



Community Risk Management Plan (CRMP) 2022-2025

Consultation Summary Report



Contents

Executive Summary	2
Methodology.....	3
Results Summary	5
Response rate	5
Survey Results - Priorities and identification of risk.....	5
Survey Results – CRMP Proposals	8
Survey results – impact on community.....	11
Survey Results – Measures	12
Survey Results – Use of resources and activities	13
Internal Engagement	15
Risk	15
Resources	15
Proposals and priorities.....	15
NFRS Management Response to internal feedback	16
Individual responses from other Fire and Rescues Services	16
NFRS Management Response to other Fire and Rescue Services feedback.....	16
Appendix 1 - Survey communication	17
Appendix 2 - Demographic breakdown	18
Appendix 3 – Sample representatives	19
Appendix 4 – Open Text responses – demographics.....	20
Appendix 5 – Open Text responses – other less frequently identified themes	20

Executive Summary

The Police, Fire and Crime Commissioner (PFCC) is the Fire Authority for Northamptonshire, and is required through the National Framework for England to produce a Community Risk Management Plan (CRMP); to identify risks within its areas of responsibility, and outline its plan for mitigating these risks and keeping residents safe.

Northamptonshire Fire and Rescue Service (NFRS) lead on the risk analysis and production of the draft plan for consideration and approval by the PFCC. The draft CRMP was subject to public consultation for six weeks, running from 20 December 2021 to 31 January 2022.

In this consultation, the public and key stakeholders were invited to give their views on the draft CRMP - to consider if all of the major risks facing our communities had been identified, and whether the activities and proposals outlined were the right focus.

Overall 334 people/organisations took part in the consultation. Below is a summary of the results from the online survey¹. These survey results show that there is broad agreement to the CRMP; to its assessment of risk, identified priorities, proposals and ongoing activities, this agreement was echoed in the staff sessions. This report provides an overview of the feedback received and outlines the management response. Following due consideration, the PFCC approved the final CRMP for 2022 – 2025 on 31 March 2022.

We would like to thank all individuals and groups who have expressed their views & opinions.

Priorities - 64.1% of respondents agreed that the CRMP priorities were the right focus for the next three years

Major Risks - 64.8% agreed that the CRMP thoroughly identifies all of the major risks facing our communities (that NFRS are responsible for)

Prevention – 69.4% agreed that the CRMP thoroughly considers the prevention activities that NFRS can put in place to reduce the risks identified

Response and Resilience – 67.7% agreed that the CRMP thoroughly considers the response and resilience activities that NFRS can put in place to reduce the risks identified

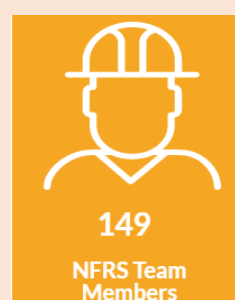
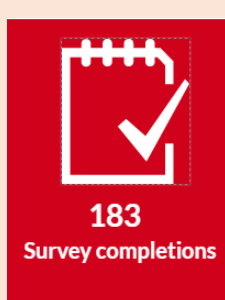
Protection – 68.6% agreed that the CRMP thoroughly considers the protection activities that NFRS can put in place to reduce the risks identified

Specific proposals for 2022 - 2025:

75.8% agreed that NFRS should undertake a Review of current data and intelligence

66.4% agreed that NFRS should adapt to climate change

75.9% agreed that NFRS should undertake an Emergency Cover Review



¹ 183 people responded to the online survey

Methodology

Stakeholders

The methods of engagement and consultation were tailored to each of these stakeholder group to increase participation and feedback. Further details on this below and within appendix 1.

We identified and included the following stakeholders:

- General public who live and work in Northamptonshire
- Senior leaders in NFRS and Northamptonshire Police
- Representative bodies
- Fire Officers, staff and volunteer
- Neighbouring Fire and Rescue Services to NFRS or within the region
- Local Authorities

Consultation methods

During the timeframe of this consultation, it should be noted that the PFCC was also consulting on his precept and both West and North Northamptonshire Councils were consulting on their council tax at the same time. The PFCC had also consulted on his Police, Fire and Crime Plan just a few weeks before. This presented a more challenging landscape for effective consultation due to the possibility of 'consultation fatigue'. To mitigate the impact of the clashing precept consultation we:

- **Referenced and included the link to the CRMP consultation on every push message regarding the precept consultation.**
- **Included a reciprocal link on the precept consultation so that once completed, the respondent was prompted to take part in the CRMP consultation.**
- **Kept NFRS social media channels in the main clear of messaging around the precept consultation, focussing on the CRMP consultation.**

The survey was able to reach many residents, representatives and other stakeholders through many different forums and media. 183 people participated in the online survey, this would be considered to be large enough to be representative of the Northamptonshire population using 95% confidence intervals with an 8% margin of error.

We used four main communications channels to seek public views and encourage people to take part in the consultation:

- Mainstream media
- Partner and stakeholder and database marketing
- Digital and social, including paid for social advertising
- Internal

The survey was sent to more than 25,000 stakeholders and we can measure through digital and social media platforms that it reached in excess of 40,000. The full breakdown of how and where the survey was communicated can be found in Appendix 1.

Internal

In addition to the promotion of the survey with staff through internal communications channels, 20 dedicated (on-line due to covid) sessions were set up with NFRS staff. These were arranged across the different watches and stations, with an even split across North/West station areas. A further four 'open' sessions were promoted to all staff groups.

In total, 149 staff participated in these facilitated discussions which included a presentation of the CRMP risk, resourcing, priorities and projects. Notes from these discussions were captured by the CRMP Manager and have been thematically analysed alongside the survey data analysis.

Engagement prior to consultation

Prior to the consultation, two meetings were held with elected representatives from across the county, to explain the CRMP and invite questions.

Results Summary

Response rate

Overall, 334 responses were received to the public consultation. 183 people participated in the online survey, two responses were received from other Fire and Rescue Services, and a further 149 members of NFRS staff took part in internal team discussions. The demographic breakdown of respondents to the online survey can be seen at appendix 2, and the detail of how representative this survey sample is contained within appendix 3.

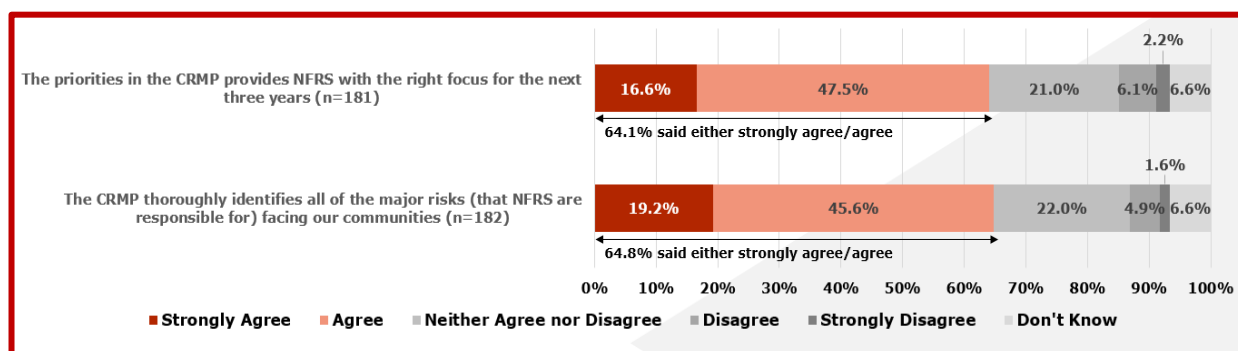


Survey Results - Priorities and identification of risk

Over 60% of respondents agreed that the priorities within the CRMP provide NFRS with the right focus, and that all of the major risks facing our communities had been identified.

We asked – Please rate to what extent you agree / disagree with the following statements:

(n=number of persons responding to that question)



Respondents were asked to comment² on their answers, and if there were any priorities or risks not identified.

The top themes³ were respondents answering **No, don't think so or N/A** with a smaller number of comments suggesting potential areas of focus, such as reducing costs and more partnership working. Example quotes from the top themes can be found below, with the remaining themes identified in the appendix 5.

²Please note there will be more comments than respondents due to the number of people who have made several comments in one answer

³See appendix for all identified themes

We asked: Are there any priorities that have not been identified in the CRMP that NFRS should include as a focus for the next three years? (88 people responded to this question)

No (42 people, 23.0%), Don't think so (10 people, 5.5%), N/A (7 people, 3.8%), Comment regarding policing (6 people, 3.3%).

Theme: More partnership work/safety in local community/community engagement (4 people, 2.2%)

Comments included: *"Greater partnership working around prevention of broader community safety issues"; "Safety of residents and tenant farmers."*

Theme: Reduce cost/better use of resources (4 people, 2.2%)

Comments included: *"Showing the costs of call outs to vandalism fires"; "Spend less money"; "How to embed enabling services to maximise capacity"*

Theme: Resource suggestion – climate change proposal (4 people, 2.2%)

Comments included: *"Water rescue staff review"; "Listing Green technology in dwellings e.g. lifeso4 batteries"; "Flooding - As more developments are approved therefore more concrete will be laid. The runoff will lead to increased flooding around places like Thrapston and Titchmarsh."*

We asked: Are there any risks that have not been identified in the CRMP that NFRS should consider? (83 people responded to this question)

No (41 people, 22.4%), N/A – nothing to do with FRS (12 people, 6.6%), Don't think so (7 people, 3.8%)

Theme: Individual suggestion of risk (6 people, 3.3%)

Comments included: *"Consideration to international threats"; "Cross border cooperation"; "the growing number of extremely large commercial buildings that are being developed across the county"; "Parking ban on roads where our service personal cannot get through with safety to reach the location.."*

Theme: Risk due to lack of staff/reduced resources (6 people, 3.3%)

Comments included: *"Resilience for staff shortages"; "The current staff attrition (due to Covid and other matters) may require a more detailed look at succession planning or the need to retain those 'experienced' staff"; "Reduced resources on fire engines such as riding 4 and also on-call availability"; "off road vehicles with wildfire firefighting capabilities."*

NFRS Management Response to feedback:

More partnership work/safety in local community/community engagement.

As we emerge from the last two years of COVID, we aim to surpass pre-pandemic levels of engagement. Collaboration is a cornerstone of how we function and continue to develop our relationship with our partners and to embark on new ones. During the first year of this CRMP, we will publish a partnership register to show which partnerships are operating and what outcomes they are designed to achieve, and so provide more transparency to the public. This register will be reviewed regularly and published annually. All our partnerships contribute to our aim of: Making Northamptonshire Safer, and we work increasingly with partners from the local authority and the Police to achieve this.

At a community level, each station develops its own plan, which ensures local delivery of services is tailored to the local need, and that our staff understand and work effectively within their communities. More information about our stations can be found on our website, and we will continue to develop this further.

Reduce cost/better use of resources and risk due to lack of staff/reduced resources.

As a public body, we recognise the importance of being transparent and around how we spend out budget. We already go further than the government outlines within its transparency code, ensuring we publish information about our procurement pipeline, spend over £500 and provide access to decision making. Further detail can be found on our website and through annual reports such as the statement of Assurance and Chief Officers Report (next due in June 2022) and set out in the [OPFCC website](#). Furthermore, you can find out how we compare to other FRS through resources such as the [HMICFRS website](#) and [Fire England](#).

Making the best use of resources remains one of our three strategic objectives and goes beyond budget management. It is at the forefront as we consider how best to deliver our service. Our biggest resource is our staff; quite simply the service would not function without them. In order to ensure we manage response resources effectively; we monitor and make decisions about staff levels and the placement of these across the county on a daily basis ensuring it is balanced to the risk. Additionally, we have embedded several processes and reports, which regular consider how we are positioned for the future; forecasting and planning for recruitment, training, and identifying what our resource need will be.

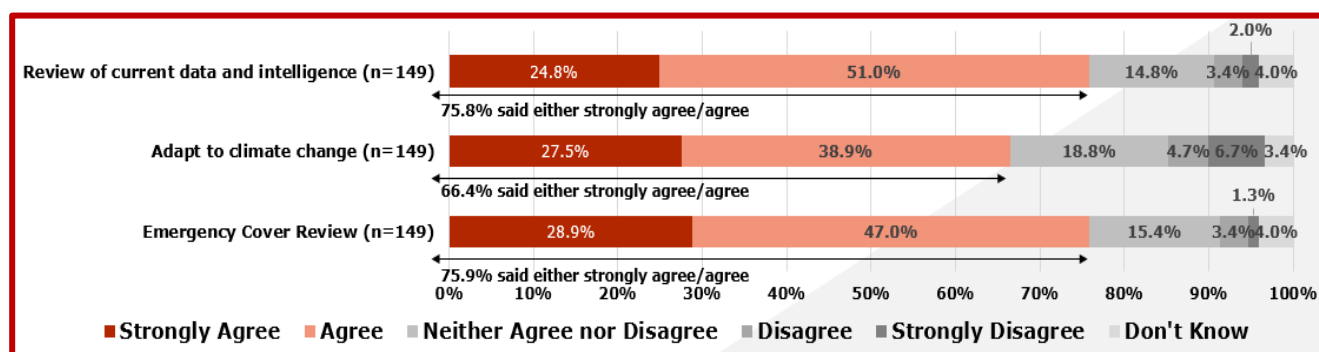
Resource suggestion (climate change and individual suggestion of risk.

The suggestions and feedback provided which related to the three project proposals (detailed below) will be directly fed into the scope of this work over the coming year. We will be reporting on the progress of these actions through our website and as a focus within our annual CRMP update.

Survey Results – CRMP Proposals

Over 65% of respondents agreed that NFRS should adopt all three proposals, with 75% agreeing to the Emergency Cover Review and a review of current data and intelligence.

We asked - Given the risks identified in the CRMP, please rate to what extent you agree or disagree that NFRS should adopt the following three proposals: (n=number of persons responding to that question)



Respondents were asked if to comment on their answers, and on the proposals. The top three themes were respondents answering **No**, followed by themes around the plan **not being accessible/understandable/lacks detail** and that it **requires adequate funding**.

As this question focussed on the proposals, there were several comments supporting as well as providing suggestions or queries/comments about the detail of this proposed work. Example quotes from the top themes can be found below, with the remaining themes identified in the appendix 5.

No (39 people, 21.3%)

Theme: Plan not accessible/understandable/lacks detail (8 people, 4.4%)

Comments included: "Would have preferred more detail on how you plan to achieve the proposals"; "How can I access the plan?"

Theme: Requires adequate funding (7 people, 3.8%)

Comments included: "There is a need to ensure that these are funded correctly and as they are non-profit making, in my experience they provide a required emergency service"; "No increase to council tax... household bills are already up without this addition "; "Do you need to consider the lack of finance and resources more and cut cloth accordingly?"

We asked: Do you have any other comments on the proposals? (79 people responded to this question)

Theme: Emergency cover comment (6 people, 3.3%)

Comments included: *"The scope of emergency cover should be under constant review, especially given the continued downward trend in incidents."; "Consider making Daventry 24/7, Merge some on call stations"; "Moving Corby's second fire engine to enhance fire cover somewhere else"; "Consideration of starting an on-call fire engine at Corby "; "Cover more of the South of the county "; "Ensure that sufficient cover can be provided to the growing commercial risks in the extremities of the County."*

Theme: Data & Intel (6 people, 3.3%)

Comments included: *"Current data and intelligence should be reviewed continually"; "Would be good to see what work you're doing and data published on your website regularly"; "Data quality and ethics are important to ensure decisions are based on sound information and in support of our communities"; "The scope of emergency cover should be under constant review, especially given the continued downward trend in incidents."*

Theme: Climate change (5 people, 2.7%)

Comments included: *"The latest flooding evaluation suggests that the Wash will be inundated before the end of the decade. Low lying areas around Peterborough will be in constant danger of flooding."; "Adapt to climate change" means spending lots of money"; "Provision of equipment in floods"; "Climate change should be on the top of every agenda."*

NFRS Management Response to feedback:

Plan not accessible/understandable/lacks detail

The CRMP is a technical document and so can contain terminology which is specific to the fire service but we remain keen to provide as much transparency about our work as possible, and so publish both the plan in full, and the background risk analysis. However, alongside the final versions of these documents we have now developed a shorter summary version of the CRMP which focuses on the key areas and headline plans, this version aims to be easier to understand.

The focus for the consultation was on whether the draft proposals were the right ones, and so the next step will be to develop the detail around these. We will undertake further engagement and consultation as required, any feedback and comments will be directly fed into the scope of this work. Furthermore, we will provide an update on the progress of these actions within our annual CRMP updates.

Requires adequate funding

The financial situation for NFRS has been challenging since the governance transfer in 2019. As a result of extensive lobbying to government about the unique financial situation, flexibility was granted to increase the precept by £5 in 2022/23 for Northamptonshire and seven other Fire and Rescue Services. This is an increase of approximately £1M on the previously anticipated base budget and enables NFRS's financial standing to be more stable and resilient. However, the cost of inflation is now forecast to be higher than anticipated and there remains a need for savings and efficiencies to balance the budget over the medium term.

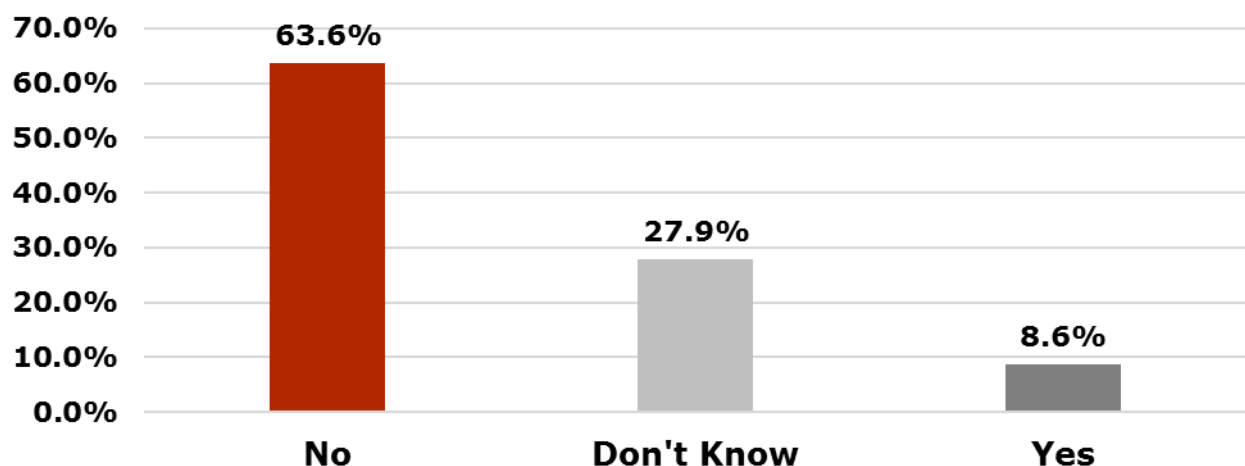
Emergency cover comment and data & intelligence and Climate change

The suggestions and feedback provided which related to the three project proposals (detailed below) will be directly fed into the scope of this work over the coming year. We will be reporting on the progress of these actions through our website and as a focus within our annual CRMP update.

Survey results – impact on community

Respondents were also asked an additional question around the proposals, and whether these might disadvantage any group or community. Over 60% of respondents said No, with 13 people suggesting different groups to consider. All these responses have been considered as part of our Equality Impact Analysis (EqIA), and we will explore this further through future analysis of new people data in the county, such as the census data.

We asked – Do you think any of our proposals could disadvantage a particular group or community? (140 people responded to this question)



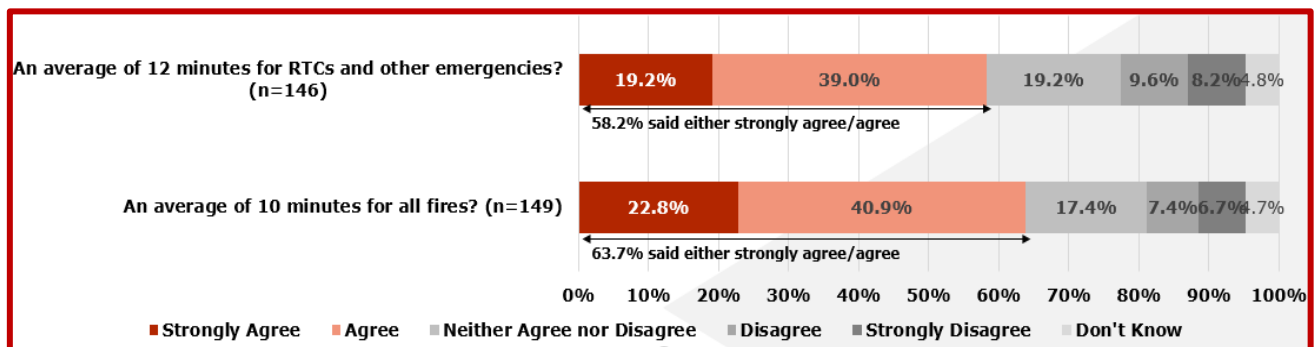
If yes, please specify who you think it may disadvantage (13 people responded yes to this question)

- Those with less money (4 people, 2.2%)
- N/A (1 person, 0.5%)
- Muslim/BAME (1 person, 0.5%)
- Rural communities (1 person, 0.5%)
- White, heterosexual, working class men (1 person, 0.5%)
- Low lying areas (1 person, 0.5%)
- No (1 person, 0.5%)
- Council tax payer – if proposals are not funded adequately (1 person, 0.5%)
- Residents in Daventry (1 person, 0.5%)

Survey Results – Measures

Over 58% of respondents agreed that NFRS should change the way we measure our Standards of Response.

We asked - To what extent do you agree or disagree with the proposal to change this measure to: *(n=number of persons responding to that question)*



NFRS Management Response to feedback:

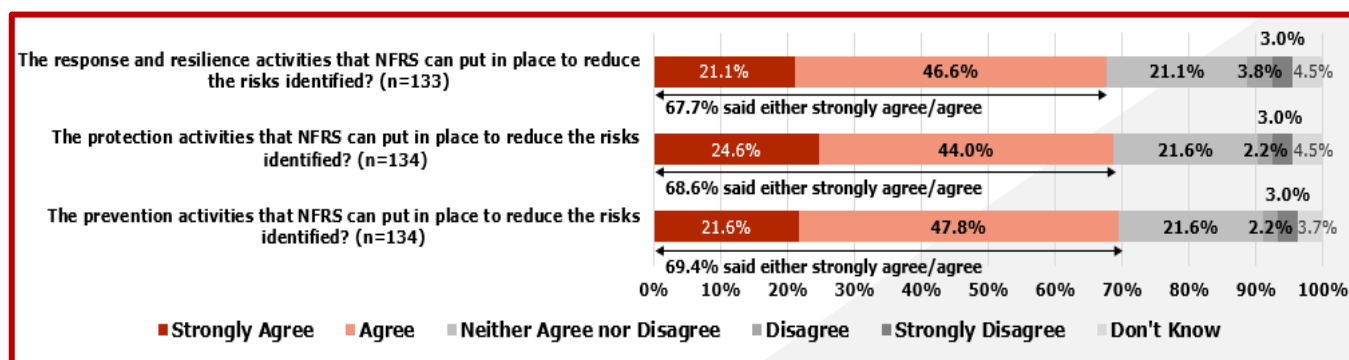
Our Standards of Response (SOR) are integral to our function as an emergency service. We want to achieve the best possible response times that we can, as this ensures the best possible outcome to emergency incidents such as fires and RTC's. Our SOR will form a part of the Emergency Cover Review, as we ask ourselves if we have the right staff with the right skills in the right places. As such, we will continue to monitor our response times in detail internally, but we will not change our measure. At this point the SOR will remain as:

We will respond to all incidents, on average within 10 minutes of call with a safe and proportional response to the incident.

Survey Results – Use of resources and activities

Over 67% of respondents agreed that NFRS had thoroughly considered the activities that can be put in place to reduce the risks identified.

We asked - To what extent do you agree or disagree that the CRMP thoroughly considers.....(n=number of persons responding to that question)



Respondents were asked if there were any other ways that NFRS could improve activities in order to reduce the risks identified in the CRMP. The top two themes were respondents suggesting that NFRS deliver **more community engagement** and **partnership working** which echoes the feedback received about the identified priorities (see page 6). There were three comments around the theme of **increasing prevention activity**, **increasing crewing** and requesting **more transparent reporting**.

No (26 people, 14.2%)

Theme: Request for more community engagement and visibility (8 people, 4.4%)

Comments included: "Better use of social media and zoom / teams for contact with the public and groups "; "Communicate with the local community and community leaders"; "Improved community engagement"; "More local community support officers."; "Requesting potential risks suggestions from parish and town councils for investigations"

Theme: More partnership working (5 people, 2.7%)

Comments included: "greater emphasis, in conjunction with partner agencies and the wider public to identify the unknown vulnerable who are not under supervision from social services and or healthcare bodies."; "Look at whether there are other things that fire should be responsible for and support wider public sector"

We asked – Are there any other ways NFRS can improve activities to reduce the risks identified in the CRMP? (n=56)

Theme: Increase prevention activity and resources (3 people, 1.6%)

Comments included: "Prevention activities needs to be delivered in early years and young people more"; "School education"; "The Prevention team seems very small compared to the range of activities it supports and undertakes. Is there a way to extend the team so there is better on the ground support for stations personnel? This would help us local partners with local community safety initiatives"

Theme: More transparent reporting (3 people, 1.6%)

Comments included: "Publish and monitor KPI's quarterly"

Theme: Don't think so (3 people, 1.6%)

Theme: Increase crewing (3 people, 1.6%)

Comments included: "More crews"; "What does it cost to change a local station that is retained to one where fire crews are there all day?"; "YES; revert to the old standards of Fire cover and attendance times "

Theme: Target early years/young people more (2 people, 1.1%)

Comments included: "NFRS should be more involved with young drivers to highlight dangers, but also sign post them to further driver training organisations like a 'pass plus', RoSPA Advanced Drivers or Institute of Advanced Motorists."

NFRS Management Response to feedback:

Request for more community engagement and visibility and more partnership working and increase prevention activity - As detailed within our management response on page 9, we will be increasing engagement activity as we continue to emerge from the pandemic, aiming to do more than we did before. A particular focus of our engagement is on prevention, which is delivered collaboratively as stations work with their communities to understand the local risk. Whilst our dedicated prevention team will continue to work with partner agencies to identify those most at risk and consider how best to support these individuals. Our CRMP prevention activities include schools education and road safety .

More transparent reporting - It is evident from some of the themes across the different questions that there is interest in the work we do, and how this is delivered – reduce costs/better use of resources and requests for more transparent reporting. In our previous management responses ([page 7](#)) we have signposted some of the publications and websites where the public can find out more, but we also make a commitment to developing our website during the lifetime of the CRMP. We want to better understand what the public are interested in, and for our website to reflect this interest as well as delivering our statutory obligations for publication.

Internal Engagement

Overall staff agreed to the draft CRMP, its priorities, assessment of risk and outline proposals.

During the staff sessions, each group was presented with a summary of the major risks identified within the CRMP, the outline priorities and proposals and an overview of the individual strategies for resources areas of response, prevention and protection areas. Notes were taken by the CRMP Manager of feedback and questions which have been analysed thematically. Below is a summary of this feedback, across the key areas of risk, resources and proposals/priorities with the full list of identified themes in appendix 6.

Risk

During the sessions, staff added context to the data provided through the risk analysis, giving real life examples from their own experience which echoed the data findings. For example, describing the more complex nature of locating RTC's on rural roads and of their experience of increased flooding incidents, which they found to be more protracted than many other incident types.

A recurring theme across all of the staff sessions was their desire to know more of the detail; about the risk and how this translated into their station area and also wanting to see more of the data and intelligence it was based upon. There were a number of comments and queries in relation to the RTC risk and the predicted increase of weather related incidents, including flooding. For example:

- Has the smart motorway had an impact?
- How the quality of the information from the initial caller makes a difference?
- Identifying specific 'high risk' roads and frequent flooding sites in their area.

Resources

As with risk, staff groups were interested in seeing more of the detail and understanding more of the rationale behind the decision making, in particular for prevention activity. As before, staff were able to add context to the data and this prompted questions during the discussions. For example, staff commented on the diversity within their incidents now when compared to previous years. In particular, of the increase across collaborative work which would all come under the umbrella incident type of 'assisting other agencies'.

Proposals and priorities

Of the three proposals, the one which generated the most comments was that of the increasing risk in relation to weather related incidents. For all three proposals, the comments and queries were in relation to the scope of this work, it's timescale for delivery and in understanding the impact of this in their local communities.

NFRS Management Response to internal feedback

Understandably there is a high level of interest from staff, and therefore a dedicated communication has been sent to staff to provide answers to the any operational queries and questions raised during the consultation and to signpost staff to the relevant publications and forums where they can find out more of the detail.

We also want to build on this front-line knowledge and experience, all of the detail of the feedback from staff will be considered as part of other work streams, including the scoping of the three CRMP proposals. With further consideration given as to how to involve front line staff in these projects.

Individual responses from other Fire and Rescues Services

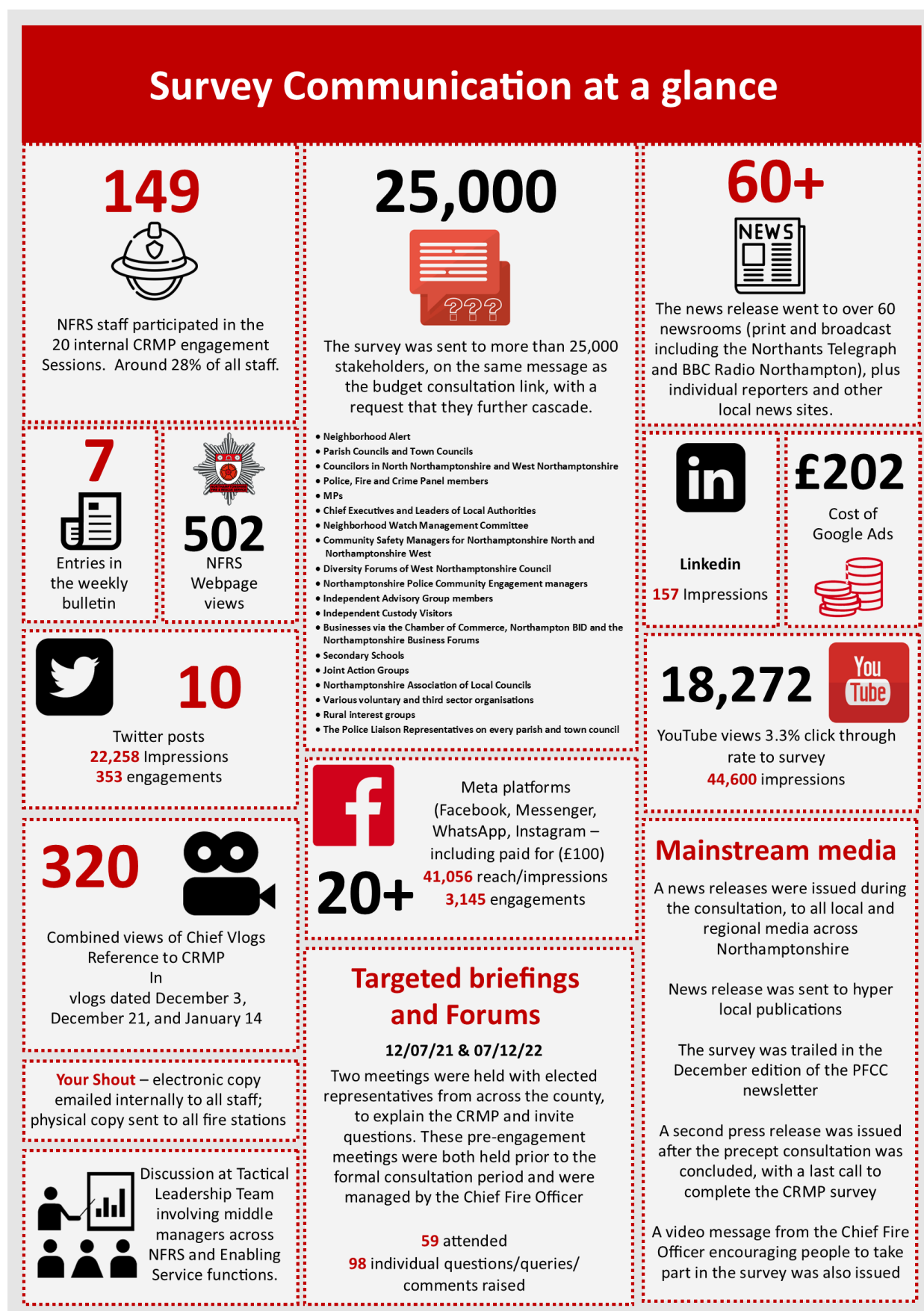
During the consultation period, two individual responses were received from other FRS within the region: Buckinghamshire FRS and Nottinghamshire FRS. Overall, they agreed to the identification of risk, the CRMP priorities, proposals and use of resources.

Buckinghamshire FRS suggested that consideration be given to the impending release of the UK's National Resilience Strategy and to higher energy costs. Additionally, an offer was made to work more closely together, especially with regards to sharing information and ideas around NFRS three proposals.

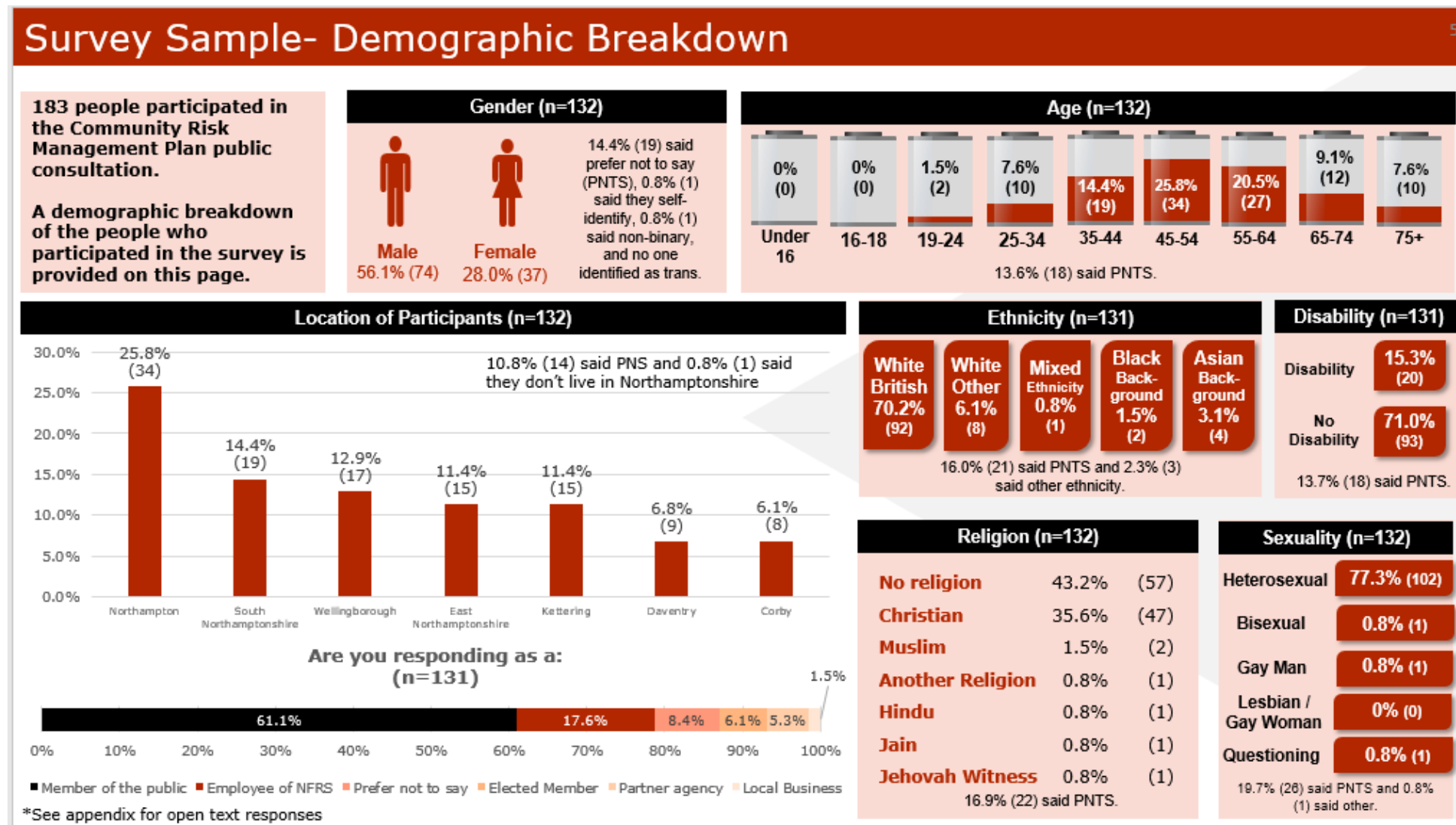
NFRS Management Response to other Fire and Rescue Services feedback

We have considered the detail of the UK's National Resilience Strategy and potential impact of high energy costs and made reference to these within our background Risk Analysis. Initial contact has been made with Buckinghamshire FRS and regular information sharing meetings established for 2022.

Appendix 1 - Survey communication



Appendix 2 - Demographic breakdown



Appendix 3 – Sample representatives

We received 183 responses to our online survey. Northamptonshire has a population of over 750,000 people, and the sample size is large enough to be representative using 95% confidence intervals and an 8% margin of error – this means that we can be 95% confident that the true results lie between +/- 8% of the results we obtain, with a 5% probability that the results are due to chance. This means that the findings are less likely to be generalisable and to provide a more accurate picture of the views of Northamptonshire as a whole. The accepted level in research is 5% margin of error and therefore a sample size of 384 would have been required to achieve this.

Therefore, the sample is still representative, but to a lesser extent than the accepted level in research meaning that there is more room for error. Nevertheless, the results are still of value as they provide insight into the views of those who participated and provide us with the best understanding of residents within Northamptonshire's views on the CRMP which we currently have available.

Demographic representativeness in comparison to the Office for National Statistics 2020 mid-year population estimates across the county for geography, gender, and age is noted below.

Unitary Authority:

	Population 2020	Survey Sample	% Difference	Representativeness
North Northamptonshire	46.3%	41.8%	-4.5%	Under represented
West Northamptonshire	53.7%	47.0%	-6.7%	Under represented

Gender:

	Population 2020	Survey Sample	% Difference	Representativeness
Female	50.5%	28.0%	-22.5%	Under represented
Male	49.5%	56.1%	6.6%	Over represented

Age:

	Population 2020	Survey Sample	% Difference	Representativeness
24 & under	29.9%	1.5%	-28.4%	Under represented
25-34	12.0%	7.6%	-4.4%	Under represented
35-44	13.0%	14.4%	1.4%	Fairly representative
45-54	14.0%	25.8%	11.8%	Over represented
55-64	12.6%	20.5%	7.9%	Over represented
65-74	10.3%	9.1%	-1.2%	Fairly representative
75+	8.0%	7.6%	-0.4%	Fairly Representative

Appendix 4 – Open Text responses – demographics

Gender				
I self-identify as (please specify)				
Theme	Number of people who contributed towards the theme	Total n	%	
a tortoise		1	132	0.8%

Religion				
Another Religion (please specify)				
Theme	Number of people who contributed towards the theme	Total n	%	
Clingon		1	132	0.8%

Ethnicity				
Other (please specify)				
Theme	Number of people who contributed towards the theme	Total n	%	
Again? Not needed		1	131	0.8%
English		1	131	0.8%
White		1	131	0.8%
Norwegian		1	131	0.8%
Scottish				

Sexuality				
Other (please specify)				
Theme	Number of people who contributed towards the theme	Total n	%	
Why would this matter?		1	132	0.8%

Appendix 5 – Open Text responses – other less frequently identified themes

Theme	Number of people who contributed towards each theme	Total n	%
Plan too generic/not understandable	3	183	1.6%
Adequate funding/increasing costs	2	183	1.1%
Too much focus on EDI	2	183	1.1%
Comment regarding policing	2	183	1.1%
Increasing demand from partners/other agencies	2	183	1.1%
Better use of resources	1	183	0.5%
NFRS don't listen	1	183	0.5%
Yes - no further detail provided	1	183	0.5%