Community Risk Management Plan (CRMP)

2022 – 2025

NORTHAMPTONSHIRE FIRE & RESCUE SERVICE

Making Northamptonshire Safer

Contents

FOREWORD

Stephen Mold
Police, Fire and Crime Commissioner (PFCC)

Welcome to my second Community Risk Management Plan (CRMP) as the Fire Authority in Northamptonshire. When I took responsibility for the governance of NFRS three years ago, I outlined a key focus for the service in stabilising its budget and activities in order to begin to invest frontline services, and to seek to bring together support services for police and fire to improve the effectiveness of the support to the frontline. Essential activities to pave the way for a better future.

Here we are, three years later and with NFRS having achieved both of these;

- establishing joint functions across the areas of ICT, finance, estates, HR and fleet and;

- establishing sufficient, but not excessive, levels of reserves and investing in essential infrastructure programme

But NFRS have accomplished much more than this, as you will read about in this document and in the Chief Fire Officer's (CFO) report published at the end of each financial year. NFRS's achievements against their previous CRMP and my Police, Fire and Crime Plan have been achieved whilst also making a significant contribution to the wider response for the COVID-19 pandemic since 2020, and in spite of the continued challenge of The Service having the second lowest precept nationally, the second lowest core spending power nationally and with the lowest levels of reserves nationally.

My priority continues to be to work with communities to make Northamptonshire safer and in three short years, NFRS have laid solid foundations to build upon for our community and for continued reform. My priorities are outlined within my Police, Fire and Crime Plan and listed below:

- Prevention that keeps the County safe

- Effective and efficient response

- Protect and support those who are vulnerable

- Modern services that are fit for the future

- Effective justice

> " ...identifying the risk, analysing the impact and creating integrated strategies to ensure we deliver effective Prevention, Protection, Response and Resilience resources... "

Darren Dovey
Chief Fire Officer

Welcome to Northamptonshire Fire and Rescue Authority's CRMP. This plan is designed to meet our vision of: Making Northamptonshire Safer. It details how Northamptonshire Fire and Rescue Service (NFRS) will keep our communities and those that visit, safe over the next three years.

We do this by identifying the risk, analysing the impact and creating integrated strategies to ensure we deliver effective Prevention, Protection, Response and Resilience resources to continue to enhance both public and Firefighter safety (see our risk analysis document for more detail).

The CRMP also outlines how the Service will meet Government expectations of fire and rescue authorities, as detailed in the Fire and Rescue National Framework 2018.

During 2021, I published [Fire25](#) to outline my vision for The Service for 2025; to be a resilient, financially secure, flexible, outward facing organisation focused on delivering high quality services to the public.

This CRMP will focus on the local community risk and our continued vision of Making Northamptonshire Safer.

This documents outlines our analysis of what the risk is and what are we proposing to do about it. But before we consider the future risk, I want to celebrate our achievements during the period of our last plan.

Below is a selection of what we said within the previous IRMP (2019/2022), and what we did. This will be explained further in this document along with what we plan to do within the next 3-year period. You can read about these in more detail in my annual CFO report, published each spring/summer.

Link to publications

We did — We said we would improve our operational availability and resilience

We did — We said we would refine our prevention activity and prevention strategy

We did — We said we would continue to develop our protection activity and strategy

We did — We said we will continue to support a culture of continuous improvement

We did — We said we will consider the findings of the Grenfell Inquiry

We did — We said we would further develop our processes in measuring and evaluating our preventative activities

During our last IRMP 2019-2022 we went through a change of goverance where the Authority moved from the County Council to the PFCC. We also had our first independent inspection by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS). During the pandemic, we had a specific COVID-19 Inspection before our second inspection in January 2022. Read about how we performed at the link below:

Link to HMICFRS inspection detail for Northamptonshire 2018/19

Despite our achievements during our last IRMP period, NFRS continues to explore ways of making Northamptonshire safer and continually adapt as risks change. After careful consideration and detailed research and risk analysis, the proposals identified for our 2022-2025 CRMP include the following proposals:

> *change in title makes clear it is a plan for the 'community' of Northamptonshire*

The CRMP process

Our 2022-2025 plan, which will replace our current Integrated Risk Management Plan (IRMP), is called a Community Risk Management Plan (CRMP). The change in title makes clear it is a plan for the 'community' of Northamptonshire and is in line with the latest guidance from the National Fire Chief's Council (NFCC). The NFCC Fire Standards Board recently published its professional standard for CRMP; identifying 'what good looks like' when developing a plan. We are working towards achieving this, and other Fire Standards as they are released.

When considering risk, we follow the definition proposed by the NFCC:

Risk: A combination of the likelihood and consequences of hazardous events.

Risk is the potential for an emergency to occur, that may threaten life, cause damage or harm to people, property, or the environment, including an impact on critical infrastructure, or protracted demand on emergency service resources.

We identify, assess and research our foreseeable risks, drawing on local incidents, feedback and learning from significant local and national events. This is reviewed to identify our priorities, set our objectives and measure our performance.

The Risk Analysis document includes a PESTLEO* analysis to undertake 'horizon scanning' and then considers specific data and intelligence in relation to our main risks.

The diagram below is an overview of our CRMP decision making process, and we will continue to develop this in line with the

CRMP Strategic Framework

This is an ongoing process which allows us to identify and analyse risk, integrate strategies to deliver change and then monitor audit and review. It links together the risk based CRMP process with our vision and service direction. Through this we are able to adapt our service delivery to reduce risk to the community, to meet the needs of a changing society and to innovate our approach.

the analysis of external drivers provides a comprehensive and forward looking assessment of the political, economic, socio-cultural, technical, legal, environmental and organisational (PESTELO) drivers that will both impact upon and shape service delivery over the next twelve months and beyond.

Making Northamptonshire Safer

- Identify & understand risk
- Consider Financial constraints & governance
- Consider Fire Authority priorities, Service Vision & objectives
- How will this be delivered?
- Review Outcomes & ensure efficient & effective

Situation

Direction

Action

Situation · *the what*

Identification of current & future risks.

Analysis of risks and their potential consequences & impact within the wider context of our governance, available resources and financials constraints.

Direction · *the why*

Integrated strategies and actions to mitigate the risks supported by the priorities of the Fire Authority; the service vision and strategic objectives.

Action · *the how*

Plans, processes & procedures for delivering the strategies.

Monitoring, measurement, evaluation & review of effectiveness.

Working with you to understand our risks

We want to continue to increase engagement over the lifetime of the CRMP, so that the public are better informed and we can co-design and co-evaluate services in the future. At every stage, due consideration will be given to engaging with those people affected.

We recognise how important it is that we work with the communities of Northamptonshire, to ensure that we reflect their views and understand the diverse range of community needs. This approach ensures that we are able to fully understand the foreseeable risks that we are able to respond too, both as a service and through partnership working. Through the lifetime of this plan we will continue to improve our engagement with our community by:

- Establishing regular focus groups that reflect the wide range of stakeholders, enabling opportunity to discuss our understanding of community needs, risks and how we intend to respond

- Local engagement with communities through station plans and partnership forums

*We recognise how important
it is that we work with the
communities of Northamptonshire...*

> "
> *NFRS levels of funding,
> council tax and reserves are
> much lower than other English
> Fire and Rescue Services*
> "

Our Operating Context

Financial

NFRS operates in a tight financial environment. The PFCC has a Medium Term Financial Plan (MTFP) which sets out the financial challenges the service face over the next five years. The PFCC ensures the MTFP is updated regularly and is discussed annually at the Police, Fire and Crime Panel as part of his council tax considerations. NFRS levels of funding, council tax and reserves are much lower than other English Fire and Rescue Services and the PFCC has actively engaged and lobbied to increase funding available for Northamptonshire.

Legislation

We have statutory duties placed upon us by key pieces of legislation for example:

The Fire and Rescue (Emergencies) (England) Order 2007

This places a duty to prepare for a CBRN type incident (Article 2), other types of incidents e.g. collapsed structures (Article 3), and responding to emergencies outside of the normal area (Article 5), this could involve regional or national response.

Fire and Rescue Services Act 2004

This act identifies the functions of the Fire Authority. For NFRS, this is the Office of the Police Fire and Crime Commissioner (OFCC). The Authority's core duties include promotion of fire safety, provision for extinguishing fires and protecting life and property in the event of fires, provision for rescuing people and protecting them from harm in the event of an Road Traffic Collision (RTC) and other emergencies.

Civil Contingencies Act 2004

This act establishes a framework for emergency planning and response from local to national level, it places a legal obligation upon emergency services and local authorities to assess the risk, plan and exercise for emergencies. It specifies that the Fire Service is a Category One or Core Responder.

Health and Safety at Work Act 1974

This is the primary piece of legislation covering occupational health and safety in Great Britain. It sets out several duties which employers have towards employees and members of the public, employees have to themselves.

Policing and Crime Act 2017

This action introduced opportunities for Police and Crime Commissioners to take on responsibility for fire and rescue governance, and places a duty on police, fire and ambulance services to work together.

In addition to statutory duties and guidance, we are guided by:

- Her Majesty's Constabulary of Police and Fire & Rescue Services

- Local Government Association

- NFCC

The Fire and Rescue National Framework for England provides overall strategic direction for the Fire Authority, the latest version in 2018 requires FRAs to:

Fire and Rescue National Framework for England

- make appropriate provision for fire prevention and protection activities and response to fire and rescue related incidents;

- identify and assess the full range of foreseeable fire and rescue related risks their areas face;

- collaborate with emergency services and other local and national partners to increase the efficiency and effectiveness of the service they provide;

- be accountable to communities for the service they provide; and

- develop and maintain a workforce that is professional, resilient, skilled, flexible and diverse.
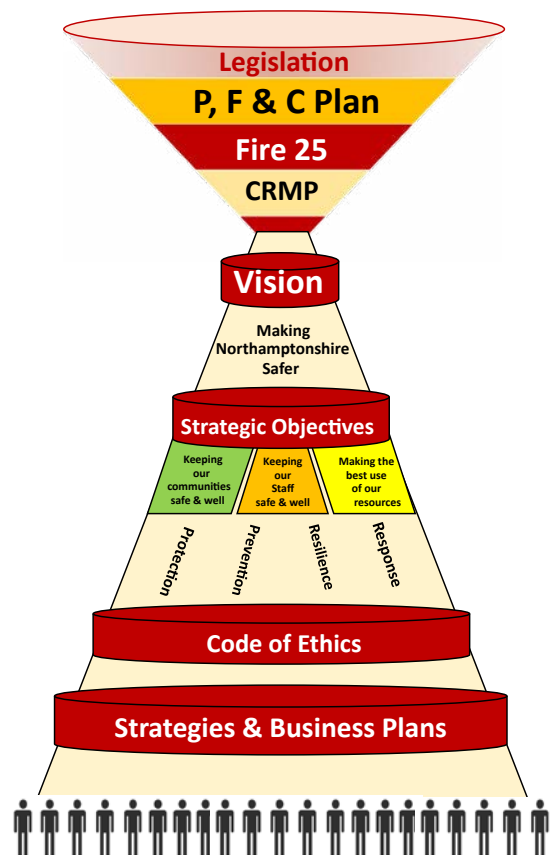
Strategic direction for NFRS is provided through the combination of three key documents to provide local focus:

- Police, Fire and Crime Plan - the Commissioner's strategic plan for the service;

- Community Risk Management Plan (CRMP): The Commissioner's strategic resourcing plan based on risk;

- Fire25 the Chief Fire Officer's (CFO) strategic plan outlining the Fire and Rescue Service's Vision for 2025.

On the right is a representation of how NFRS is governed and how this translates to our staff and the public we serve.

In addition to this, other influencers include:

- Sector guidance and policy such as National Fire Standards

- Societal change, new and emerging risks, political landscape – these are considered as part of a PESTELO* analysis

- Collaborative and partnership arrangements

- Professional judgement, data, local intelligence

Legislation
P, F & C Plan
Fire 25
CRMP
Vision
Making Northamptonshire Safer
Strategic Objectives
Keeping our communities safe & well
Keeping our Staff safe & well
Making the best use of our resources
Protection
Prevention
Resilience
Response
Code of Ethics
Strategies & Business Plans

**To achieve our vision of 'Making Northamptonshire Safer',
we have set the following strategic objectives:**

Strategic Objectives		
Keeping our communities safe and well	**Keeping our staff safe and well**	**Making the best use of our resources**
We will deliver our prevention priorities and target our intensive support to those who need it most	We will remain committed to being a listening and learning organisation that meets the needs of a diverse workforce	We will continue to work with others, where it makes sense to do so
We will deliver our RBIP**, planning for the medium term and continually monitoring for short term change	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 expand the data and intelligence we gather which informs our decisions
We will continue to develop our flexible response model; creating a more adaptable resource to match the risk.	We will ensure our staff are equipped, trained and supported to deliver their role effectively	We will develop more effective working practices with the right infrastructure (systems, equipment, vehicles, estates) to deliver our Services

(Priorities)

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

> "
>
> *The British Grand Prix is the largest event in the country, held at Silverstone and attracting over 300,000 people to the area.*
>
> "

County
Profile
Overview

Geography

The County of Northamptonshire is located centrally in England and surrounded by eight other counties: Leicestershire, Rutland, Warwickshire, Bedfordshire, Buckinghamshire, Oxfordshire, Cambridgeshire and Lincolnshire.

The County is classed by the Department of Environment, Food and Rural Affairs (DEFRA) 'urban with significant rural' (at least 26% but less than 50% living in rural settlements and hub towns.) The majority of the population and industry is located in urban areas of Corby, Kettering, Rushden, Wellingborough, Northampton and Daventry. These are also the locations of the main fire stations.

Heritage

The County has a rich history, with nearly 6,000 properties of heritage interest including Althorp House (the childhood home and resting place of Lady Diana, Princess of Wales), Boughton House, Rockingham Castle and Sulgrave Manor. The British Grand Prix is the largest event in the country, held at Silverstone and attracting over 300,000 people to the area.

Infrastructure

Northamptonshire is a key logistical hub for the country and has an extensive road network including major trunk routes of M1, A14 and A5 links as well as rail links to London and Birmingham. There are currently two large acute hospitals, Kettering and Northampton General, as well as a wide range of commercial risks that present a local risk that need a pre-planned response. There are plans in place to build an additional hospital in the county as well as transforming many of the previously commercial premises in the town centres into accommodation. Other upcoming risks include a new Prison at Wellingborough and the HS2 rail link that will cross through the south of the county. These risks are captured as part of our Site Specific Risk Information (SSRI).

Natural Environment

We have a number of major waterways and wetlands including the river Nene, open water sites including large reservoirs such has Pitsford and the Grand Union Canal.

Population

Northamptonshire is home to 785,200 (2021 Census) residents. In the previous plan (IRMP 2019-22), we advised that the county would continue to grow with population increases expected to be 5% by 2021. This increase impacted on the 70+ population, where this was expected to increase by 43.1%. Corby was deemed to be the highest growth area of the county, with population increases to be around 12% by 2024.

The predicted population growth for the county is now expected to be even higher at 15.5% over the medium term (2018-2041). This varies across the county for example:
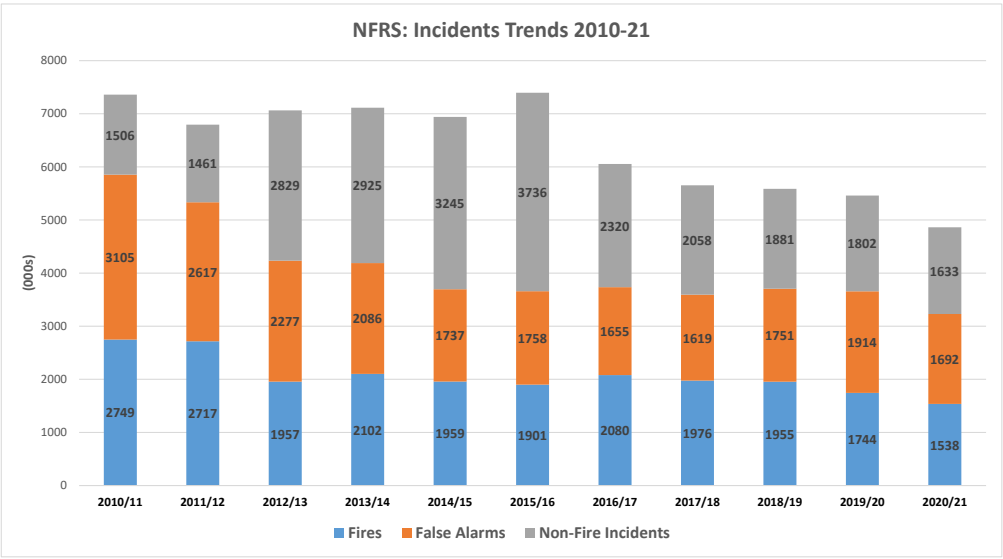
- **29%** in Daventry

- **28%** in Corby

- **4.3%** in Northampton

The age groups which are most likely to increase are 0-19 years and the over 65's.

Our risk analysis shows that the increase in population and infrastructure highlighted in our last plan (IRMP 2019-222) has not impacted on the increase in demand for the service. Though our overall incident totals continue to reduce in line with national trends, the variety of other emergencies (non-fire) we need to prepare for, and attend, is increasing.

The graph below shows the breakdown of fires, false alarms and non-fire incidents over the last 10 years.

NFRS: Incidents Trends 2010-21

Year	Fires	False Alarms	Non-Fire Incidents
2010/11	2749	3105	1506
2011/12	2717	2617	1461
2012/13	1957	2277	2829
2013/14	2102	2086	2925
2014/15	1959	1737	3245
2015/16	1901	1758	3736
2016/17	2080	1655	2320
2017/18	1976	1619	2058
2018/19	1955	1751	1881
2019/20	1744	1914	1802
2020/21	1538	1692	1633

(000s)

■ Fires   ■ False Alarms   ■ Non-Fire Incidents

2020/21 was an exceptional year due to the COVID-19 pandemic and the associated national lockdowns – as such, we consider this an anomaly when interpreting much of our incident data.
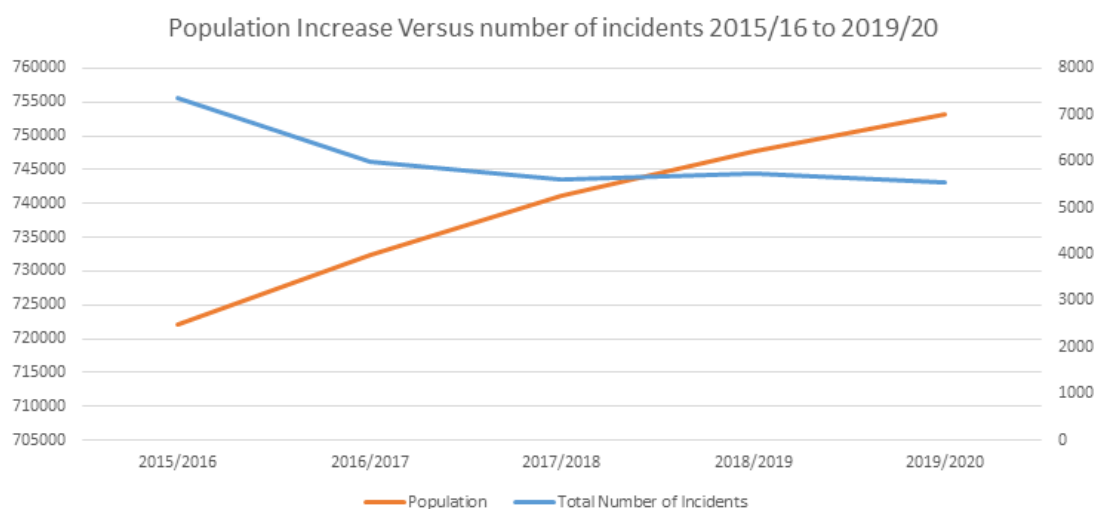
> " *... it is still clear that the long term trend is of overall incidents decreasing despite the population and infrastructure...* "

Discounting the 2020/21 data, it is still clear that the long term trend is of overall incidents decreasing despite the population and infrastructure, including increased dwellings, road networks and commercial premises continuing to grow. See below:

Population Increase Versus number of incidents 2015/16 to 2019/20

— Population   — Total Number of Incidents

12 Corby Wholetime

14 Oundle Retained

18 Desborough Retained

13 Rothwell Retained

11 Kettering Wholetime

15 Thrapston Retained

06 Guilsborough Retained

17 Burton Latimer Retained

16 Raunds Retained

05 Long Buckby Retained

07 Brixworth Retained

21 Irthlingborough Retained

22 Rushden VCS

09 Moulton Wholetime

20 Wellingborough Wholetime

04 Daventry VCS

01 The Mounts Wholetime

10 Mereway Wholetime

19 Earls Barton Retained

03 Woodford Halse Retained

02 Towcester Retained

08 Brackley Retained

Service Overview

Service Overview

In the last two years' considerable investment has resulted in an additional 12 firefighter posts, 3 development Protection Officer posts and 3 Prevention team posts, as well as new fire engines and buildings.

Our work is outlined in

(legislation)

**and established practice,
of which the following core
functions are undertaken:**

Firefighting

Fire Prevention

Fire Protection activities

Rescuing people from RTC's

Other emergency activities

The Service has
22 fire stations, located across the County
and these are made up of:

1 Fulltime (24/7) station with two fire engines

2 Fulltime (week days only) variable crewed
stations with one Fulltime and one On-Call fire engine

2 Fulltime (24/7) stations with one Fulltime appliance

3 Fulltime (24/7) and On-Call crewed stations
with two fire engines

14 On-Call stations each with one fire engine

Our resources include

26 Fire Engines

2 Fire Engines with
High Reach Capabililities

28 specialist vehicles,
including Fire Boats,
Technical Rescue Vehicle,
Tactical Intervention Vehicle,
Initial Intervention Vehicles
and Unimog

36 Officer Response vehicles

2 Resilience Vehicles

We have a total of
540 staff*
which comprise of:

254 **Fulltime Operational Staff**
Including an additional
12 **new wholetime firefighters recruited in 2020**

200 **On-Call Operational Staff**

18 **Fire Control Staff**

68 **Fire Staff**

including
12 Fire Protection Staff

Including an additional **3** new development Protection Officer posts recruited in 2020

17 Fire Prevention Staff

Including an additional **3** new Prevention Team posts since 2019

In addition, we share Human Resources, ICT, Fleet, Finance and Estates teams with Northamptonshire Police. See enabling services below

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

Data from 31 March 2021

Enabling services covers the areas of Finance, Estates, ICT, HR and Fleet

Collaboration and Enabling Services

To keep Northamptonshire safe, NFRS currently undertake first and co-responder schemes with East Midlands Ambulance Service as well as effecting entry into properties to enable them to respond to life-critical calls.

Since the change of governance a focus of our collaboration has been with Northamptonshire Police. As well as joint operational initiatives, from intelligence sharing and planning teams to the operation of drones and searching for high risk for missing persons we also work together to maximise the effectiveness of our work with volunteers and cadets.

We now share joint enabling services across both Fire and Police, and have recruited a joint Assistance Chief Officer to develop this function. Enabling services covers the areas of Finance, Estates, ICT, HR and Fleet. The two services now share buildings, including joint Fire and Police Stations as well as our new tri-service headquarters at Darby House, Wellingborough. We plan to continue to expand the sharing of assets and buildings and in 2023 we will create a joint vehicle workshop in Earls Barton.

Review of Risks – National

The Fire Authority has a statutory duty placed upon it to ensure we consider the risks and hazards that can impact on the residents of Northamptonshire. NFRS is also active member of the Local Resilience Form (LRF), of which the Chief Fire Officer is the chair. In the LRF we work together with emergency services, local authorities, Environment Agency and health agencies along with voluntary and private agencies to: prepare, respond and recover from different emergencies which affect our county. These plans include pandemic outbreaks which formed the basis of our response to events triggered by COVID 19. One of the roles of the LRF is to undertake a local assessment of those risks identified within the National Risk Register; from this the LFR produces a Community Risk Register (Local emergency planning) designed to inform people about the risks that could occur where they live, so they can think about what they can do to be better prepared in their homes, communities and businesses. Significant and emerging risks include:

- Environmental issues such as flooding and wildfire

- Business Continuity issues such as loss of staff (due to industrial action or pandemic)

- Challenges due to political or industrial relations (e.g. BREXIT, Fuel shortages)

- Societal issues, such as criminal or terrorist activity (there has been an increase in the frequency of terrorist attacks in the UK since 2017).

- Public health issues such as infectious diseases (COVID, Influenza)

- Animal Health issues such as Avian Flu or Foot and Mouth.

Cross Border Risk

Northamptonshire borders eight other counties (seven other Fire and Rescue Services) and so we regularly work with cross border fire and rescue service crews. To ensure we do this effectively, we follow National Operational Guidance (NOG) and plan and prepare for such incidents, including agreements in place to provide mutual assistance

We also

- Share risk information

- Conduct joint exercises

- Jointly debrief incidents and share learning

- Monitor cross border activity and continually review the needs of Northamptonshire
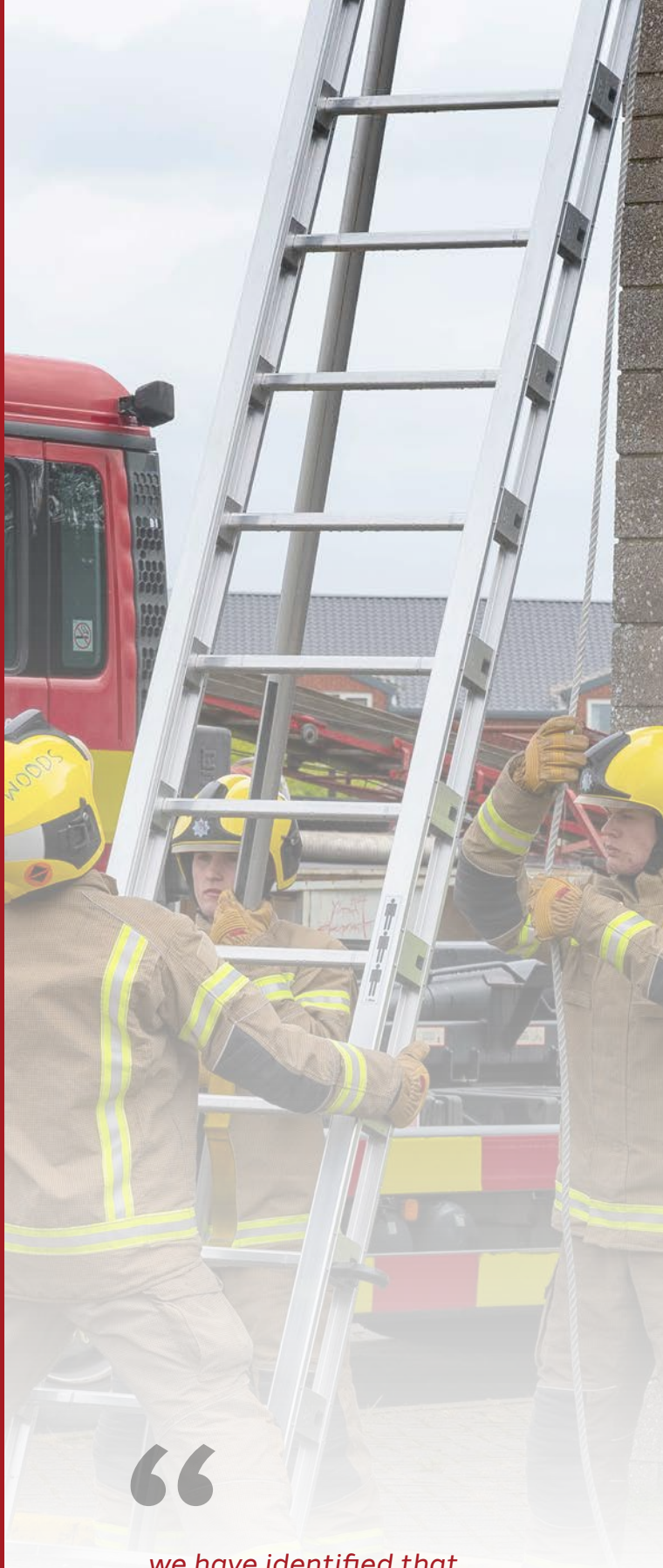
...we have identified that nationally and locally there is an increasing risk in incidents resulting from climate change and the continued threat of terror attack...

# Review of Risks - Northamptonshire

This section provides a summary of our assessment of foreseeable fire and rescue related risks within Northamptonshire. This is drawn from data and information captured within the Risk Analysis document which can be found here.

As highlighted within the national risks section above, we have identified that nationally and locally there is an increasing risk in incidents resulting from climate change and the continued threat of terror attack.
We will continue to develop this CRMP structure to consider other types of fires and rescues in more detail, and will publish an update and review of this each year.
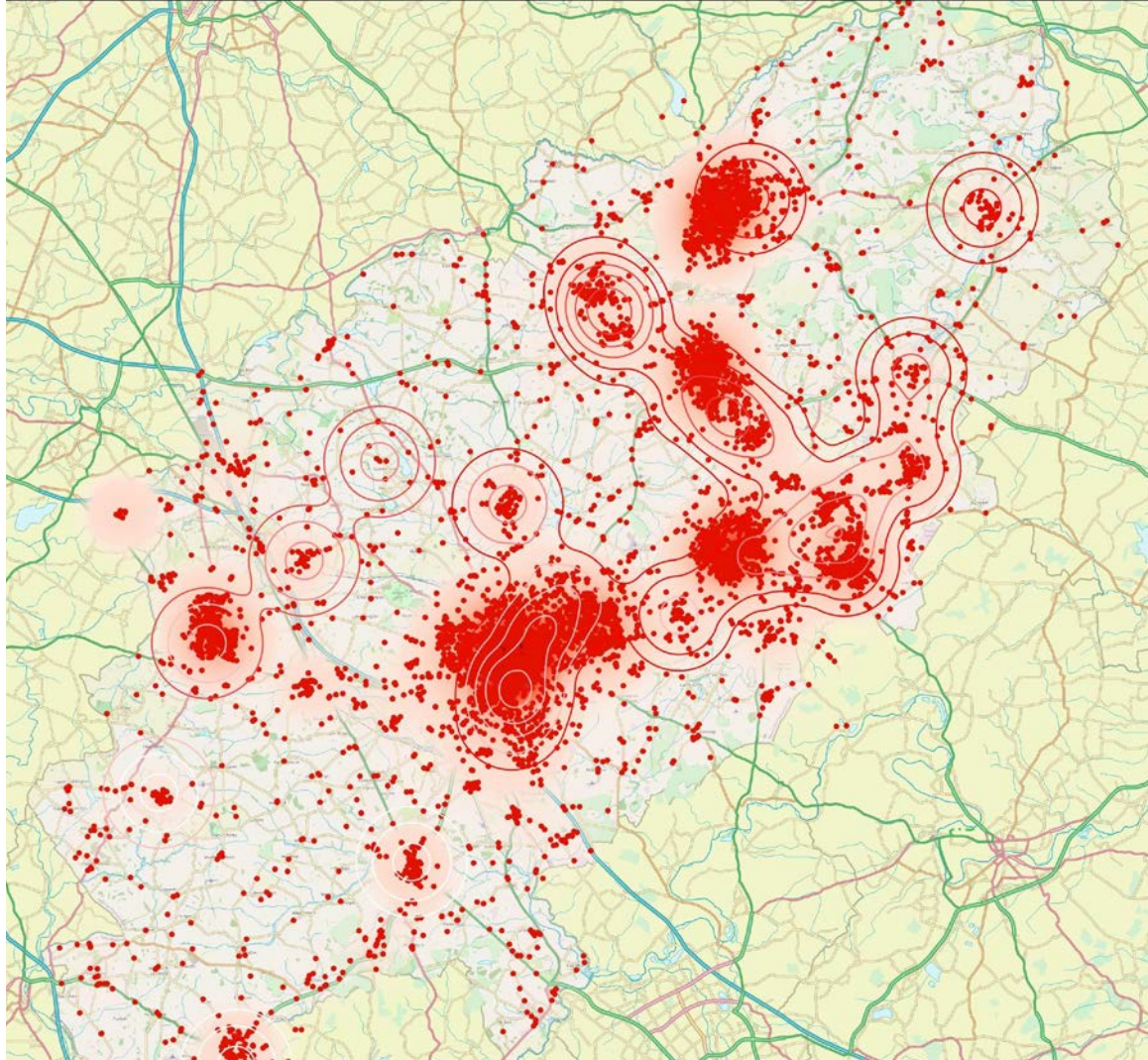
NFRS all fire incidents heat map 2015-2021

Fires in the home (dwelling) and commercial properties continue to present the highest risk: as a risk to life or as a significant economic or environmental impact in the county. The heat map overleaf shows the locations of all fires within the County from 01 April 2015 – 01 April 2021. Our data analysis shows that fires can occur at any time of day and anywhere within the county; however, is most likely:

- within the urban areas of our towns (where more people live/location of businesses),

- during the evening, and

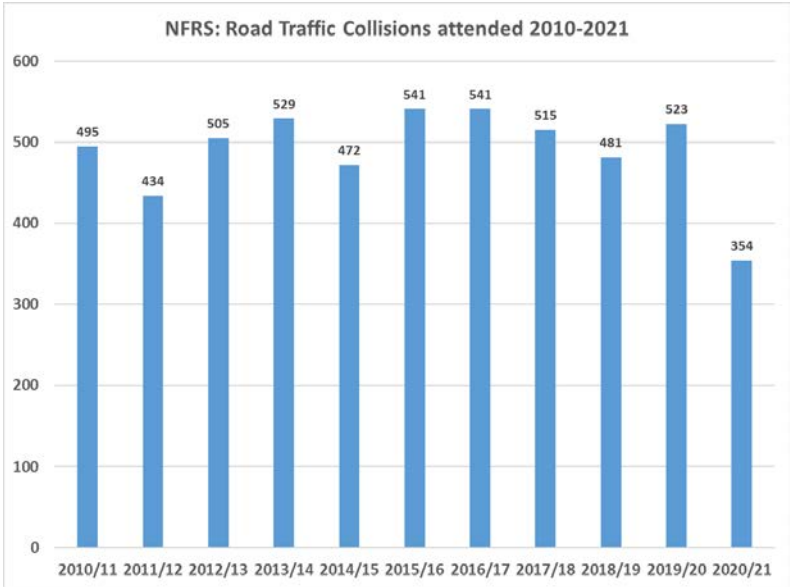- most likely to originate in the kitchen.

Some specific dwelling types present an increased risk of fire and fire injury (including fatality). These premises include Houses of Multiple Occupation (HMOs) where the occurrence of fire is more prevalent than single dwelling fires.

Lifestyle also has a contributing factor, for example: mobility, age, smoke detection systems, smoking, misuse of cooking and heating appliances can all contribute to the cause of fires in domestic dwellings and survivability factors.

According to national statistics, you are around 8 times more likely to die from a fire if you don't have a working smoke alarm in your home, read more here:

firekills.campaign.gov.uk

Road Traffic Collision's (RTCs) continue to present as a high risk of other non-fire emergencies. The graph below shows the level of RTCs over a 10-year period since 2010/11.

NFRS: Road Traffic Collisions attended 2010-2021

| Year	RTCs
2010/11	495
2011/12	434
2012/13	505
2013/14	529
2014/15	472
2015/16	541
2016/17	541
2017/18	515
2018/19	481
2019/20	523
2020/21	354

The number of RTCs we attend per year fluctuates slightly but remains around 500 per year (the exception being 2020/21 due to Lockdown periods).

The heat map below shows the locations and concentrations of RTC incidents that NFRS have attended from 01 April 2015 – 01 April 2021 within Northamptonshire. There are higher concentrations around the urban areas (Northampton being the highest area); however, many RTC's occur on the rural roads which present the service with extended travel times due to them being further away from fire stations. In addition to this, callers often find it difficult to identify their exact location - the service is using location services such as what3words to overcome this challenge.

what3words

RTCs on major trunk routes, such as the M1, also present the service with challenges. High volumes of traffic on motorways and smart motorways can impact on the speed of response and access to incidents for emergency vehicles.
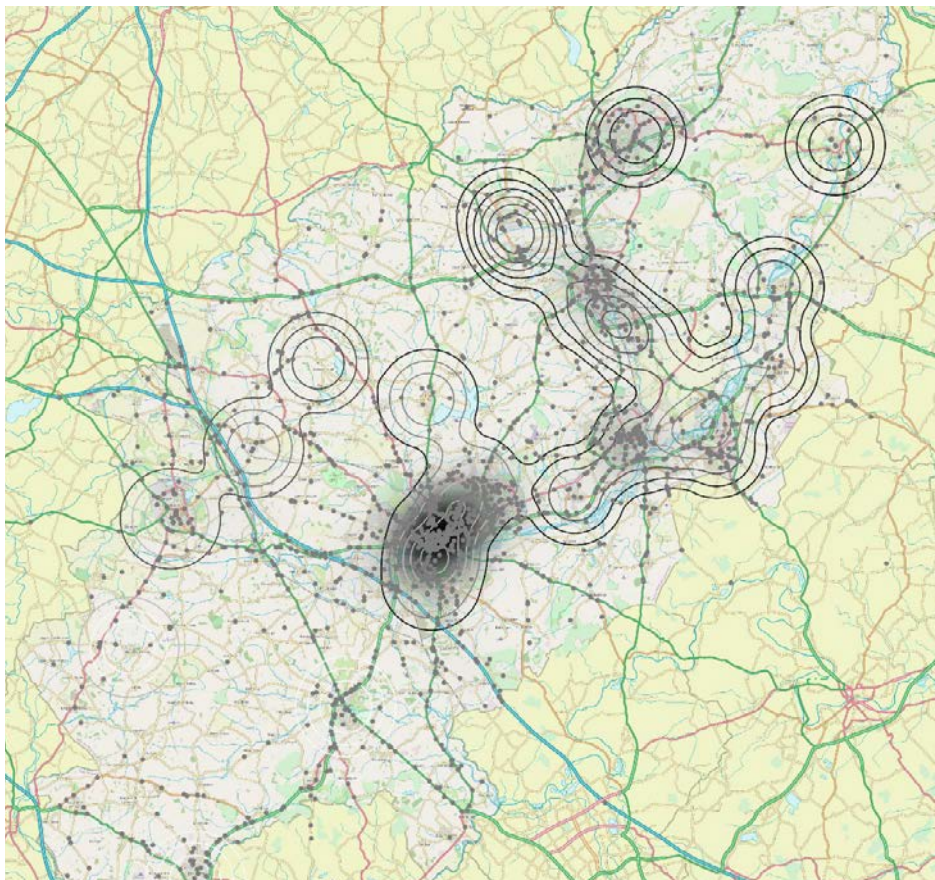

NFRS: RTC Incidents 2016-2021

The effects of climate change and environmental impact has also been identified as an increasing risk for NFRS. From the analysis of our own data and linked to the predictions around climate change, it is reasonable to foresee an increased likelihood of weather related incidents such as localised flooding and wild fire issues in areas such as our forests, woodland and grassland wild areas.

Localised flooding impacts the service considerably. For example, the Christmas floods of 2020 severely affected Billing Aquadrome and Cogenhoe Mill, Northampton. The Service received over 336 flood/weather related calls in 48 hours and the impact resulted in 3 days of continuous support and intervention over the Christmas period from fire crews assisting in evacuating 1100 caravans.

The heat map below shows the concentration of Flooding and the Water rescues that NFRS have attended from 01 April 2015 – 01 April 2021 across the County.
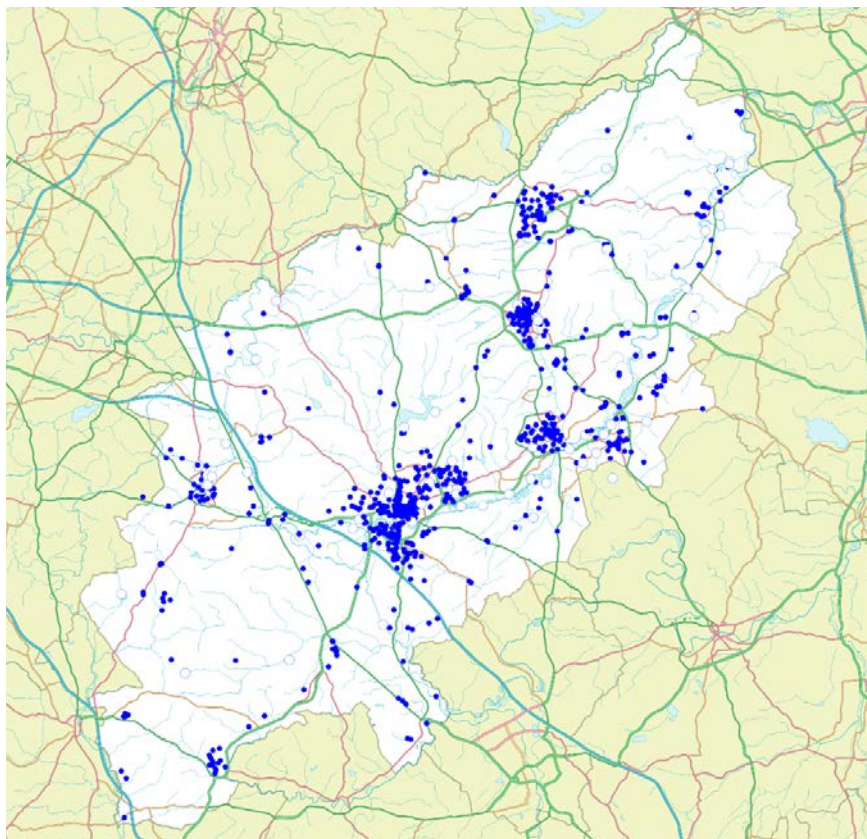
NFRS: Flooding Incident map 2016 - 2021

How we mitigate risk

We aim to reduce the risk in Northamptonshire through the balance of our resources deployed across all areas of our Service: people, equipment, vehicles, stations, skills.

We take an integrated approach to risk treatment and this focuses on four specific areas that each have a responsibility to mitigate and react to any risks that are known or emerge within our County:

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.

Protection

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

Response

Through the provision of 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.

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 draw upon specialist skills and equipment.

Emerging risk

The CRMP process identified emerging risks and trends that we need to prepare for and respond to. As already identified, this currently includes the response to severe weather and the impact of climate change, both nationally and locally. We also need to prepare for the increased risk now understood for high-rise premises and the impact of terrorist threats.

> **"**
>
> *Fire related incidents continue to remain low compared to previous years with a reduction of 2% in fire incidents across England*
>
> **"**

Review of our Performance

Full information regarding our performance can be found within the Risk Analysis document however, below are the key highlights and particular areas of focus for this CRMP.

We assess our performance against similar Fire and Rescue Services and will publish our latest comparison report in early 2022.

The national picture regarding Fire Statistics shows a continued downward trend in all incidents, reducing by 7%. Fire related incidents continue to remain low compared to previous years with a reduction of 2% in fire incidents across England. Nationally Fire Fatalities are at the lowest recorded levels since 1982. (Information from Fire statistics monitor ending March 2021).

Locally, we are attending less fires, less road traffic incidents and less incidents where people have sustained injuries or died as a result. The tables below and the following sections summarise how we have performed and what we are doing to continuously improve our performance over the next 3 years.

The table below shows how we compare against other Fire and Rescue Services, specifically those of a similar size, population, and with similar ratio of urban and rural areas (Family Group) and those nearby (neighbouring). The data presented here is the overall number of incidents divided by the total population for the years 2016 and 2021, presenting this as a figure provides some context and so enables comparison across different services. Amongst both groups NFRS are only second to Warwickshire with regards to the lowest number of incidents per 1,000 population:

Neighbouring Services	12 month rolling incidents per 1,000 population - 2016	12 month rolling incidents per 1,000 population - 2021	Family Group 2	12 month rolling incidents per 1,000 population - 2016	12 month rolling incidents per 1,000 population - 2021
Northamptonshire	9.72	6.77	Northamptonshire	9.72	6.77
Bedfordshire	8.90	8.80	Bedfordshire	8.90	8.80
Buckinghamshire	10.35	9.17	Buckinghamshire	10.35	9.17
Cambridgeshire	8.13	7.86	Cambridgeshire	8.13	7.86
Leicestershire	7.37	7.27	Dorset & Wiltshire	8.07	9.03
Lincolnshire	15.29	11.02	Durham & Darlington	12.66	10.81
Oxfordshire	9.14	8.14	East Sussex	10.79	11.93
Warwickshire	5.96	6.31	Norfolk	8.25	8.32
			Suffolk	6.63	6.93
			West Sussex	10.23	10.35

> **"** Our Home Fire Safety Visit (HFSV) is a direct intervention 'person centred approach' **"**

Prevention

Current and emerging risk

The overarching risk for Prevention is the increasing population: expected to rise by a further 15.5% over the medium term (2018-2041). Rises are especially concentered in the under 19 and over 65 bracket. There are also more people being cared for in their own home, with increasingly complex needs, and an increase in complex safeguarding cases.

To mitigate this, we have adopted the following:

- A Risk Matrix that provides a tiered approach to prioritise the most vulnerable in our community

- Increased data and intelligence from closer working with new unitary partners to understand and highlight those at risk

- Increased Prevention staff numbers including the addition of specialist roles to deal with high risk cases

- The use of station plans to direct operational staff to support prevention work in the communities and to identify those with additional requirements

Moving forward

Our (Prevention Strategy) and priorities are based on the risk of fire, and other emergencies in Northamptonshire and its 785,200 (2021 Census) residents.

As part of our commitment to the (Public Sector Equality Duty,) we have ensured that our universal offer of prevention is accessible in different languages and formats on our website.

Working with partners and collaborating is a cornerstone of the Service, we are continually developing these relationships to share information and intelligence, and problem solve areas of community risk together, delivering joint activities where it makes sense.

Prevention Priorities:

- 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

We know that some people are more vulnerable than others due to a combination of factors such as health, living environment and lifestyle. We also know that the characteristics that put people at greater risk of dying in a fire are different to those that put people at risk of having a fire or being injured. See our Risk Analysis for detail on priority profiles. Because of this, it's important that our home fire safety advice is tailored to individuals and their homes and circumstances.

Our Home Fire Safety Visit (HFSV) is a direct intervention 'person centred approach'. This involves 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, and where needed providing specialist equipment.

To make the biggest impact we can with the resources that we have we prioritise in a tiered approach:

In a county of over 750k, it is not possible to visit every resident in their home. We therefore, prioritise visits to those individuals whom our risk analysis suggests are at greatest risk of fire. In particular, we target those who live alone, individuals and families with care and support needs or frailty, and those who are over the age of 65. We have incorporated the priority profiles into a Risk Matrix Tool to help with prioritisation of referrals for HFSV and to triage resources.

Our specialist prevention officers deliver **intensive support** by providing enhanced HFSVs. They handle the more complex cases which often require safeguarding or multi-agency interventions. High risk individuals or families are referred by partner agencies and we take a holistic approach to improving their safety, making onward referrals if needed.

HFSVs for high risk individuals and families not requiring a multi-agency or complex case approach are delivered by our fire crews. These visits are generated through **targeted engagement** by fire crews and prevention staff, through localised 'hot strikes' (door-to-door awareness raising immediately following a fire), planned activity in target areas and local fire safety activities.

To all residents in Northamptonshire, our **universal offer** is provided through the information and advice on our website, dedicated social media pages; Facebook, Twitter and news stories and our seasonal campaigns.

In partnership with Northamptonshire Police we established the Arson Task Force (ATF) in 2004. Over the years, we have developed a partnership approach linking in with many agencies to ensure the joint goals of the ATF are met, together with the goals of partners. Over the life of the ATF, it has reduced secondary vehicle fires and 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 by 2022.

We also provide safety advice to educate residents and make them safer, for other emergencies, for example:

- **Road safety**
  Though partnership as part of a multi-agency approach of within Northamptonshire Safer Roads Alliance, we deliver education to the target groups identified by the alliance.

- **Water safety**
  Through partnership as chair of a dedicated County Water Safety Forum. The forum identified high risk sites and mitigating actions around these, e.g the forum has achieved funding and delivered 10 additional throw lines, to be placed at key sites in the county.

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 therefore, an increasing part of our role. Since 2019, we have embedded an internal oversight group to develop the learning and audit of this area and employed a specialist officer to support crews who raise concerns and to work effectively with statutory partners. There is a rising number of outward referrals being made and a rising number of adult risk management cases.

> *In Northamptonshire, there are currently approximately 25,000 commercial or non-domestic premises...*

Protection

Current and emerging risk

Protection is the name we give to the department who oversee the process of inspecting buildings for compliance with Fire Safety Legislation.

The risk for Protection is the increase of HMOs, sleeping risks such as the proposed new hospital and Prison and the increase in large commercial premises. To mitigate these risk, Protection have put in place the following:

- Increased specialist Fire Protection staff

- Reviewed the Risk Based Inspection Programme (RBIP) to ensure it reflects the emerging risks

- Developed a Targeted Risk Management (TRM) approach

- Inspections of all High Rise Residential Buildings (HRRBs) in the County

- Considered the impacts of places of public assembly and links to terrorist activities as well as findings from the Manchester Arena inquiry

- Continuation of the Unwanted Fire Signals policy

- Enhanced links with local authority, business and landlord associations

- Assessing the impact of the forthcoming changes to legislation in the form of the Fire Safety Bill and Building Safety Bill

Moving forward

The work of our Protection Department centres on buildings and the fire safety systems within them. Our priority is always to live safety, and our protection work ensures there are adequate fire safety precautions in buildings. There are several areas of legislation, which outline our role. These are currently being reviewed nationally as learning and recommendations from the Inquiry into the Grenfell Fire become known. Key new legislation will be the Fire Safety Act and the Building Safety Act.

In Northamptonshire, there are currently approximately 25,000 commercial or non-domestic premises for which we have a role in ensuring Fire Safety. We have considered the various factors and premises attributes that contribute to understanding the risk, and plan our use of resources and activity to best mitigate it.

We have captured this detail within our RBIP for the next three years. However, we also recognise that risk is not static and may alter because of an unknown event or other factors.

We have also developed a 'Targeted Risk Management' (TRM) approach. TRM builds adaptability into our planning by monitoring events that create the need for a short term response, for example major incidents or national findings. TRM enables us to review any potential change in what we know, and re-align resources or activities to meet the risk.

In 2009, we introduced a policy for Unwanted Fire Signals, which details how we manage Automatic Fire Alarm systems reporting a fire where in fact no fire has occurred. We now seek third party verification of the fire alarm system, prior to mobilising a fire engine, except where the premises has a sleeping risk i.e. care home. This policy is successful in ensuring that resources are not committed to false alarms, and so ready to respond to real incidents. Since the implementation of this policy, the service has seen a reduction of approximately 80% in these type of calls.

We have identified 1,721 commercial premises as being a higher risk or a priority along with 3000 HMO. The remaining premises are deemed as lower risk of fire.

Within our RBIP:

• Specialist officer resource will target the highest risk premises, through inspection, audit and engagement.

• Operational fire crews are trained to gather risk intelligence whilst delivering their primary role. We will develop this to enable them to identify new/unknown HMOs and (following additional training) deliver checks to HMOs whilst also offering personal home safety advice to residents.

• We have a wide ranging provision of self-help tools and informal advice available through our website, and we engage with key groups such as business forums, local authorities and landlords to develop and promote awareness.

Other Emergencies, such as acts of terrorism

Fire safety guidance includes information about the number of people within a venue or premises (the safe capacity). Protection Officers have a core role in assessing this, at venues such as sports grounds, large scale events and pubs and clubs, and if required have the powers to enforce or control it.

There is a clear link between our powers around premises capacity and the potential impact of an emergency situation such as a terrorist incident which can be challenging in crowded places. If a premises can effectively manage a number of 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.

Response

> "
>
> *We have service-wide response standards for how quickly we will attend incidents...*
>
> "

Current and emerging risk

Although overall incidents are decreasing 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:

- Increased the availability of fire engines and resources

- Reduced attendance times

- Trained staff in line with national standards to make sure we are ready to meet those demands

- Improved our aerial 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

- Trained staff in Wild Fire, Terrorist and Water related incidents

- Invested in a new fleet strategy delivering new fire engines (4 new appliances in January 2022 and another 4 by the end of 2022)

Moving forward

As an emergency service, we work hard to prevent emergencies happening; but when they do, we respond quickly with flexible resources.

We have service-wide response standards for how quickly we will attend incidents, and we manage local risk though station plans that ensure we understand local risks and respond to them in the most effective way. High risk sites and densely populated areas generally have fulltime crews working 24/7; whereas, more rural areas are resourced by on-call staff who respond from home or work to provide a local response. We may be called to attend a broad range of emergencies and so in order to be ready for any of these we undertake necessary preparatory work:

- The different types of incident are set nationally, and then considered within the context of Northamptonshire. 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. We call this our Pre-Determined Attendance (PDA) and this is regularly reviewed against operational learning. We aim to develop our response from sending the nearest fire engine to one where we send the most appropriate vehicle or resource, for example, our specialist all-terrain vehicle for a large animal rescue

- Additionally, there is a national programme of work which develops detailed guidance based on a series of scenarios, such as fires in waste sites. We continually review this NOG and our compliance with it, taking action in order to close any gaps identified.

- We ensure staff maintain their competence, with regular training and refresher courses, and by practicing and exercising scenarios. This ensures staff are confident in all aspects of their role, ensuring incidents are managed safely and effectively.

- Equipment and vehicles are tested and maintained regularly; this might be daily where it is used in a risk critical situation, thereby minimising the likelihood of it failing when needed.

- The major risk sites and venues are periodically inspected and appropriate risk information is collected and uploaded to computers on each of the fire engines, ensuring that incident commanders can consider this on scene, in their risk critical decision making.

- We provide strategic cover across the whole county, 24/7 maintaining a minimum of 14 fire appliances.

- In order to provide this coverage, we have a mixture of fulltime (wholetime) and on-call stations based at locations across the county to meet the risk. The mixture 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 as standby. As well as calling on the services of regional and national assets if and where required.

The incident response and immediate handling of any emergency is the most recognisable part of our role. The body of our work, described above, ensures that at the point of any 999 call, the Fire Control Operator will be able to mobilise the most appropriate and nearest resource to the emergency. Our Operators are skilled in quickly extracting the necessary detail from a caller in order make this decision.

Property fires occur more frequently in urban areas, where we have our fulltime stations whereas, other emergency calls such as RTCs often occur in rural locations or across main trunk roads of the county. Other emergencies are often complex, and so it may take longer to ascertain the location or detail of requirements, or for specialist skills and equipment to arrive on scene e.g. animal rescue.

Incident Command provides a structure around managing an incident; this is scalable depending on the size, type and complexity of the incident. We adhere to Joint Emergency Serves Interoperability Principles (JESIP) and Fire and Rescue Service NOG, ensuring a commonality, so that any incidents with others (multi- agency or where national response) work effectively.

In order to maintain our response coverage, we strive to maintain a minimum number of fire engines on a daily basis. The numbers of firefighters available changes throughout the day and week in line with our on-call staff availability. We manage crewing though a Resource Management Team who match the resources to meet risk and demand.

We want to continue to deliver our response capability effectively and efficiently, with community and staff safety at its core. We will continue to review all aspects of what we do; developing partnerships, sharing learning and seeking innovation in order to achieve this.

Our Standards of Operational Response:

We monitor our performance in terms of the community outcomes and in relation to our organisational performance. Our response time is a key measure; this is the time taken from the start of the 999 call until our arrival on scene:

- Currently, we have a standard to respond to all incidents, on average within 10 minutes of call with a safe and proportional response to the incident.

Response times are a key measure in mitigating the risk of fire and other emergencies; swiftly responding in order to extinguish the fire or perform any rescue and so improve chances of survival, to minimise injury and damage to property. The table below shows that our average response time (across all incidents) during the period of the current IRMP has fallen by over 20 seconds. Here you can see how this breaks down across different types of incidents.

	2017-2018	2018-2019	2019-2020	2020-2021
Fire	10:03.78	10:30.32	09:56.86	09:47.57
RTC	11:27.38	11:35.21	11:14.70	11:16.43
Other non-fire incidents	10:29.26	10:34.09	10:30.55	10:40.51
Average	10:23.48	10:40.13	10:19.46	10:16.54

- 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 continually review all PDAs relevant to foreseeable risks

- 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 2 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

In addition to the above we actively benchmark our performance against other significantly rural services to ensure we are providing a proportional level of service in line with other counties like Northamptonshire. We provide resilience arrangements to ensure that we are able to meet normal foreseeable risk and demand.

Our response strategy is aligned with our prevention and protection strategies to ensure we provide the best possible service to the communities of Northamptonshire based on risk.

Resilience

"

We will continue to work with our partners in preparing our multi-agency planning...

"

Moving forward

Our current number and disposition of resources: staff, premises, vehicles and equipment ensure that we are resilient locally, and that we contribute to regional and national resilience.

We are able to provide resources where needed for a major incidents such as widespread flooding or terrorist attack, and are able to draw on additional resources through over-the-border mutual aid arrangements with neighbouring Fire and Rescue Services. These resources include specialist equipment/vehicles such as boats or Mass Decontamination Unit, and is also in the specialist skills and people required to provide this capability, such as Swift Water Rescue Teams and specialist officers trained in Chemical, Biological Radiological, Nuclear and Explosives (CBRNe) and National Inter-Agency Liaison Officer's (NILO).

All of our NILOs are vetted, trained and identifiable officers who can operate in either a command or tactical adviser role. They support pre-planned or spontaneous operations at strategic, tactical and operational levels, including facilitating interoperable working with partner agencies, for example in the multi-agency response to a terrorist incident.

The Grenfell Tower Inquiry made a series of recommendations in its first phase report with the second phase underway. These will drive significant change in relation to fire safety and building regulations. The first report from the Manchester Arena Inquiry was published in June 2021, this considered security at the venue. The publication date of future reports is currently unknown.

As a key agency within Northamptonshire's LRF, we work together to prepare, respond and recover from different emergencies which affect our county. One of the roles of the LRF is to undertake a local assessment of those risks identified within the National Risk Register – our risk analysis takes account of these risks.

Recent examples of LRF incidents include wide scale flooding, Afghanistan resettlement and response to COVID-19. During the COVID-19 pandemic response, we provided varied support to the wider pandemic response in the county, carrying out a range of different roles such as offering logistical support, providing volunteers to drive urgent care ambulances and in delivering medication and prescriptions to those who were shielding. We will continue to work with our partners in preparing our multi-agency planning.

We will ensure resilient leadership in everything we do, identifying, nurturing and preparing leaders for now and the future.
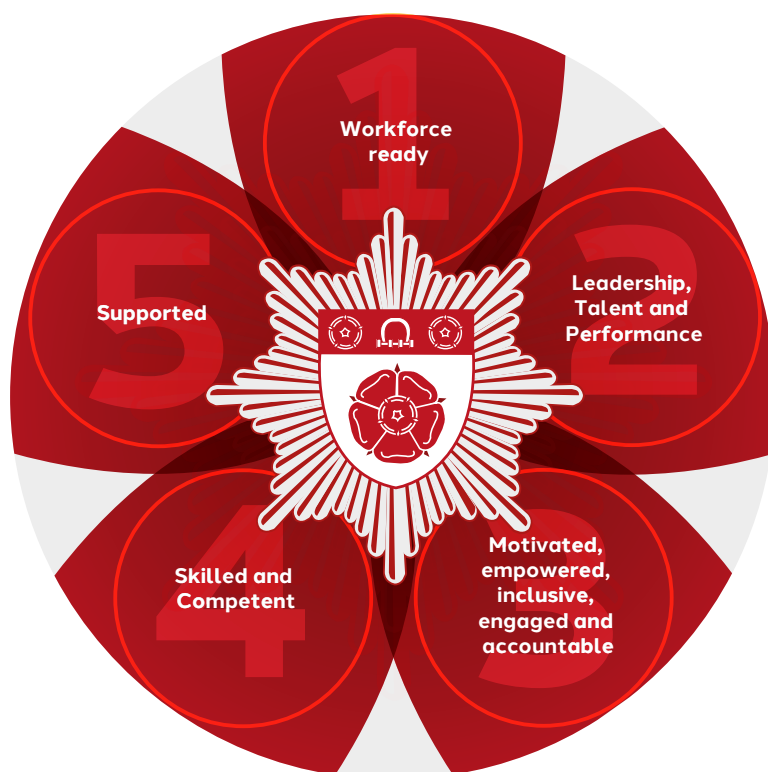
People

People and culture strategy summary

NFRS wants to provide an outstanding Service in all it does on behalf of the Community. We can only achieve this success through our people – they are our greatest resource. We want to be able to attract and retain the very best people for NFRS who represent our community. It is crucial our staff are engaged, supported and well-cared for, that they buy in to our vision, mission and values and feel an emotional connection to the Service. It is our people who will make us great and be our greatest advocates.

Our Culture and People Strategy will aim to deliver this through 5 themes:

Future proof

We will future proof the service by continually monitoring our workforce plan, putting in place effective recruitment, talent processes and career pathways to help develop your skills.

Resilient Leadership

We will ensure resilient leadership in everything we do, identifying, nurturing and preparing leaders for now and the future.

Empowered, engaged, accountable

We will ensure an empowered workforce that is motivated, engaged and feels it can challenge against any inappropriate behaviour.

Skilled and Competent

We will ensure a workforce that is flexible and responsive, and we will invest further in training and development to ensure that this is delivered.

Supported

We will continue to create a culture where everyone feels safe and supported, with a particular focus on your wellbeing.

Link to our Culture and People Strategy can be found here

CRMP Projects

Strategic Work streams

Following our assessment of risk and the key drivers for change, we have identified three key work streeams that we will focus on over the life of this plan, to ensure NFRS is best placed to provide the best possible service to the communities of Northamptonshire with the available resources. These include:

Emergency Cover Review

WHY

We have not conducted an Emergency Cover Review since 2019. We want to ensure not only do we have the right premises and equipment cover for the current and emerging risks but also that we have the right staff with the right skills in the right places.

Whilst overall incident numbers continue to decrease the range and specialist nature of emergencies continues to develop. In addition, NFRS will always need to be prepared for incidents that require larger than usual resources i.e. large fires, flooding etc.

HOW

We will review our data and current resources to make proposals for future procurement and ways of working.

Adapt to climate change

WHY

There is an increasing risk of weather related incidents driven by climate change. Our risk analysis and review of the community risk register informed us that more extreme weather is likely. In recent years we have dealt with an increasing amount of extreme weather events such as flooding. Wildfire (large fires in grassland, woodland, moorland etc.) has also become more prevalent nationally and as a significantly rural county this is an increasing risk. In addition, 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. This will also consider wider climate change impact and legislation on day-to-day business.

Review our current data and intelligence

WHY

We are committed to reform to be more transparent and improve our evidence based decision making. Under-investment in our ICT over the last decade has meant we do not have as much detailed data and information about our incidents and response as we would like. Through the process of risk analysis, we found that we wanted more detailed data and intelligence than was currently available to use, we therefore want to holistically review the data/intelligence that we capture, review what we record and how we might use this to support service decisions

HOW

We plan to invest in new technology and work with partner organisations to enhance our understanding of risk and our service delivery to drive performance improvements.

To keep our CRMP up-to-date we will conduct 6-month internal reviews (in Spring & Autumn) publishing an update on progress annually. This will ensure our risk analysis is refreshed, by taking account of new information such as: incident data, census data, updated risk and guidance documents etc. We will review strategies and business plans to ensure they evolve to meet emerging risk, and publish a review of our performance.

We also review and respond to the findings of inspections from HMICFRS.

Measure of success

In order to evaluate if we are achieving our vision of Making Northamptonshire Safer, we regularly review the following Community Outcomes:

- Number of deliberate primary fires per 10,000 population

- Number of deliberate secondary fires per 10,000 population

- Number of primary fires per 100,000 population

- Total number of fatalities due to primary fires per 100,000 population

- Total number of non-fatal casualties (excluding precautionary checks and first aid) per 100,000 population

- Number of accidental dwelling fires per 10,000 dwellings

- The number of deaths arising from accidental fires in dwellings per 100,000 population

- The number of injuries (excluding precautionary checks), arising from accidental fires in dwellings per 100,000 population.

- Number of fires in non-domestic premises per 1,000 non-domestic premises

- People killed or seriously injured in road traffic accidents*

We also review the following organisational measures of performance:

- Standards of Operational Response – Average (mean) response times by incident types**

- Standards of Operational Response – Average Call Handling Times

- Average Appliance Availability

- Home Fire Safety Visits and refits completed

- % of Home Fire Safety Visits completed in target groups

- Total number of Protective Full Risk Inspections (FI) and Re-Inspections (RI) completed

- Percentage of Protective risk inspections in high risk areas (sleeping risk)

- % of staff completed risk critical training (initial/refresher)**

- % of staff maintained risk critical competence based training**

*Based on incidents attended by NFRS

**New or more detailed measure for this CRMP

Accountability and Assurance

We strive to provide transparency on our work. Internally we have a dedicated assurance function, which undertakes thematic reviews and quarterly reporting across the key areas.

We will regularly publish data in relation to our performance on our website, including an annual comparison report to consider how we sit amongst other FRS of a similar size.

Additionally, you can use the interactive data tools on the following websites to see national data sets:

(Fire statistics)   (Home Office Fire England)

All Fire and Rescue Services in England are subject to inspection by HMICFRS. Our next inspection is due in late 2021/2022, with publication of the report in summer 2022.

(HMICFRS website)

Role of OPFCC

The Commissioner is key to holding the CFO to account on behalf of the public, effectively making the fire and rescue service answerable to the communities of Northamptonshire.

In order to deliver effective scrutiny, the Commissioner uses a mix of public meetings, reports and research to examine whether the CFO is achieving against expectations. Staff from OPFCC sit on key strategic meetings and monthly Accountability Boards provide a formal structure to consider performance, finance and the progress of key projects as well as consideration of work against the priorities set out within the Police, Fire and Crime Plan. These meetings are scheduled monthly and happen alongside regular 121 meetings between the CFO and the Commissioner.

In addition to this:

- Joint Independent Audit Committee (JIAC)

  provides independent scrutiny on the adequacy of the corporate governance and risk management arrangements in place, and;

- Police, Fire and Crime Panel

  is made up of local elected councillors and independent members with the responsibility to scrutinise and support the work of the Commissioner.

Both of these meetings are open to the public and the press.

Find out more about the role of the OPFCC here

www.northantspfcc.org.uk/about/about-the-role/

Glossary

AFA	Automatic Fire Alarms
ATF	Arson Task Force
CBRNe	Chemical, Biological, Radiological, Nuclear Explosives
CFO	Chief Fire Officer
CRMP	Community Risk Management Plan (previously known as IRMP)
DEFRA	Department for Environment, Food & Rural Affairs
FG	Family Group
FG2	Family Group 2 – This group includes NFRS in addition to the following FRS: Bedfordshire, Buckinghamshire, Cambridgeshire, Dorset & Wiltshire, Durham & Darlington, East Sussex, Norfolk, Oxfordshire, Royal Berkshire, Suffolk, West Sussex.
FRA	Fire and Rescue Associations
HFSV	Home Fire Safety Visit
HMICFRS	Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services.
HMO	House of Multiple Occupation
HRRB	High Rise Residential buildings
HS2	HS2 is a new high speed railway linking up London, the Midlands, the North and Scotland
IRMP	Integrated Risk Management Plan (Now known as CRMP)
JESIP	Joint Emergency Serves Interoperability Principles
LRF	Local Resilience Forum
NESC	Northamptonshire Emergency Service Cadets
NESV	Northamptonshire Emergency Service Volunteers
NFCC	National Fire Chiefs Council
NFRS	Northamptonshire Fire and Rescue Service
NILO	National Inter-Agency Liaison Officer's
NOG	National Operational Guidance
ONS	Office for National Statistics
OPFCC	Office of Police, Fire and Crime Commissioner
PDA	Pre-Determined Attendance
PFCC	Police, Fire & Crime Commissioner
RBIP	Risk Based Inspection Program
RTC	Road Traffic Collision's
SSRI	Site Specific Risk Information
TRM	Targeted Risk Management
What3words	The system encodes geographic coordinates into three permanently fixed dictionary word

NORTHAMPTONSHIRE
FIRE & RESCUE SERVICE
Making Northamptonshire Safer