approach and to developing a more sustainable system for the future. Use of detailed local knowledge from the Firecover review will ensure that future recruitment of on call firefighters in Northamptonshire is focused on where our risks are, and understanding our demand will ensure we use our resources effectively.

This will also inform how we use our resources across the protection team and in response to any findings from the Independent Review of Building Regulations and Fire Safety report. This report

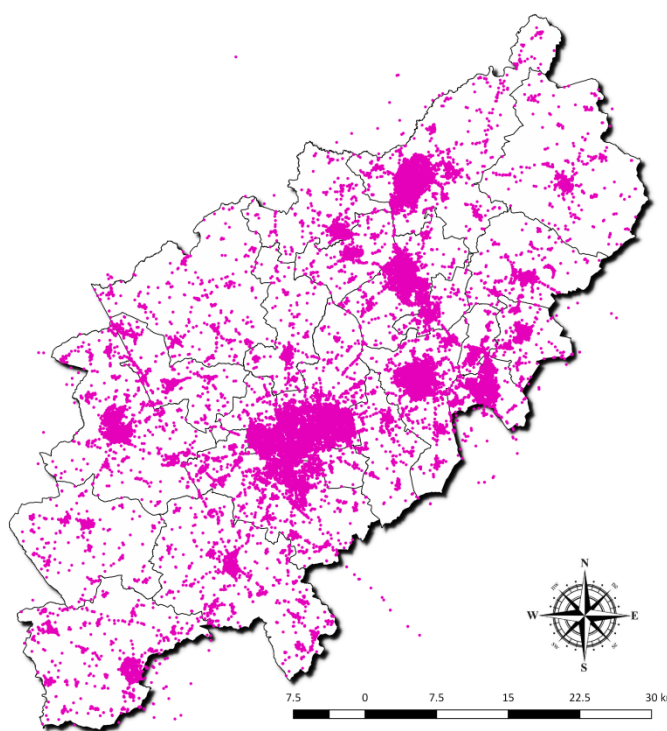


Figure 1: Map of all incident types in 2017-18 - Northamptonshire

was commissioned following the significant fire at Grenfell Tower in June 2017. Community risk information will also help support targeted community safety as part of our preventative activity.

Safe and Well – Phase 2 delivery

This will continue into Year 2 as the initial pilots are concluded and we evaluate the findings. This evaluation will consider what success looks like; which elements of a safe and well visit bring about real improvements for the community. The evaluation will also inform how we roll-out visits across the whole service.



Year 1 Progress

Development of more flexible staffing models

In 2017 we proactively engaged with the workforce and representative bodies to develop and introduce a new staffing model for the WDS. We wanted to explore this area to ensure our duty systems allow sufficient flexibility for our staff and to match resources to risk. Some of the local drivers for this are listed in the appendix ([Drivers for workforce reform](#)).

Through an open and inclusive approach, the initial stage of a new staffing model was introduced in January 2018. This has increased the opportunity for proactive community engagement, partnership working and rescheduling of routine activities such as training.



Positive Action Workshop

Implement new staffing model for Fire Control

In collaboration with Warwickshire FRS we have continued to develop a combined emergency control function serving Northamptonshire and Warwickshire. In year 1, the joint project team have continued to progress the delivery of the project, which will provide for more efficient ways of working and improved resilience for both organisations. This is a complex task as it effectively brings together two control rooms with multiple and different software systems, data sets and methods of working.

Progress has been impacted by delays in the third-party provided implementation of the complex software. The current focus is on implementing a shared mobilising system, applying joint protocols and efficient staffing models within the two control rooms. The political decision around the preferred option for a single control room has not yet been taken, due to wider longer-term strategic considerations, and so will be carried forward into year two. To date this project has produced base budget savings circa £150k p.a.

Plan for Year 2

Align staffing models to new Firecover model

We want our staff to enjoy the work, to give their best, and to have fulfilling careers in NFRS. In year two we will continue to consider how reform of our workforce could contribute to this, engaging with staff to explore how a change to our staffing models could generate improvements to community outcomes.

We will also drive improvement through the broader remit of our Workforce Development Strategy, which supports the need for the organisation to adapt to the changing role of the FRS. Fewer fires and more focus on wider community safety means that we need our workforce to be more flexible, diverse, integrated with partners, and professionally expert across a wider skill set. Further information on the reform agenda is available in the [appendix](#).

Making the best use of our Resources

Year 1 Progress

Review/implement changes to the Technical Rescue Vehicle (TRV) crewing/mobilising

In year 1 there was a need for the Service to make efficiency savings as a result of NCC's Medium Term Financial Plan. Following analysis of options and risk, it was determined that this would be achieved through the development of a different mobilising and crewing arrangement for the TRV based at Mereway Fire Station, enabling the removal of 12 firefighter posts from the establishment. This option was considered to present the least risk to the county. You can read more about the rationale for change on page 13.

Following engagement with staff, this change was implemented in April 2017. There were no redundancies as a consequence of this change, some staff were re-located to other fire stations where a number of vacant establishment posts existed and predicted retirements allowed for the removal of the posts. This project is now complete, it enabled a base budget saving of approximately £450k, read more about this on [page 13](#).

A more accountable and transparent FRS

In 2017 we set out to improve the link between us and the communities we serve, finding ways to open up the Service and broaden our view, as well as providing more opportunity for others to have influence in our decision making. Our use of social media platforms increased significantly in 2017, with a number of our fire stations creating local profiles on Facebook and Twitter. We also launched a new website which is simpler and more modern in design. It is now easier for users to navigate around our website and find relevant information. Making improvements to our communication channels has improved our accessibility for all stakeholders.

In summer 2017, HMIC took on inspections of England's FRS and became Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service (HMICFRS) and we have started to work with the HMICFRS to ensure that we continue to support transparency and accountability of your Fire and Rescue Service. Read more about the role of HMICFRS on [page 14](#).

Plan for Year 2

Continued delivery of our aim to become more accountable and transparent.

This is an exciting time for the Service as we prepare for the first HMICFRS inspection, and we welcome the opportunity to fully evaluate our organisation and the service we provide to the communities of Northamptonshire. Clearly this will be a significant piece of work; we aim to build upon existing service delivery in order to continually improve the efficiency, effectiveness and leadership of our Service and our valued staff that deliver our organisational objectives.

The reports produced by the HMICFRS will provide information to allow the public to compare and challenge the performance of NFRS against others. The evidence produced will be used to drive improvements in the services we provide to the public.

Website development

We will further develop the website in phase 2 of this project and provide more information to the public, such as our performance data. Being more accountable and transparent to the communities

of Northamptonshire and our staff enables the Service to better understand and respond to the changing needs and challenges. A link to our website can be found in the [appendix](#).

Upgrade Road Traffic Collisions (RTC) rescue equipment

As illustrated (by figure 2) on the map below, RTC occur across the county. In recognition of this and in order to enhance our specialist rescue capability, the Authority has invested in upgrading the RTC hydraulic rescue equipment to provide an enhanced capability on front-line appliances strategically located across the county.

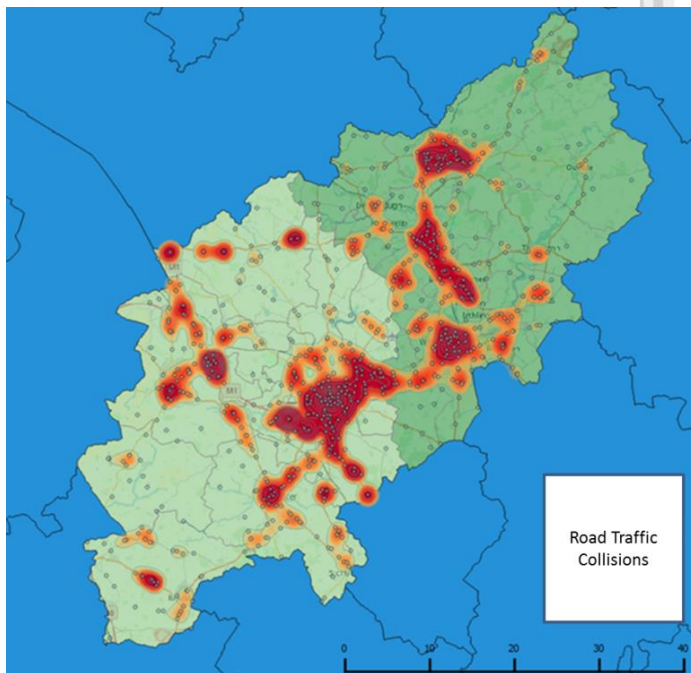


Figure 2: Heat map showing concentration of RTC's across Northamptonshire

Summary

This next year (2018-19) will be a year of opportunities and challenge.

We will see changes at every layer of our organisation:

- Our governance
- Our staffing models
- The services we provide
- How we structure and provide fire cover across Northamptonshire

We will also be formally inspected for the first time since undertaking a peer review in 2013. This will make us more accountable and report on our effectiveness, efficiency and leadership.

We welcome the unique perspective that this sector wide inspection regime will bring and through all changes will remain focussed on our vision of making Northamptonshire safer.

Appendix

Governance change – public consultation

In response to the public consultation; 1,212 people shared their views on the proposed change. The results of the consultation showed that overall 60.8% agreed with the proposal for the Commissioner to govern the fire service, 31.7% disagreed and 7.5% neither agreed nor disagreed. Fire service employees were significantly in favour of the change with 92% agreeing to the transfer.

You can read more about this, and for a copy of the consultation summary report here: <http://www.northantspcc.org.uk/pcc-submits-business-case-home-office-govern-northants-fire-rescue-service/>

NFRS partnership with Northamptonshire Police

We have worked closely with Northamptonshire Police for many years; on the ground and through local resilience forums and more recently have sought to work more closely together organisationally. This was formalised in the establishment of the Interoperability Programme in 2013, which has now developed into a multi-organisational/partner change programme as well as now including equal governance between East Midlands Ambulance Service (EMAS), Police and Fire.

To date the programme has delivered several significant projects, such as shared estates/assets, joint training and workforce development initiatives, integrated departments/teams, a Joint Command Unit (further detail below), an Emergency Services Cadets Scheme plus many more.

Although both NFRS and Northamptonshire Police have realised capital and revenue financial benefits through the Interoperability Programme, which have been realised through transformational change, the main driver was about improving efficiency and supporting better outcomes for the community. In terms of financial savings, the programme has delivered in excess of £500k, with more expected as work continues to develop future plans.

Currently a number of feasibility reviews are being explored to develop the next phase for delivery. Some of these areas sit entirely within the operational or support functions of the services but some of the identified work streams, such as Community Engagement and Neighbourhood Management, cut across so many of the different areas of the services we all provide.

The next step is to further investigate these areas and realistically see which (if any) of the identified opportunities makes sense to take forward, based on the current climate and corporate developments. Outline business cases will be developed for agreed areas of priority, including the consideration of resource requirements and timings.

Following thorough exploration and due consideration of all business cases, we will have a new change programme of individual projects. This programme will further integrate the emergency services in Northamptonshire for the benefit of all.

Joint Command Unit (JCU) - In April 2015, NFRS were awarded funding from the Department for Communities and Local Government Transformation Fund, following a successful bid to develop a JCU vehicle between Northamptonshire Police and FRS. The aim of the initiative was to provide a single shared resource, capable of being crewed by both Police and FRS, either together or as a stand-alone unit. This would release both, cashable efficiencies from NFRS establishment through the joint crewing arrangements, and provide the necessary replacement for the old NFRS command vehicle.



As the first of its kind, there was a lengthy development, procurement and build phase, before the JCU was implemented in early 2017. It is now fully operational and accessible to both services and has been successfully deployed to pre-planned events such as Formula One British Grand Prix, as well as at major incidents.



It was considered invaluable in March 2018, at a significant warehouse fire in Daventry. As with the previous NFRS command vehicle, the JCU was able to provide on scene control and command capability for Fire and Rescue. However, the more advanced technology on the JCU enabled the Incident Commander to have full visibility of the fire using camera footage from the drone. This detail could then easily be used to manage multiple crews and partner agencies, ensuring they had a full understanding of the scale and complexity of the incident from the outset.

What is a 'Safe and Well' visit?

Since the introduction of the Fire and Rescue Services Act in 2004, fire and rescue services have shifted their focus from being a 'responsive' service to a more 'preventative' one. This has resulted in an overall reduction in fatalities, casualties and incidents attended, making our communities much safer.

Central to this prevention activity has been to carry out interventions in people's homes; to reduce their risk from fire and to provide advice on actions to take in the event of a fire. In Northamptonshire we have called this a Home Fire Safety Check (HFSC).

The success of the HFSC prompted the sector to consider how FRSs might be able to work more closely with colleagues in health and local authorities; to support them in improving health and quality of life outcomes for those most at risk in their communities.

This led to the concept of a 'Safe and Well' visit. The initiative builds on the long-standing success of the HFSCs, which have helped to protect thousands of people throughout Northamptonshire from the risk of fire in their home. Safe and Well visits will still incorporate a HFSC, but will make our prevention advice more holistic and will now include advice to help an individual improve their health and wellbeing – with the ultimate goal of reducing their risk from fire.

Exploration of how fire staff, with the necessary additional training, might be able to identify and act upon a significantly wider range of risks when undertaking visits in the home. This supports our

partner agencies within the health sector whose demand on services is ever increasing. A number of FRS have introduced initiatives such as falls risk assessments, alcohol and mental health advice and support and improved understanding and access to benefits.

In phase 1 our sessional workers were trained and delivered the first safe and well visits. This was extended in September 2017 to coincide with national older person's day. This roll out involved training staff on 4 of our operational fire stations spread across the county all working on different duty systems. The link between fire and health and social care factors is well known. By giving advice about these factors NFRS will improve public health outcomes and also reduce fire incidents, injuries and deaths in the community. By delivering early interventions NFRS will enable people to maintain independence, personal resilience and improve their quality of life.

Drivers for workforce reform

The government commissioned an independent review of all FRSs; this was completed by Adrian Thomas in 2015. One of the significant findings of the review was that duty systems were considered unfit for purpose, and do not allow sufficient flexibility to allow services to match resources to risk.

You can read more about this here:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/562972/Thomas_Review_-_for_publication_in_97-2003_format.pdf

Some of the local drivers for NFRS include the following:

- Provides operational flexibility
- Ability to create flexible contracts in the future
- Provides flexibility for staff
- System that will attract a diverse range of applications
- Creates more time for training, risk inspections, prevention, partnership working
- Compatible with training delivery strategy
- Assists with cultural change
- Supports the Target Operating Model (SOR and Firecover model)

Technical Rescue Vehicle (TRV) – different mobilising and crewing arrangement

Initial analysis of incident data indicated that the mobilisation of the TRV to all Road Traffic Collisions (RTCs) was an over provision. It was proposed that the TRV would remain a Countywide resource but would only be mobilised to those incidents that required the specialist capability and crew or by request, incidents such as RTC's involving Large Goods Vehicles.

This change has achieved annual savings in the region of £450k. This is through the removal of 12 x firefighter posts and the 'on-costs' associated with these roles, such as training and personal protective equipment (PPE). A comprehensive review of the change is due to be completed in Year 2. This will consider the impact of the change implemented. The early indication is that this has not had a detrimental impact, with additional measurable benefits including timesaving and reduced vehicle mileage and wear and tear.

HMICFRS

The HMICFRS inspections will work alongside an updated 'peer assessment' process in which Senior Fire Service officers audited other services and gave "critical friend" advice as part of a sector led improvement approach. The government's position was that this did not provide sufficient independent public scrutiny of how services were operating and delivering services, therefore the new inspection regime has been introduced.

Under the new regime the HMICFRS goal is to ask services the questions that citizens would ask, and publish the answers in accessible form, using their expertise to interpret the evidence and make recommendations for improvement.

The inspection process will focus on three main headings.

- Effectiveness
How effective is NFRS at keeping people safe and secure from fire and other risks?
- Efficiency
How efficient is NFRS at keeping people safe and secure from fire and other risks?
- People
How well does NFRS look after its people?

Although HMICFRS' budget is set by the Government, and the inspection programmes require the Home Secretary's approval, no Minister, PCC or fire authority can interfere with the contents of an HMICFRS report or the judgment of HM Inspectors.

All HMICFRS reports will be fully accessible to the public and partner agencies on the HMICFRS website. At the same time if good or notable practices are identified, these will be shared with other FRSs nationally. For further information:

<https://www.justiceinspectorates.gov.uk/hmicfrs/fire-and-rescue-services/>

Useful hyperlinks

[Community Protection Plan](#)

[Website](#)

[Year One Action Plan](#)

[Information about our performance](#)

[Statement of Assurance](#)