

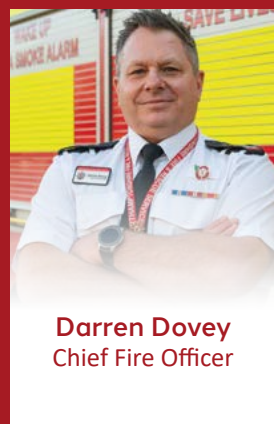


Welcome to

Our Community Risk Management Plan

CRMP

This Plan forms part of Northamptonshire Fire and Rescue Service's (NFRS) three key strategic documents, sitting alongside the Commissioner's Police, Fire and Crime Plan and the Chief Fire Officer's Vision 25. These strategic documents are designed to deliver our vision of Making Northamptonshire Safer.



Darren Dovey
Chief Fire Officer



Stephen Mold
Police, Fire & Crime Commissioner

The last three years

We are proud of our achievements and journey over the lifetime of our previous Community Risk Management Plan. We have delivered numerous improvements, have reshaped our organisation under the governance of the Police, Fire and Crime Commissioner, dealt with the challenges of the Coronavirus pandemic and maintained our service to the community across all areas of service delivery.

The pandemic

Whilst we worked hard to make sure our emergency response continued as normal throughout the pandemic, all areas of the Service needed to adapt and flex to new ways of working. Evolving government guidance meant that staff had to meet new challenges head-on. We took on new roles to protect those most vulnerable within the community: driving ambulances, delivering prescriptions, and helping local hospitals. Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services' (HMICFRS) Covid -19 Inspection report praised our new ways of working and our use of technology to enable flexibility to deliver our support functions, away from the traditional office environment. Throughout this plan, we have included data from 2020/21 but recognise that due to the exceptional conditions of Covid-19 this will not be indicative of the trend – please refer to the Risk Analysis on our website for more detail.

Stronger partnerships

We strengthened existing partnerships and developed many new ones during our work in the pandemic, particularly with the new unitary authorities, West Northamptonshire Council and North Northamptonshire Council. These relationships will be essential as we work together with other partners to support the most vulnerable within our communities.



Outstanding service

NFRS strives to provide an outstanding service to the community. We can only achieve this success through our people: they are our greatest resource, and we want to attract and retain the very best and most talented people who represent the community we serve. It is crucial our staff are engaged, supported and well-cared for, that they buy in to our vision, values and priorities and feel an emotional connection to NFRS. It is our people who will make us great and be our greatest advocates.

Engagement

We want to continue to increase engagement over the lifetime of our plan, so that the public are better informed, and we can co-design and co-evaluate services in the future. Through the three-year lifetime of this plan, we will continue to improve our engagement with our community by establishing regular focus groups that reflect a wide range of stakeholders; creating opportunities to discuss community needs, risks and how we intend to respond; and through local engagement with communities through station plans and partnership forums.

Our Vision

Making Northamptonshire Safer

Three strategic objectives

1

Keeping our communities safe and well

Priorities

We will deliver our prevention priorities and target our intensive support to those who need it most

We will deliver our Risk Based Inspection Plan, planning for the medium term and continually monitoring for short term change

We will continue to develop our flexible response model; creating a more adaptable resource to match the risk

2

Keeping our staff safe and well

Priorities

We will remain committed to being a listening and learning organisation that meets the needs of a diverse workforce

We will continue to promote a positive work culture for our staff, and to attract the best, most talented candidates for the future that reflects the community we serve

We will ensure our staff are equipped, trained and supported to deliver their role effectively

3

Making the best use of our resources

Priorities

We will continue to work with others, where it makes sense to do so

We will expand the data and intelligence we gather which informs our decisions

We will develop more effective working practices with the right infrastructure (systems, equipment, vehicles, estates) to deliver our Services

Collaborative response models

To support the community and partners, NFRS currently undertakes first and co-responder schemes with East Midlands Ambulance Service as well as effecting entry into properties to enable them to respond quickly to life-critical calls. The Police, Fire and Crime Commissioner has also asked NFRS to work ever more closely with Northamptonshire Police. This has led to joint operational initiatives such as intelligence sharing and planning teams, the operation of drones and searching for high risk missing persons. The two organisations also work together to maximise the effectiveness of volunteers and cadets.

Enabling Services

We now share joint enabling services across both Fire and Police and share an Assistant Chief Officer with Northamptonshire Police. Enabling Services include Finance, Estates, ICT, HR, and Fleet. Police and Fire also share buildings, including NFRS headquarters in Wellingborough. During 2022/23 we will be creating a joint vehicle workshop in Earls Barton.



Darby House

Organisational development and change

Our people are critical to the delivery of this plan. Our Culture and People Strategy will aim to deliver change, innovation, and reform through five themes: ensuring our establishment is future proof; that we have resilient leadership throughout the organisation; that our staff are empowered, engaged and accountable in everything they do; that they are skilled and competent; that we ensure they are supported.

Measures of success

We regularly review our progress against our strategic objectives and community outcomes. For details of what we will measure, visit: www.northantsfire.gov.uk/our-performance-2/

Accountability, assurance, and transparency

With the full economic impact of COVID-19 yet to be realised, we know the next few years are going to be extremely challenging. We strive to provide transparency on our work, and we have a dedicated assurance function, which undertakes thematic reviews and quarterly reporting across the key areas. For details on accountability, assurance, and transparency, visit www.northantsfire.gov.uk/publication-of-information/



Our county – your service

22 FIRE STATIONS
located across the county



540 STAFF
on 31 March 2021

254 FULL TIME OPERATIONAL STAFF

200 ON-CALL OPERATIONAL STAFF



18 FIRE CONTROL STAFF

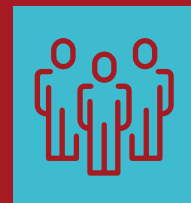
Investment in people

Since 2019 we have secured investment from the Police, Fire and Crime Commissioner to increase our resilience with 12 new wholetime firefighters, one Fire Control technical and training officer, three new Fire Protection Officers and three new Fire Prevention Staff.

68 FIRE STAFF

12 FIRE PROTECTION STAFF

17 FIRE PREVENTION STAFF



We share Human Resources, ICT, Fleet, Finance and Estates teams with Northamptonshire Police.

The Northamptonshire Emergency Service Volunteers (NESV) and Northamptonshire Emergency Service Cadets (NESC) who assist us in delivering our services to the public.

Matching resources to risk

We identify and analyse risks across Northamptonshire and use the information to produce our CRMP to decide where we need our fire stations, firefighters, and vehicles. It also helps us plan how we deliver our full range of services which we split into: Prevention, Protection, Response and Resilience. The mix of different working patterns enables the service to rapidly flex to meet demand. For example, during large-scale and major incidents we will first use multiple fire engines and crews from the immediate area and then in order to maintain our strategic cover, we will move resources from elsewhere to standby. We also have arrangements to call on the services of regional and national assets if and when required.

Our risk analysis

753,278 RESIDENTS

15.5% GROWTH

6000 HERITAGE PROPERTIES

The County is classed as 'significantly rural' with a diverse and multi-cultural population of 753,278 residents; the predicted growth of the County being 15.5% over the medium term. The County has nearly 6,000 properties of heritage interest including Althorp House and it is home to the largest annual event in the County: the British Grand prix. Northamptonshire is a key logistical hub for the County, housing many significant commercial premises with major transport routes running through the County. Northamptonshire has 2 major acute hospitals in County with plans being drawn up for another; a new Prison at Wellingborough and the HS2 rail link that will cross through the south of the county.

Fires

in the home (dwelling) and commercial properties continue to present the highest risk. Our data analysis shows that fires can occur at any time of day and anywhere within the county and are most likely:

- within the urban areas of our towns (where more people live/location of businesses)
- during the evening
- most likely to originate in the kitchen

Road traffic collisions

(RTCs) continue to present as a high risk of other non-fire emergencies.

- There are higher concentrations around the urban areas (Northampton being the highest)
- many RTCs occur on the rural roads that present the service with extended travel times as they are further away from fire stations
- RTCs on major trunk routes, such as the M1, also present the service with challenges

The effects of climate change

and environmental impact has also been identified as an increasing risk for NFRS:

- it is reasonable to foresee an increased likelihood of weather-related incidents such as localised flooding and wildfire issues in areas such as our forests, woodland, and grassland wild areas
- the Christmas floods of 2020 severely affected the county. NFRS received over 336 flood/weather related calls in 48 hours and the impact resulted in three days of continuous support and intervention

► How we mitigate risk

Prevention

Through education and raising awareness about risk in the wider community, we aim to make our residents safer and reduce the number and severity of incidents that occur. The population of the county is increasing, presenting increasing demand for prevention activity to target the younger and older age groups. There are also more people being cared for in their own home, with increasingly complex needs and safeguarding cases.

To address this:

- We prioritise the most vulnerable in our community
- We gather data and information from closer working with partners to understand and highlight those at risk
- We added more Prevention staff including the addition of specialist roles to deal with high risk cases
- We have developed station plans to focus firefighters to support prevention work in communities and to identify those with additional requirements



Our prevention strategy and priorities

Based on the risk of fire, and other emergencies in Northamptonshire:

- Improve home fire safety and reduce accidental dwelling fires
- Reduce arson and deliberate fire-setting
- Provide road safety education to reduce risk
- Engage with young people to improve safety awareness and deter/divert them from anti-social behaviour and fire crime
- Improve awareness of water safety

A person-centred approach

Our Home Fire Safety Visits (HFSVs) involve visiting a person in their home, assessing how vulnerable they are to fire and other emergencies and taking steps to reduce the risk, offering advice, and fitting smoke alarms or providing specialist equipment. In 2020/21 we delivered 1754 HFSVs - 88% of these took place in households deemed to be at high or very high risk from fire. Working with partners is central to our service delivery and collectively we have a shared purpose in supporting an individual - 50% of the visits during 2020/21 were the result of a referral from partner agencies including emergency services, health and housing.



Safeguarding

Targeting prevention advice effectively means we interact with more children and adults who may also be at risk from harm and abuse. Safeguarding is an increasing part of our role with a rising number of outward referrals being made and a rising number of adult risk management cases. To address this, we have created a safeguarding oversight group to develop our learning and audit and assure our work. We have also employed a specialist officer to support crews who raise concerns and to work effectively with statutory partners.

Arson Task Force (ATF)

Established in 2004, we have developed a partnership to reduce deliberate fires. In this time, we have completed over 4000 arson reduction home safety visits with people who have been the victim of arson or threatened with it. A new strategy for ATF will be published in 2022.



Road safety

Through partnership with Northamptonshire Safer Roads Alliance, we deliver education to identified target groups.

Water safety

We chair the County Water Safety Forum and have identified high risk sites. In the last 12 months, the Forum has achieved funding and delivered 10 additional safety throw lines to be placed at key sites in the county.

10 ADDITIONAL SAFETY THROW LINES

Protection

Through the provision of advice, guidance, and enforcement, we aim to protect life and improve the fire safety of non-domestic and commercial premises.

The highest risks for Protection are the increase of Houses in Multiple Occupation (HMOs), sleeping risks such as the proposed new hospital, prison, high rise premises, and the increase in large commercial premises.

To mitigate these risks, we have:

- Increased the number of specialist Fire Protection staff
- Reviewed our Risk Based Inspection Programme to ensure it reflects emerging risks
- Developed a targeted risk management approach
- All high-rise residential buildings were inspected against learning coming from the Grenfell Inquiry
- Considered the impacts on places of public assembly and links to terrorist activities, as well as findings from the Manchester Arena inquiry
- Continued our Unwanted Fire Signals policy, reducing unnecessary attendances of fire engines
- Enhanced links with local authority, business and landlord associations
- Assessed the impact of forthcoming changes to legislation (the Fire Safety Bill and Building Safety Bill)

Our Protection Strategy

Our priority is based on the 1,721 commercial premises which have been assessed as being a higher risk or a priority along with 3000 HMOs.

We deliver our Risk Based Inspection Programme (RBIP) through:

- Specialist officers targeting the highest risk premises (through inspection, audit and engagement).
- Operational fire crews gathering risk intelligence and delivering checks to HMOs whilst also offering HFSVs to residents.
- Enhancing our website to cover a wide range of self-help tools and informal advice
- Engagement with key groups such as business forums, local authorities and landlords to develop and promote awareness.

Working together to protect against terrorism

There is a clear link between our powers around premises capacity and the potential impact of an emergency such as a terrorist incident, which could be challenging in a crowded place. If a premises can effectively manage several people within a fire situation, then the same procedures and management will aid in the event of a terrorist incident, either within or in the vicinity of a premises.

We share learning and intelligence across our joint working with Northamptonshire Police and have proactively included training around counter terrorism for our Protection Team.

In 2020/21 we carried out 222 full fire safety inspections and re-inspections; providing advice to businesses regarding fire prevention and protecting staff, buildings and contents.

It's our business to help businesses and other organisations keep their staff, residents, visitors and buildings safe from fire.

Response and resilience

Through our operational risk assessments and intelligence, we plan for a range of incident types and high-risk premises. When an emergency does happen, we respond swiftly, providing an effective response to a broad range of potential incidents including fires, rescues and other emergencies. Although incidents are decreasing overall, our risk analysis has found that the current and emerging risks relate to high-rise fires, severe weather changes and the increased threat of terror attacks.

To respond to this, we have:

- Developed station plans to focus our response on local needs
- Increased the availability of fire engines and resources
- Reduced our attendance times
- Trained our staff in line with national standards to make sure we are ready to meet those demands
- Improved our response capacity for high rise incidents by purchasing a new aerial platform (due for delivery in 2022)
- Introduced smoke hoods for safe evacuation of public from fire related incidents
- Improved incident command and collaborative working
- Prioritised training staff in wildfire, terrorist, and water-related incidents
- Invested in new fleet, with four new fire engines arriving in January 2022 and another four by the end of 2022



As an emergency service, we work hard to prevent emergencies happening but when they do, we respond quickly with flexible resources. The guiding principle of our Response Strategy is to mobilise the most appropriate resource to each emergency, taking into account the incident type and the time it would take to arrive.

- We have service-wide response standards for how quickly we will attend incidents
- We manage local risk through station plans that ensure we understand local risks and respond to them in the most effective way

We may be called to attend a broad range of emergencies and so to be ready for any of these we undertake necessary preparatory work:

- Individual incident types have been risk assessed to determine what the most appropriate response would be in terms of vehicles, systems, equipment, staff numbers and skill sets. This is regularly reviewed against operational learning
- Staff maintain their skills and competence, with regular training and refresher courses and by practicing and exercising scenarios. This ensures staff are confident in all aspects of their role and incidents are managed safely and effectively
- Major risk sites and venues are periodically inspected, and appropriate risk information is collected and uploaded to computers on each of the fire engines. This ensures incident commanders can consider this as part of their risk critical decision making
- Strategic cover across the whole county, 24/7 maintaining a minimum of 14 fire appliances. We have a mixture of fulltime (wholetime) and on-call stations based at locations across the county to meet the risk



Standards of operational response

- We will respond to 100% of calls with a full pre-determined attendance (PDA) that meets the needs of the known risks at time of call
- We will respond to all incidents, on average, within 10 minutes of call with a safe and proportional response to the incident
- Response times will include mobilising the appropriate response within an average of two minutes
- We will mobilise the nearest available operational resources and will ensure we maintain strategic fire cover across the county to provide an effective local response

Range of response

We have a range of vehicles and equipment to deal with the incidents we attend: 27 Fire Engines, two high-reach aerial vehicles, 28 specialist vehicles, including fire boats, Technical Rescue Vehicle, Tactical Intervention Vehicle, Initial Intervention Vehicles and Unimog, 36 Officer Response vehicles and two Resilience Vehicles. While we don't know exactly what lies beyond the pandemic, what we can say with certainty is that NFRS will continue to put our communities first and ensure we deliver an assertive, effective, and safe service.

Resilience

Through our joint working with the Police and our specialist equipment and skills, we are prepared for a broad range of specialist incident types. We work with cross-border and regional fire and rescue services as well as nationally, to enable us to both provide and draw upon specialist skills and equipment such as Swift Water Rescue Teams for water incidents and Search and Rescue Teams for collapsed structures; specialist officers to deal with complex hazardous materials and terrorist incidents.

National Inquiry outcomes

We track the outcomes and results from inquiries into events such as the fire at Grenfell Tower and the Manchester Arena terror attack, to consider the learning and how we might adapt.

Our projects

Following our detailed risk analysis, we will carry out three major projects:

Emergency Cover Review

Why - We want to ensure that we have the right premises and equipment for our current and emerging risks and the right staff with the right skills in the right places
How - We will review our data and current resources to make proposals for future procurement and ways of working

Adapt to climate change

Why - Extreme weather events have increased the risk of flooding and wildfire (large fires in grassland, woodland, moorland) NFRS will develop our plan to achieve net zero carbon by 2050 in support of the Governments climate change targets.
How - We will review our data and current resources to make proposals for future ways of working regards wider climate change impact and legislation on day-to-day business

Review our current data and intelligence

Why - To improve our evidence based decision making we will holistically review the data/intelligence that we capture, review what we record and how we might use this to support service decisions
How - We will invest in new technology and work with partner organisations to enhance our understanding of risk and our service delivery to drive performance improvements

The Local Resilience Forum (LRF)

As a category one responder under the Civil Contingencies Act, NFRS play a full part in the Northamptonshire LRF. The LRF is a partnership of all major bodies in the County who come together to identify risks in the County and then plan and prepare for them. Examples include widescale flooding, terrorist related incidents, large fires, pandemics and serious transport accidents.

Cross Border working

Northamptonshire borders eight other counties (seven other Fire and Rescue Services) and so we regularly work cross border with other fire and rescue service crews. To ensure we do this effectively, we follow National Operational Guidance and plan and prepare for such incidents, with agreements in place to provide mutual assistance. We also share risk information, conduct joint exercises, jointly debrief incidents to share learning, and monitor cross border activity and continually review the needs of Northamptonshire.

Warning and informing

We need to communicate our messages effectively, to keep all affected informed during an emergency, to share prevention advice and to make them aware of the work that NFRS does to keep the community safe. We do this through a variety of channels, including newsletters and sharing information through a wide variety of networks, as well as the local and regional media and our own social media channels.

This plan will be regularly reviewed in its lifetime to consider progress and consider any new and/or emerging risks. For more detailed information, the full CRMP can be found here: www.northantsfire.gov.uk/about-us/who-we-are-2/