NORTHAMPTONSHIRE FIRE AND RESCUE SERVICE

IRMP 2019-2022

Background Risk Document

This document provides the background risk and performance information to underpin the IRMP 2019-2022 strategic objectives, actions and performance measures.

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Making Northamptonshire Safer

Introduction

We have a clear vision; Making Northamptonshire Safer. In order to make the County safer, we first need to understand the risk. This document outlines the information and varying factors which influence our current understanding of risk in Northamptonshire. This understanding is compiled from a combination of data sets, professional judgement and external influence in order to paint a picture of who or what is at risk. These risks are not static and our demand can alter in line with changes in the community.

What presents as a risk for us is largely driven by our statutory duty and what incidents are within our remit but is also driven by ensuring that we look after our staff and as a public sector organisation we do the best we can with the resources and budget that we have. To reflect this, we have three strategic objectives detailed below. These also link into the Home Office inspection pillars of effectiveness, people and efficiency.

- Keeping our communities Safe and Well
- Keeping our staff safe and well
- Making the best use of resources

This report and the Integrated Risk Management Plan (IRMP) itself are structured around these key strategic objectives.

Scope

This risk document provides an up to date analysis of foreseeable risk factors for Northamptonshire Fire and Rescue Service (NFRS) and understanding that risk within the county. It will take into account several key documents in the process of being written. These include:

- Fire and Rescue Services Act 2004
- National Framework for England 2018
- Fire and Rescue Plan
- Civil Contingencies Act 2004
- The Fire and Rescue Services (Emergencies) (England) Order 2007
- The Regulatory Reform (Fire Safety) Order 2005.

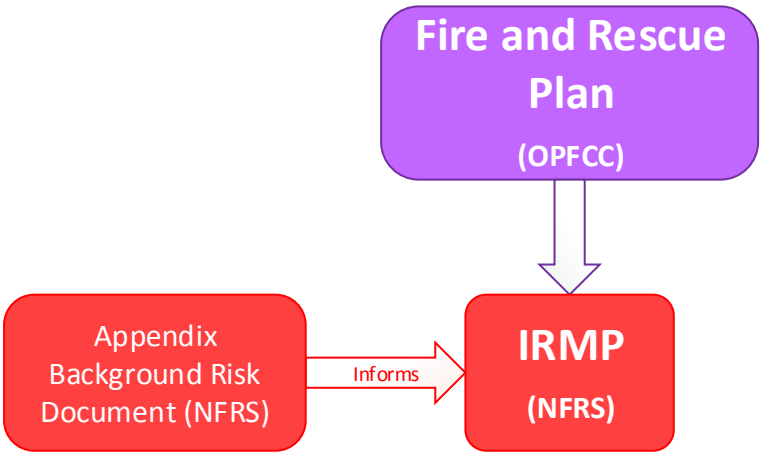
Hierarchically, the IRMP sits underneath the Fire and Rescue Plan. This risk background document informs the IRMP. The planning and strategy will sit within the

Fire and Rescue Plan and the IRMP. This document does not provide a summary of risk within Northamptonshire, but rather goes into detail about all aspects.

Fire and Rescue Plan

The Police & Crime Commissioner for Northamptonshire (Stephen Mold) has taken responsibility as the Fire Authority and is now the Police, Fire & Crime Commissioner (PFCC). The PFCC is required to produce a strategic Fire and Rescue Plan within the first financial year after they are elected which sets the strategic direction for policing and fire in their area. The PFCC have decided to create two separate documents, a Police and Crime Plan and a Fire and Rescue Plan rather than combine the two.

The new Fire and Rescue Plan should inform the IRMP which in turn will outline how the PFCCs priorities will be met. Due to the change in governance the IRMP has been refreshed in order to reflect the change of context.



Aim

We have set out our strategic vision of Making Northamptonshire Safer and by working together with partner agencies we aim to save lives, reduce risk and contribute to the health and wellbeing of the communities in Northamptonshire.

This document presents a comprehensive understanding of the risks for NFRS and outlines the many drivers which influence this understanding. This will inform the IRMP for 2019-2022.

NFRS Strategy Map

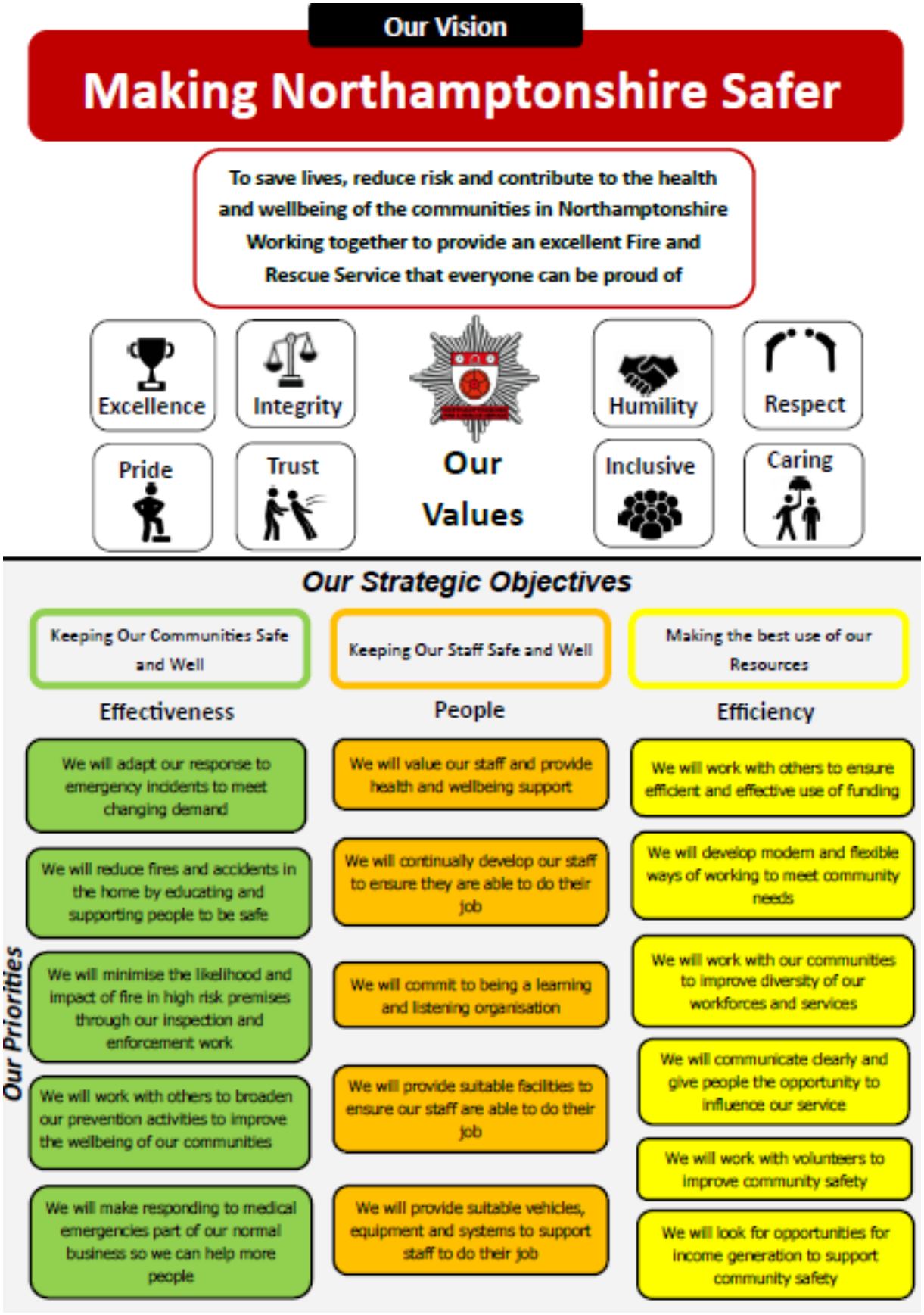


Figure 1: NFRS Strategy Map 2019-2022

Strategic Influences

Legislative requirement

The Fire and Rescue Services Act 2004

The Fire and Rescue Services Act 2004 received Royal Assent in July 2004, replacing the Fire Services Act 1947, which has been repealed. This act identifies the functions of the Fire and Rescue Authority, which in Northamptonshire is the Office of the Police, Fire and Crime Commissioner (OPFCC).

The Fire and Rescue Authority's core duties include:

1. The requirement of promoting fire safety in its area which includes the provision of information, publicity and encouragement in respect of the steps to be taken to prevent fires and death or injury by fire.
2. A provision for extinguishing fires and protecting life and property in the event of fires in its area.
3. Securing the provision of the personnel, services and equipment necessary to meet all normal requirements, training for all personnel, dealing with calls for help and summoning personnel and making arrangements to ensure that reasonable steps are taken to prevent or limit damage to property resulting from the actions listed in this section.
4. A provision for the purposes of rescuing people and, where reasonable, protecting them from harm in the event of road traffic collisions in its area.
5. In addition to the above the Secretary of State may confer functions relating to emergencies, other than fires and road traffic collisions, which may also be discharged outside of the Authority's area. Authorities have a duty on them to respond to particular types of emergency, such as flooding and terrorist incidents. An emergency is defined as an event or situation that causes or is likely to cause one or more individuals to die, be seriously injured or become seriously ill and/or serious harm to the environment.
6. The Authority may also provide other services utilising its personnel and equipment that it considers appropriate and this may also include operating beyond the Authority's area.

The Act also introduces the Fire and Rescue National Framework, in which the requirement for the IRMP is detailed.

Fire and Rescue National Framework for England

The revised National Framework was published on 8 May 2018 and acknowledged that whilst fire safety has improved, the Grenfell tragedy serves as a reminder not to become complacent. There was also acknowledgement of the fact that fire and rescue services are attending an increasing amount of non-fire incidents.

The framework provides an overall strategic direction to fire and rescue authorities and provides direction for Fire Authorities on matters which include delivery of services, development of staff and regional working.

The National Framework lays out the responsibilities of the fire and rescue services. All foreseeable fire and rescue related risks that could affect our community must be assessed; provision must be put in place to prevent and mitigate these risks. The promotion of fire safety, including prevention, is essential and it is expected that those at highest risk are targeted. The Fire and Rescue Service must also work closely with other organisations in the voluntary and public sector, as well as the police and ambulance services. There must be provision in place to respond to incidents such as fire, road traffic collisions and other emergencies. Business continuity arrangements should be in place.

The National Framework requires an IRMP to be produced by each Fire Service. It must reflect up to date risk analyses, demonstrate how prevention, protection and response activities will be used, outline required service delivery outcomes and set out management strategy and risk-based programme. It must cover a three-year time span, reflect effective consultation and be easily accessible and publically available.

The National Framework also noted that in the case where the Fire Authority is the PFCC, a fire and rescue plan must also be produced. It is expected that this is produced shortly after the PFCC takes office. It should set out the fire and rescue authority's strategic vision, priorities and objectives for their fire and rescue service over the period of the document.

Civil Contingencies Act 2004

The Civil Contingencies Act establishes a coherent framework for emergency planning and response ranging from local to national level. The act is separated into two substantive sections: local arrangements for civil protection and emergency power. A clear set of roles and responsibilities for those involved in emergency preparation and response at local level, in this case, NFRS, are established in the act. The act establishes a comprehensive framework for different types of emergencies and places a legal obligation upon the emergency services and local authorities to assess the risk of, plan, and exercise for emergencies. Different

emergency services are also legally obligated to co-operate and share information as well as non-emergency services like utility companies or transport providers. 'Blue-light' emergency services, including the Fire Service, are known as Category One responders. These are known as the core responders. Category Two responders mostly comprise of private sector bodies that co-operate and share information with Category One responders. They mostly tend to comprise of utility companies and transport organisations. The act broadens the number of local bodies who have duties in the event of an emergency.

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

The Fire and Rescue Services (Emergencies) (England) Order came into force on 6 April 2007 and states that Fire and Rescue Authorities must make provision for the purposes of:

1. Removing chemical, biological or radio-active contaminants from people in the event of an emergency;
2. Rescuing people who may be trapped and protecting them from serious harm;
3. Responding to emergencies outside of the fire and rescue authorities' area.

The Regulatory Reform (Fire Safety Order) 2005

The Regulatory Reform (Fire Safety Order) 2005 obligates Fire and Rescue Authorities as well as other bodies to enforce fire safety in non-domestic premises. This is a statutory instrument that places responsibilities on individuals within F&RS to carry out risk assessments that will identify, manage and reduce the risk of fire and sets out the principles of better regulation.

NFRS has a clear vision to make Northamptonshire safer and in support of this vision the Fire Protection department contribute proactively with their work by reducing the impact of fire in commercial premises and targeting areas that have the greatest risk to life and property.

The Fire Protection department targets its activities using a risk based approach to regulation of premises; this is detailed further in the Protection section of this document. The department uses its legal powers to inspect, advise and where necessary carry out enforcement actions to ensure compliance and the safety of persons from fire in non-domestic properties.

Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)

In 2018, we were independently inspected by HMICFRS. The inspection framework is structured around an assessment of our effectiveness, efficiency and how we look after our people. The report regarding the outcomes of the inspection will be published in June 2019.

National Resilience (NR)

The Government retains responsibility for the provision of national resilience assets and capabilities managed and delivered through fire and rescue services. This responsibility extends to undertaking the National Risk Assessment which informs the requirements for fire and rescue national resilience capabilities. In meeting this responsibility, the Government has committed significant financial resource to build national resilience capabilities and to support their on-going maintenance.

The Government relies on the strategic leadership role of the National Fire Chiefs Council (NFCC) to maintain fire and rescue national resilience capabilities in a high state of operational readiness through a comprehensive assurance regime delivered through lead authority arrangements.

Fire and rescue authorities must work with the lead authority to support the national resilience assurance processes in order to ensure capabilities are maintained at a high state of operational readiness. This includes co-operation of fire and rescue authorities, as necessary, on devolved training and, where applicable, on the long-term capability management arrangements.

Fire and rescue services, through the NFCC's representation on the Strategic Resilience Board, must also work with Government to identify and address any national resilience capability gaps identified through on-going analysis of the National Risk Assessment.

NFRS have developed and maintained a number of specialist operational response capabilities to support local and national deployments at incidents involving wide area flooding and spate conditions. NFRS support the National Resilience Program by maintaining this capability for national deployment via National Resilience fire control room who monitors the availability of strategically located assets within the county on a daily basis supplied by NFRS fire control room.

To facilitate the availability of these assets there are a number of competency frameworks for training, asset maintenance, mobilising rules and business continuity plans to support national deployments requests whilst maintaining suitable crew

arrangements within service. One other important aspect of risk is having the ability to provide risk information to our Incident Commanders (ICs) on the incident ground, to assist them in their risk critical decision making. NFRS have a risk intelligence process in place to ensure that the county's major risks are inspected and appropriate risk information is collected. This information is then formatted and made available to ICs via Mobile Data Terminals (MDTs) on fire appliances.

National Resilience Assets

Northamptonshire host a number of NR assets and capabilities including a High Volume Pump and Mass Decontamination Unit. In addition, NFRS host specialist officers trained in Detection Identification and Monitoring (DIM) and also trained Chemical Biological Radiological and Nuclear (CBRN) advisors. In addition, NFRS also maintain specialist water capabilities including Swift Water Rescue Teams, Boat Teams and Officers trained as Flood Managers. Northamptonshire's Fire Control update the National Resilience (NR) Electronic Support System (ESS) daily and 0700hrs with the availability of NR assets held.

For mutual aid support requested via (NR), a request is received from National Resilience Fire Control (NRFC) for either the High Volume Pump or the Mass Decontamination Unit; this request will then be passed onto the Officer of the Day (OOD) for actioning the request will then get escalated to Duty Gold for approval.

Risk Registers

Risk Registers are used to identify risks, consider the impact and plan to mitigate this. In addition to consideration of our own risk registers as part of IRMP, we also consider this information from national, regional and local risk registers.

The National Risk Register of Civil Emergencies provides an overview of the key risks that have the potential to cause significant disruption in the UK in the next five years. These registers cover risks such as natural hazards, major accidents and societal risks. The 2017 edition of this document can be found here: UK National Risk Register 2017 As well as explaining the types of emergencies that might occur it outlines what the Government and partners are doing to mitigate them.

As a County, Northamptonshire also has its own Community Risk Register (CRR). The CRR is prepared by the Local Resilience Forum (LRF); a multi-agency partnership. NFRS is represented at the LRF, alongside various other local public services. The LRF aim to plan and prepare for local incidents and major emergencies, and work to identify potential risks and produce emergency plans to either respond, prevent or mitigate the impact of the incident on the local community.

The 2017 Community Risk Register can be found here: Community Risk Register

In order to respond to the risks identified in the risk registers we maintain a range of specialist capabilities. We also maintain a comprehensive suite of documents covering operational doctrine, including Tactical Response Plans which outline how we would deal with these incidents and so ensure our preparedness.

Financial context

As a public sector organisation we, along with all FRSs nationally, seen significant budget reductions throughout the austerity period. This has been a significant challenge and impacted on our medium to long term planning. Further financial uncertainty has also been an issue as a result of the financial situation within Northamptonshire County Council (the previous Fire Authority). This culminated in a Government led 'Best Value' Inspection in addition to the issuing of two Section 114 notices in the financial years 2017/18 and 2018/19.

Through changes to the organisation and to the way we deliver services we have met budget reductions of around £4.6million (2011-2018) by making the best use of emerging technologies and equipment as well as adapting our service delivery to respond to the challenging financial environment. Staffing costs account for over 80% of our operating budget, the vast majority of this is spent on front line service delivery staff. Most of the remaining budget relates to fixed costs, making it very difficult to reduce costs without impacting services. We have reduced staff numbers with reductions of 30% in NCC local posts, 30% of Officer posts, 30% of Principle Officer posts and 10% of Firefighter posts. This along with reductions in centrally provided services has significantly affected our corporate capacity as well as impacting on prevention and protection activities.

In January 2019 we ceased to be part of NCC and transferred governance to the OPFCC, as such £22.6M transferred across to the OPFCC as part of the transfer agreement.

However, due to the financial situation within NCC it was agreed that no reserves would transfer as part of the Governance change. Reserves exist so that an organisation can invest in service transformation for the future or else allow them to respond to unexpected events or emerging needs. It is therefore a priority for us to now establish our own reserves which will take several years to build to an appropriate level in order to offer adequate resilience. In addition to building a reserves strategy the new Fire Authority will also look to deal with the issue of how to fund NFRS's extensive capital programme which was largely unfunded by the County Council.

The PFCC is responsible for agreeing the budget for NFRS and overseeing how this budget is spent. As well as receiving funding from Government grants, the PFCC is also responsible for setting the amount of money you will pay for fire and rescue – known as the fire precept – as part of the annual council tax bill. Following public consultation in late 2018, the precept amount will be considered by the Police, Fire and Crime Panel on 05 February 2019.

Taking into account the issues highlighted above the OPFCC together with NFRS will produce a medium term financial plan that aims to ensure the service is adequately funded both in terms of revenue and capital in order to perform its statutory duties.

Local Authority Context

Following the Home Office best value inspection of the Council in early 2018, it was proposed that NCC and the seven district and borough councils would be replaced with two unitary authorities: North Northamptonshire and West Northamptonshire. This proposal was agreed and draft legislation is due to be presented to the House of Commons in early 2019, with shadow authorises forming from April 2019. Elections are likely to take place in 2020.

This fundamental change in the structure of local authorities in Northamptonshire will alter decision making in the county and redefine how different agencies work together. It presents a landscape change across public sector organisations in the County and will impact on the detail of our work:

People: We have built working relationships and single points of contact across all the district and borough councils. As a result there are a number of individuals who have a clear understanding of our role, and processes. These individuals might not remain in their current posts and there is a risk that their corporate knowledge about specific areas of the county will be lost and that decision makers will alter.

Risk: How will risk be rationalised across the county, currently this happens in segments (districts and boroughs). As this alters, how will these pockets of knowledge disperse? Similarly, disparities may emerge as areas that are currently county wide are split in two.

Process: Information sharing and local working agreements will become void, and will need to be re-drafted accordingly.

We will understand more about the impact of this change as the detail emerges. Internally, we are pro-active about maintaining our points of contact and assisting councils locally as they start to rationalise processes.

County Risk Profile

Overview of the county

The County of Northamptonshire

Northamptonshire has a land area of 2,364 square kilometres and is surrounded by 7 counties, Leicestershire, Warwickshire, Lincolnshire, Cambridgeshire, Bedfordshire, Buckinghamshire and Oxfordshire. The population of Northamptonshire is currently 741,200 (mid-2017, Office for National Statistics (ONS)) and has 21,086 non-domestic properties (2017 Chartered Institute of Public Finance and Accountancy (CIPFA)) and 318,319 Dwellings (2017, CIPFA).

Population

The average age within Northamptonshire is 39.9 and since 2011 the population has increased by 7.1% compared to 4.9% of the national population growth rate. The proportion of residents 75 years and over has grown from 6.9% in 2011 to 53,729 (7.3%) in 2016. Corby is the fastest growing town within the county, seeing an increase in population of 16.7% over the past 13 years*. (Northamptonshire Analysis).

It is estimated that the county has had above (national) average population growth in recent decades. In the last 30 years the population of Northamptonshire has increased by just over 30% compared to a 16.8% England average. (https://www.northamptonshireanalysis.co.uk/jsna/Demographyjsna)

Continued growth in dependent groups are expected, with the greatest proportional increase in those aged 70+ (43.1% increase or 35,000 people) between 2014 and 2024 as a result of the general ageing of the population and differences in birth rates between the two cohorts.

Health and social care providers have experienced an increase in demand in services as a result of a growing and ageing population. As the population is ageing, there will be more people with long-term conditions who require medical support.

Percentage of population over 80

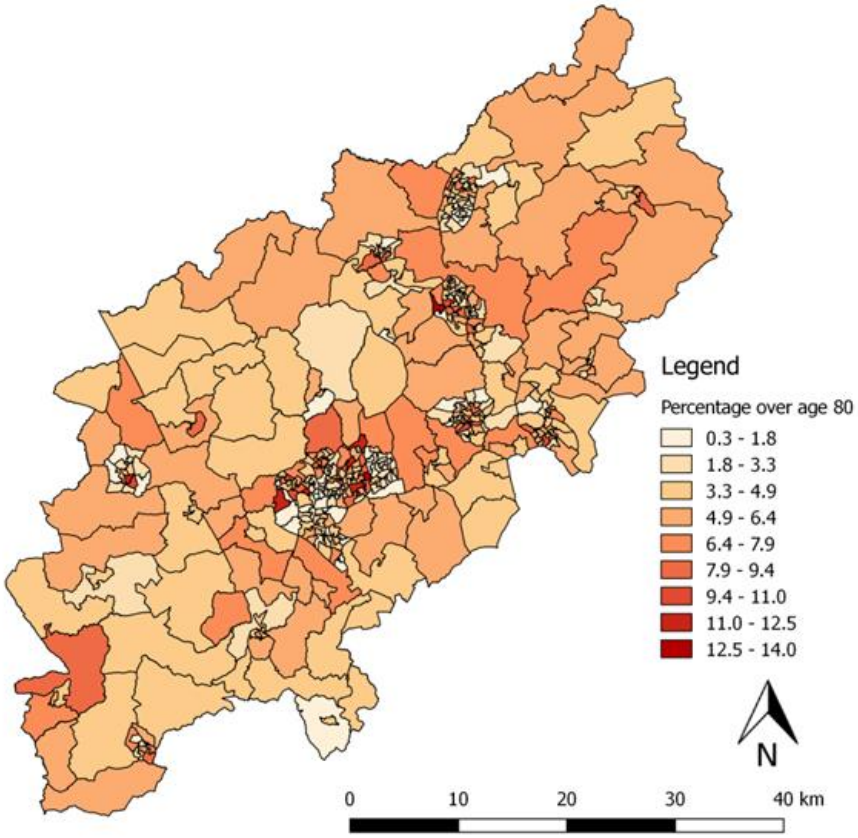


Figure 2 - Map Percentage of population over 80

Source: Office of National Statistics – Census 2011

Infrastructure

The largest proportion of dwellings is located within six major towns: Corby, Daventry, Kettering, Northampton, Rushden and Wellingborough.

According to the Business Intelligence and Performance Improvement unit of NCC it is projected that by 2024 the population of Northamptonshire will have grown by approximately 9% to 778,600 people; faster than the projected 7.5% increase for England.

Corby is projected to experience the greatest percentage increase in the county over the next 10 years and will have the 5th fastest population growth in the country at 16.7% (11,000 people); the fastest outside of London. (2017 Equality Information Report - Northamptonshire Healthcare NHS).

To cope with the increasing population the number of new dwellings within Northamptonshire is set to increase in the near future. In 2011 it was estimated that as many as 80,000 additional dwellings would be built in Northamptonshire during

the next 20 years (West Northamptonshire Joint Core Strategy and North Northamptonshire Joint Core Strategy).

Road

Northamptonshire has a network of major roads running through the county. There are a total of 4521km of roads. This includes 224km of major roads including the A5, A14, A43, A45 and the M1. The County's geographic position, near the UK's main motorways and close to the Daventry rail freight depot is a key attraction as part of the UK's distribution infrastructure; with a number of purpose built logistics centres and companies.

Northamptonshire is a Significantly Rural county, this is a Department for Environment, Food and Rural Affairs (DEFRA) designation for counties that have less than 74% of their area being 'urban' and 26% or more of their area being 'rural'. Northamptonshire therefore has a wide network of narrow country roads.

The increase in volume of traffic on both major and minor roads presents as an increased risk to NFRS. More vehicles increase the likelihood of a Road Traffic Collision (RTC). This is further compacted by local decisions taken to make cuts to priority gritting in winter and reduction in road maintenance.

Rail

Northamptonshire is crossed by a number of rail lines; this includes three rail networks which go through the county, one of which is a major Birmingham to London line. There is considerable investment in this mode of transport. Network Rail have started a project investing £1billion to upgrade the Midland Main Line, which will see additional line constructed between Bedford and Kettering as well as the electrification of the line to Corby.

Following consultation in late 2018, permission has been granted for a major Strategic Rail Freight Interchange which will sit immediately adjacent to junction 15 of the M1. Northampton Gateway will be similar in size to Daventry International Rail Freight Terminal (DIRFT) Central at 5.0m sq. ft.

http://www.roxhill.co.uk/portfolio/northampton-gateway-j15/masterplan-2/

Any increase in rail travel will naturally present a small increase in the likelihood of an accident on the railway and its part of our statutory role to respond to any such emergency and to be appropriately prepared for this.

Water

Open water presents a risk of drowning, and the long, hot summer of 2018 impacted as people are more likely to consider swimming. The major waterways crossing the county are the river Nene, Great Ouse and the Grand Union canal, which includes the mile long Blisworth tunnel. The Grand Union Canal is a popular leisure facility for canal boat cruises and there are a number of marinas along its length. The canal is used by local residents and also by boats passing through the county on their journey to or from London. There are a number of large reservoirs (Hollowell, Pitsford, Sywell) and Stanwick Lakes in the area.

Overview of Risks

In the following sections there is information provided on our risks and performance data. Where it is appropriate and the information is available we carry out comparisons with national statistics.

Due to the varying size and demands of fire and rescue services it wouldn't be appropriate to compare NFRS against a metropolitan service like London for example. To facilitate fair comparisons 'Family Groups' (FG) have been set up which take into account varying factors including the size and demand of a service. This also encourages similar sized F&RS to share best practice and work collaboratively.

NFRS are part of Family Group 2 (FG2). The group consists of 12 F&RS which can be noted in the following illustrations within this section.

Life Risks

In this section, we consider the risk to life; the casualties and fatalities in three main areas of our role. Fire, Road Traffic Collision's (RTC's) and other rescues which we consider under the category of Special Services. There has been a sector wide reduction in fires since 2004; as a result there are a smaller number of fatalities. We therefore, look towards national data sets for insight and to determine who might be at risk, where and why.

Fire

There are not many fire fatalities in Northamptonshire. Nationally, 334 were recorded across England in 2017/18. Four of these were in Northamptonshire. Two of these were dwelling fires, one was another building fire and the other was outdoors. The vast majority of fire fatalities recorded were dwelling fires, 263 out of 334 recorded.

Fire Fatalities

	National	Northamptonshire
2013/14	276	0
2014/15	263	3
2015/16	303	1
2016/17	263	5
2017/18	334*	4

Figure 3 - Table Fire Fatalities

Source: Fire Statistics Data Tables, https://www.gov.uk/government/statistical-data-sets/fire-statistics-data-tables#fatalities-and-casualties

*This figure includes the victims of Grenfell Tower in June 2017

Generally, the majority of fatalities which are due to fire incidents happen in their homes; dwelling fires as detailed in national chart below and echoed in the data for NFRS over the last 8 years: with 18 out of the total 30 fatalities in the home (dwelling).

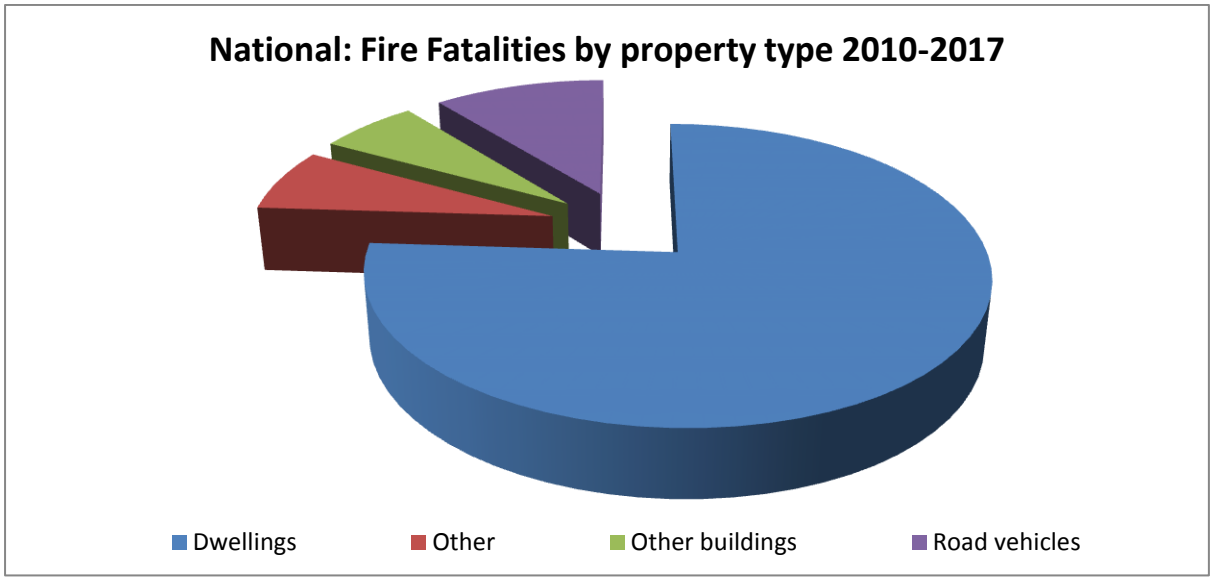


Figure 4 - National: Fire Fatalities by property type 2010-2017

Source: Fire Statistics Monitor, Fire Related Fatalities Data Set. 2010/11 to 2016/17

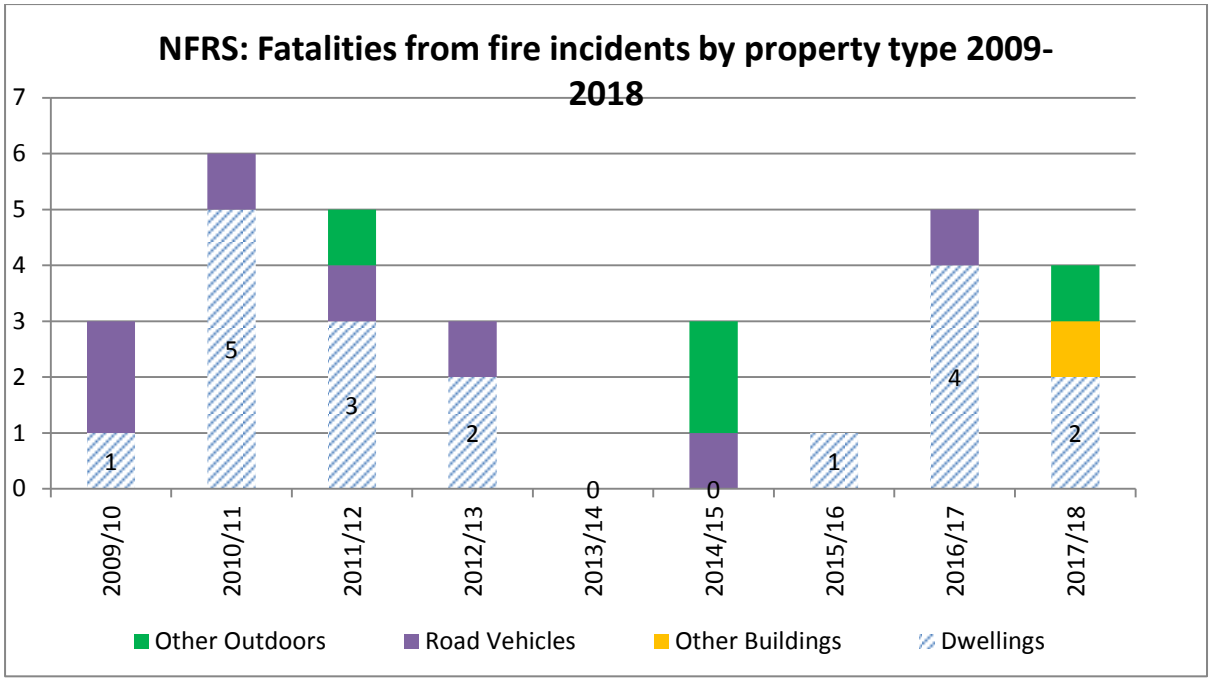


Figure 5 - NFRS: Fatalities from fire incidents by property type 2009-2018

The two graphs above tell us that the proportion of fatalities and where these occur nationally and in Northamptonshire is similar. In the graph below, we look at the same trend over the last 8 years and compare this to the average within our family group (other FRS deemed to be of a similar size). There is no distinguishable trend in either the number of fatalities over this time period, or of how we compare to this (i.e. neither consistently above nor below).

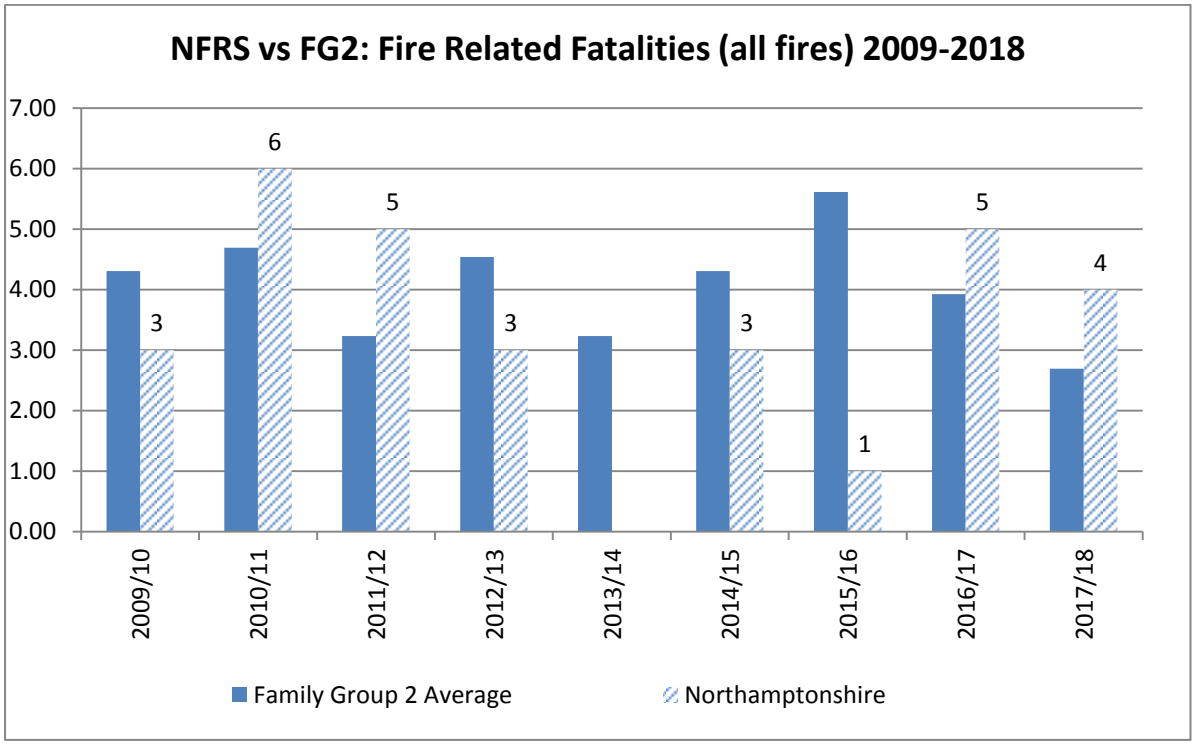


Figure 6 - NFRS vs FG2: Fire related fatalities (all fires) 2009-2018

Dwelling Fires

Focussing on this risk in the home (dwelling) and considering the time period from 2009 to 2018. Generally, the number of incidents has fluctuated with our lowest number of incidents in 2011/12 (371), with data from our most previous years indicating an upward trend. We will closely monitor this trend and do more to try to understand areas within it which we might influence through our prevention work.

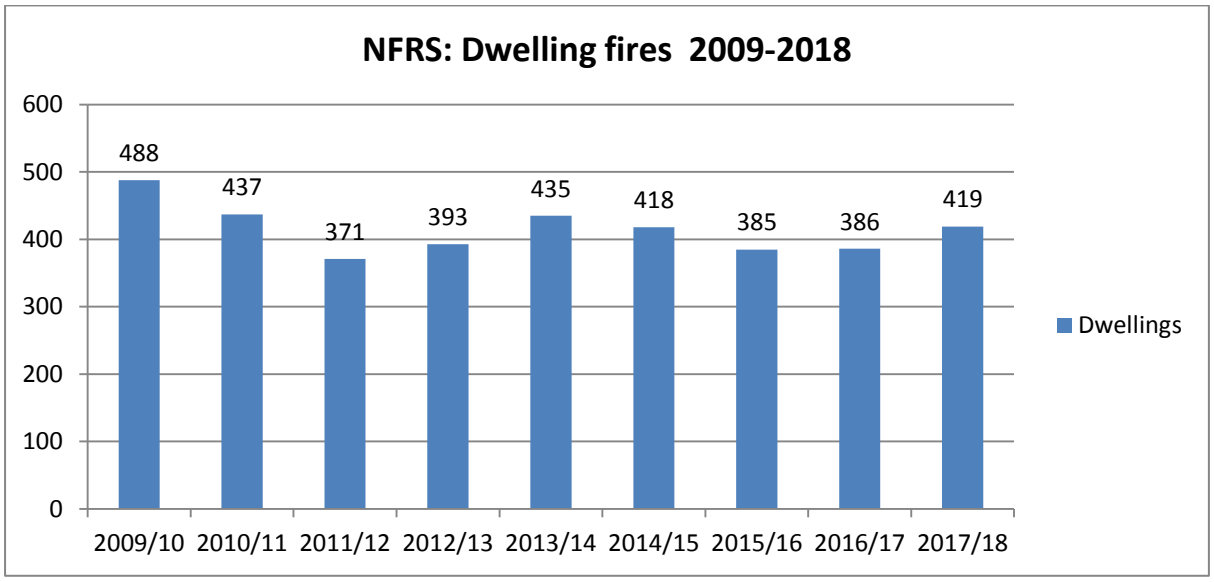


Figure 7 - NFRS: Dwelling fires 2009-2018

There are many number of reasons why fires occur and there is no direct correlation between the number of fires in dwelling fires and the number of fatalities or injuries. We had the highest number of dwelling fires in 2009/10 and yet had one of our lowest number of fatalities (1) and the lowest number of injuries (21), over the same time period.

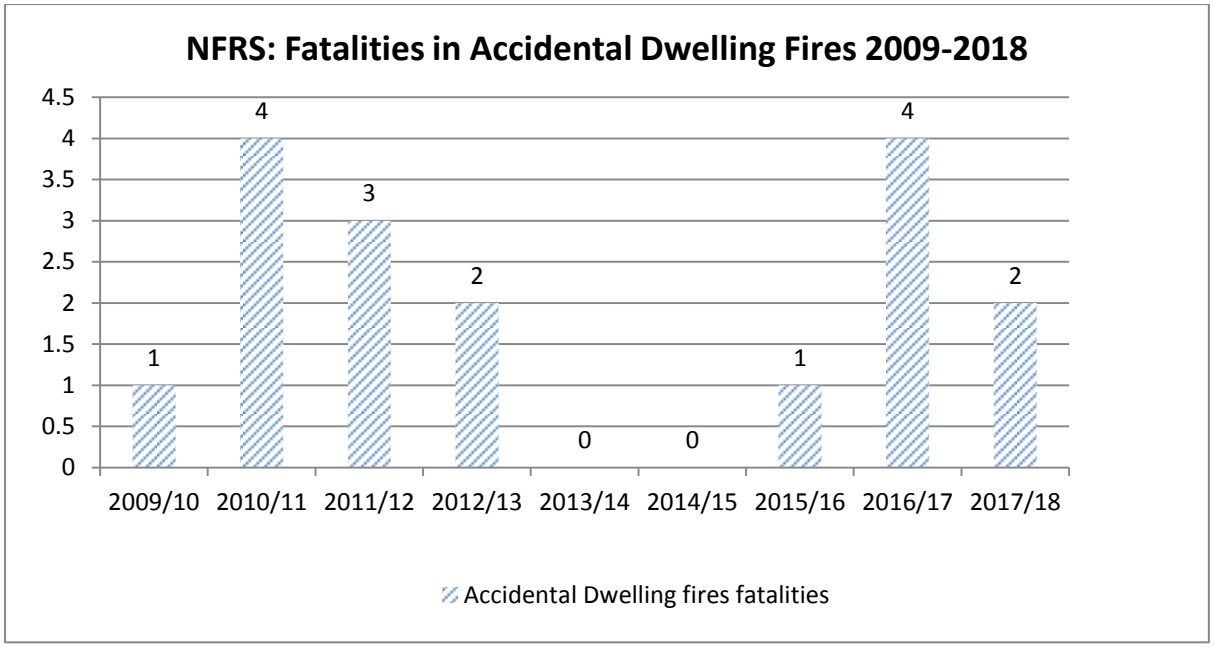


Figure 8 - NFRS: Fatalities in Accidental Dwelling Fires 2009-2018

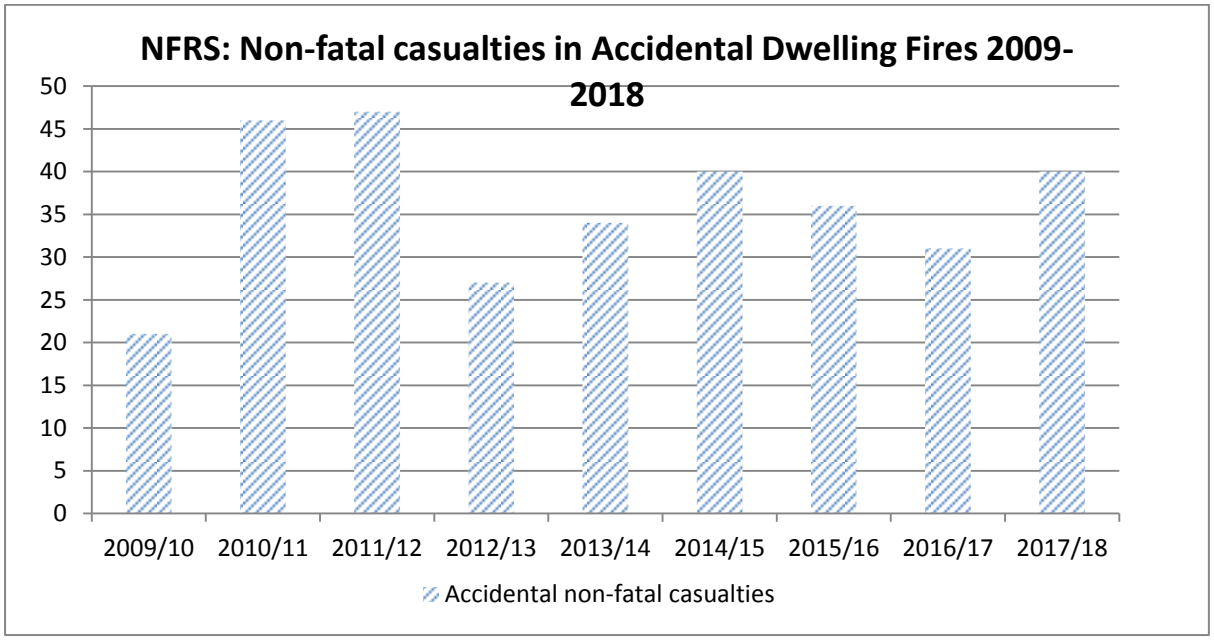


Figure 9 - NFRS: Non-fatal casualties in Accidental Dwelling Fires 2009-2018

Who is most at risk?

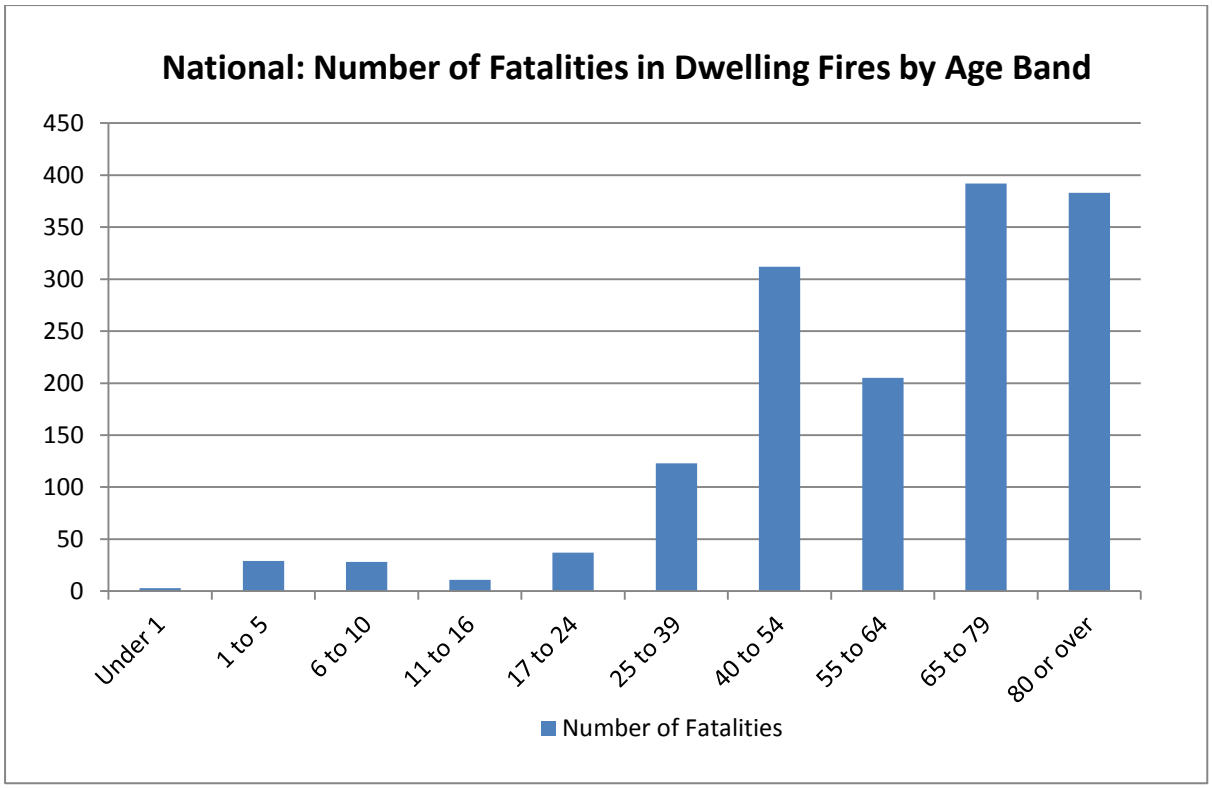


Figure 10 - National: Number of Fatalities in Dwelling Fires by Age Band

Source: Fire Statistics Monitor, Fire Related Fatalities dataset financial years 2010/11 – 2016/17

The national figures show that the highest numbers of fatalities that have in dwelling fires are for people between 65 and 79 years old, closely followed by those over 80 years old. However, the age bands in the data are not evenly spaced and also do not show the proportion of the population that each band represents. To get the relative risk for each age band the number of fatalities for that age group is divided by the number of the population in each band.

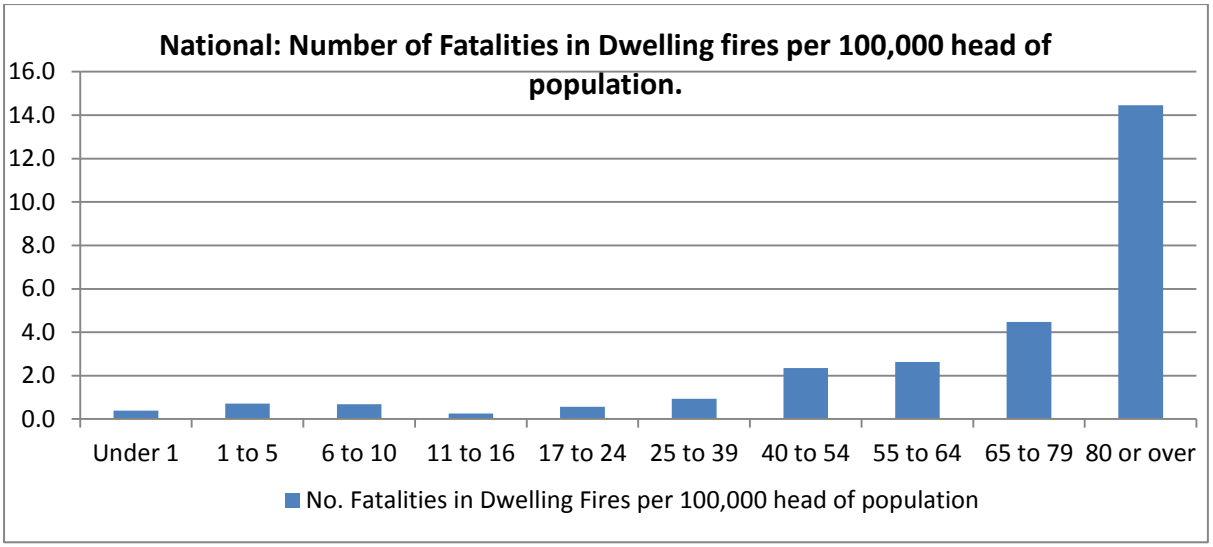


Figure 11 - National: Number of Fatalities in Dwelling fires per 100,000 head of population

Source: Fire Statistics Monitor, Fire Related Fatalities dataset financial years 2010/11 – 2016/17

The figures for fatalities occurring in fires are only part of the picture. A serious injury is also a useful indicator of which segments of the population might be most at risk during a fire incident. The reasons why a particular age band might show highly in injuries but relatively low in fatalities might raise different questions and inform a prevention strategy.

The first graph below shows that those people between the ages of 40 and 54 have had the highest number of serious injuries, closely followed by those aged 25 to 39. When you consider this figure as a proportion of the population, (second graph), it is evident that the highest percentage of serious injuries occur within the over 80s age band, as well as the highest proportion of fatalities. This is why we consider this group to be one of our most vulnerable. However, we want to understand more about the age 40-54 age group and ensure that our prevention messages are appropriately targeted.

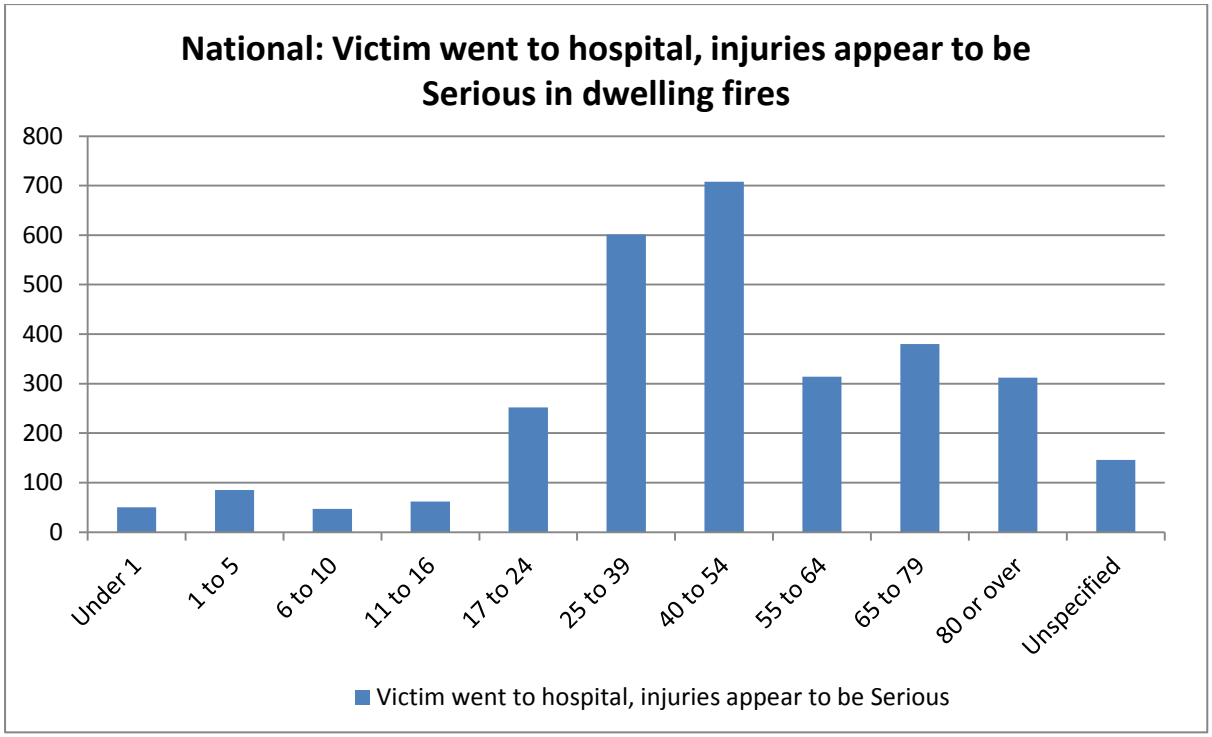


Figure 12 - National: Victim went to hospital; injuries appear to be Serious, in dwelling fires

Source: Fire Statistics Monitor, Casualties in fires dataset financial years 2010/11 – 2016/17

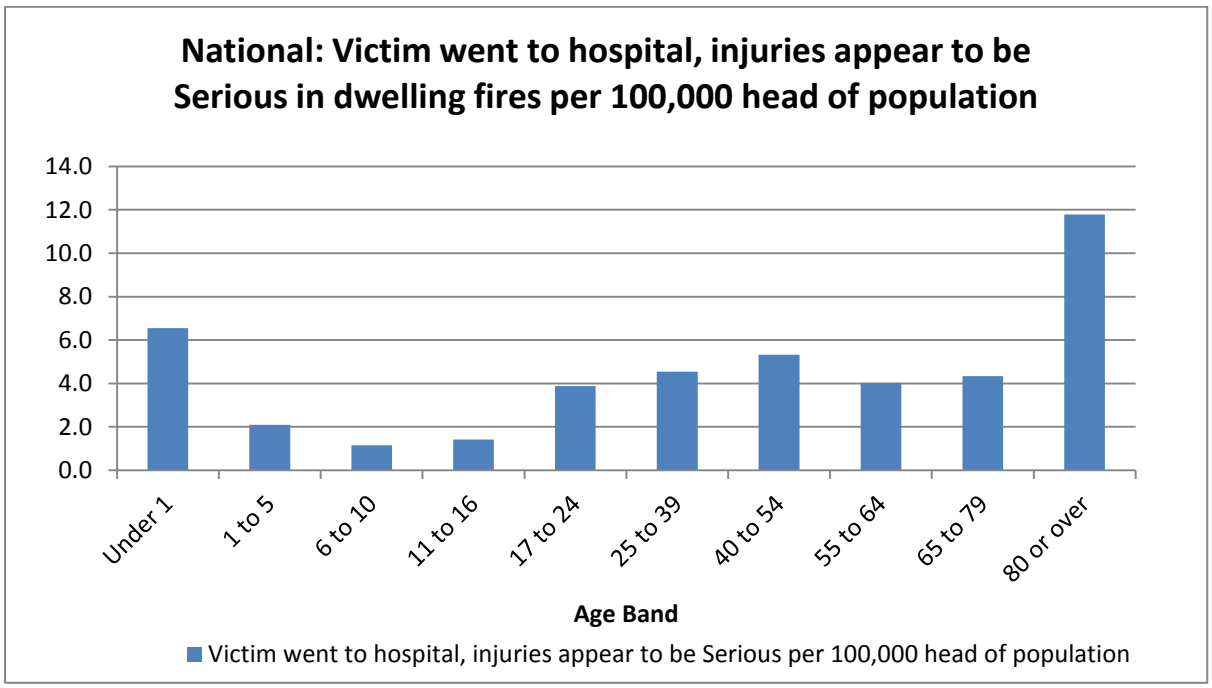


Figure 13 - National: Victim went to hospital; injuries appear to be Serious in dwelling fires per 100,000 head of population

Source: Fire Statistics Monitor, Casualties in fires dataset financial years 2010/11 – 2016/17

Why do fires occur?

The large majority (60%) of accidental dwelling fires start in the kitchen.

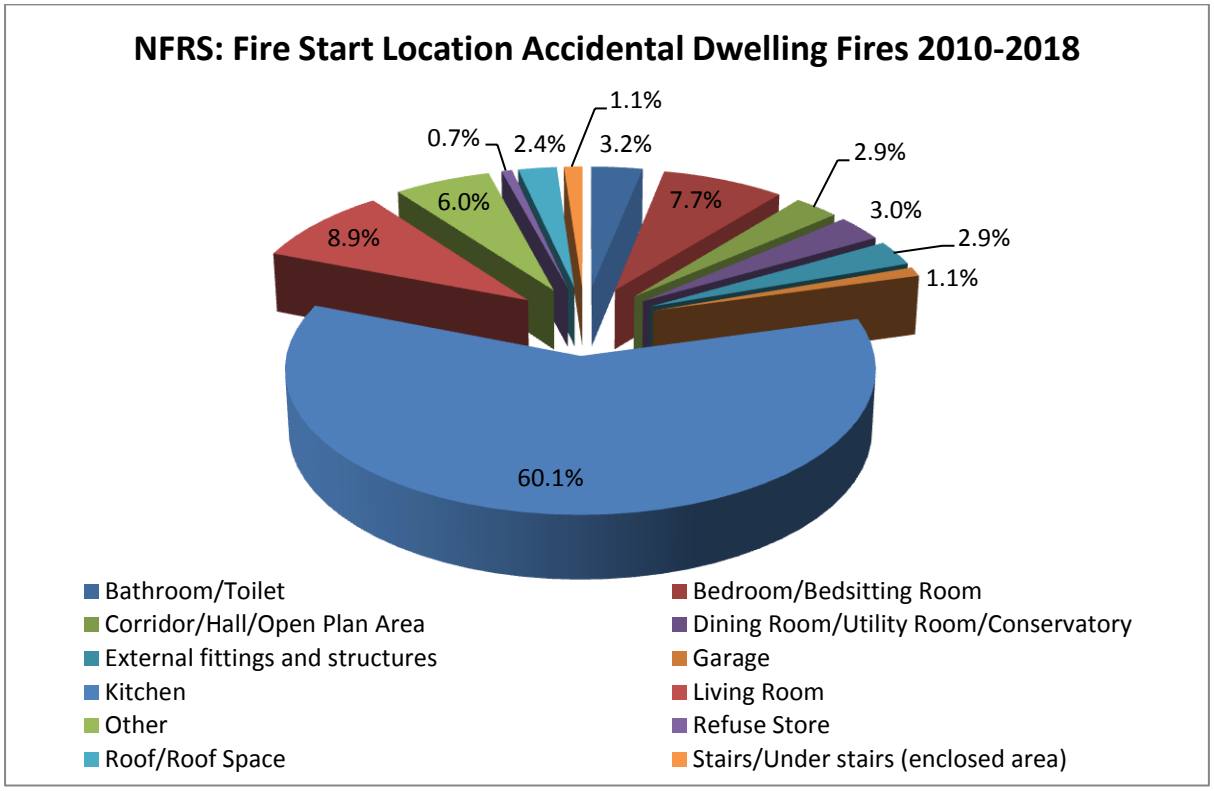


Figure 14 - NFRS: Fire Start Location Accidental Dwelling Fires 2010-2018

Source: Fire Statistics Monitor, Dwelling Fires Data Set. 2010/11 to 2017/18

Road Traffic Collisions (RTC's)

NFRS attends a range of RTCs, from minor ones where we make the vehicle safe is there is no one to extricate to serious ones where the occupant(s) of the car is (are) extricated, and so it is useful to consider the wider data about all accidents, in order to understand where and who might be most at risk. The most recent data available from the Highways Agency is from 2016. This demonstrates that the majority of incidents occur in and around our major towns in predominantly urban areas.

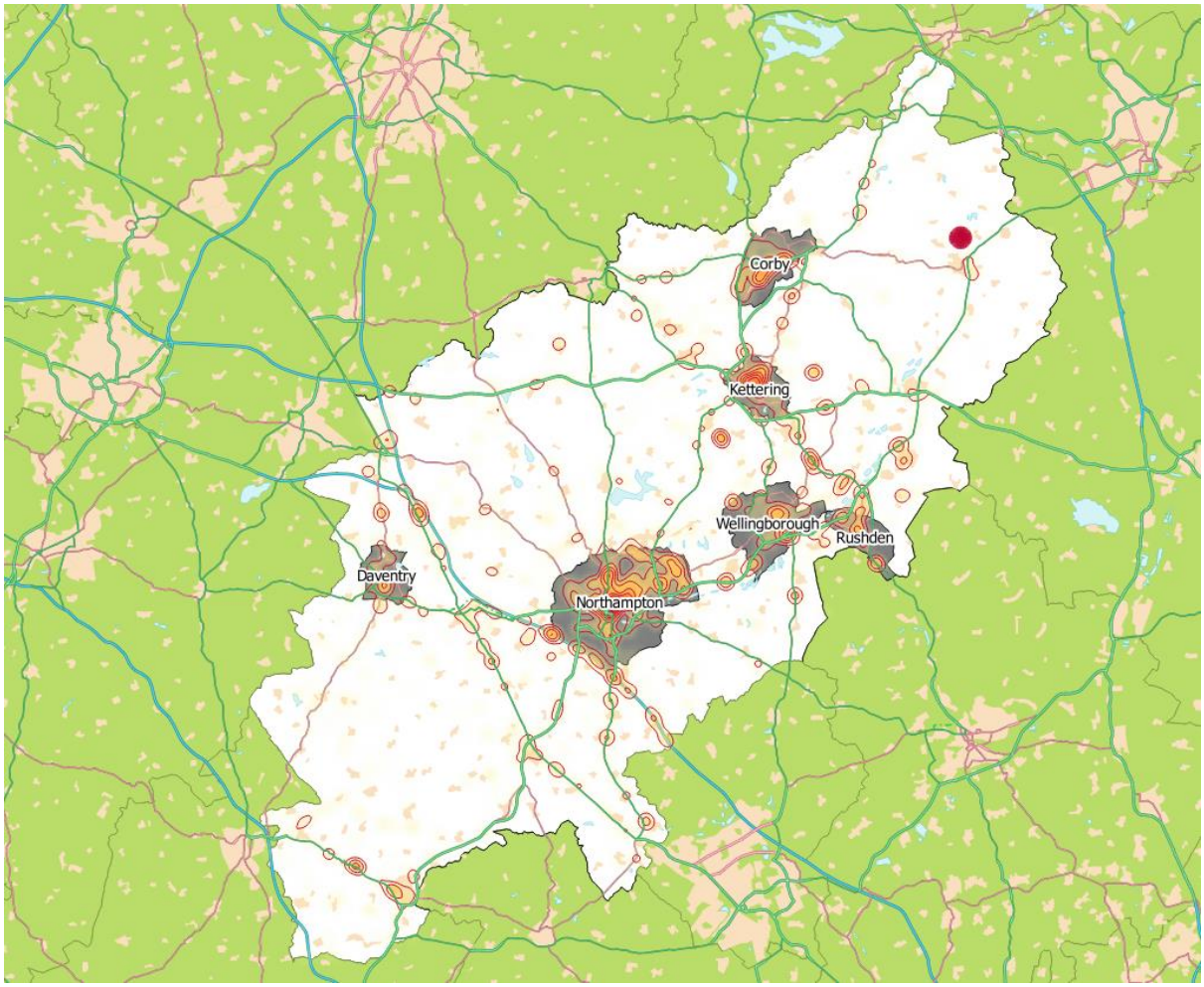


Figure 15 - RTC Serious and Fatal Accidents Heat map 2009-2016

RTC Serious and Fatal Accidents Heat map 2009-2016 – Source Highways Agency

Nationally there has been a minor reduction in RTC's since 2010 (0.7%). However, the trend is not consistent year on year and some counties show areas show significant increases. Within the family group 2 there have been increases of up to 29% and reductions of as much as 20%. Northamptonshire has experienced a 4% increase in the number of RTCs attended by the Fire and Rescue service during the same period.

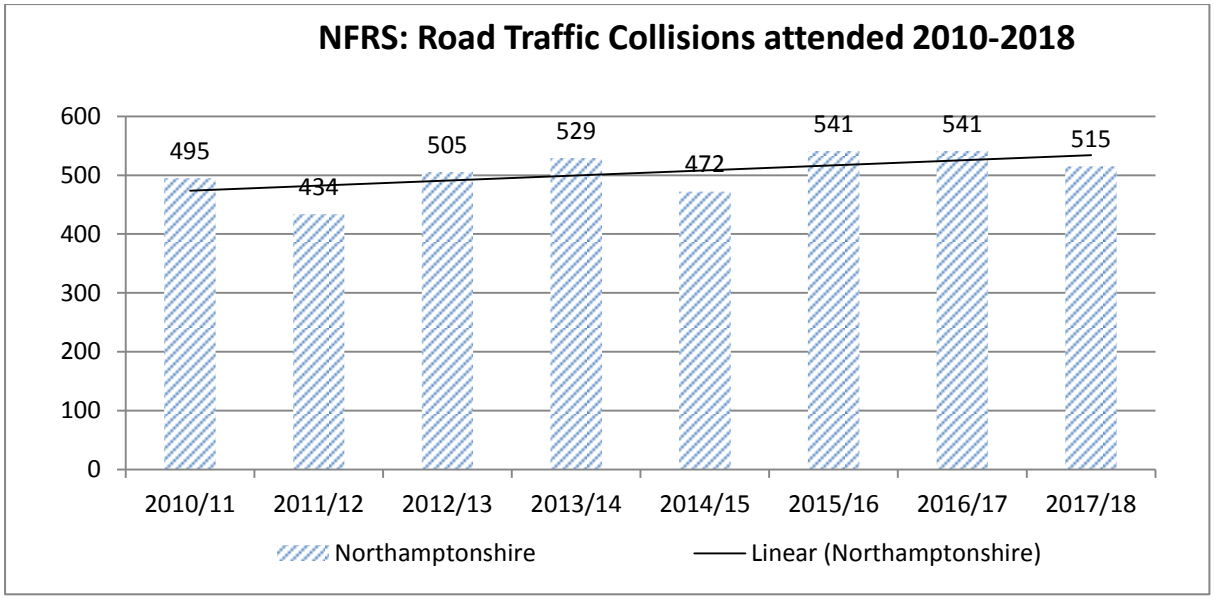


Figure 16 - NFRS: Road Traffic Collisions attended 2010-2018

Source: Fire Statistics Monitor.

Generally, the number of extrications is proportionate to the overall number of RTC's we attend.

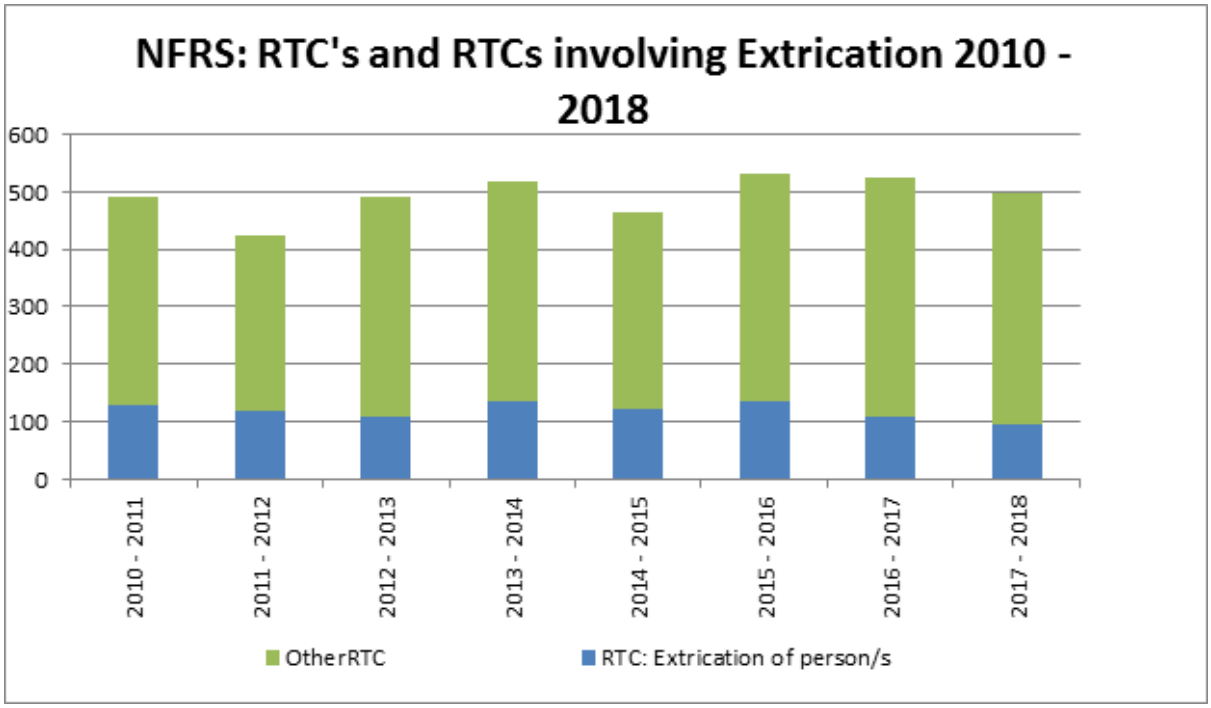


Figure 17 - NFRS: RTC's and RTC's involving Extrication 2010-2018

Special Services

Our special service incident types fall into 22 different categories and include RTCs; all types detailed in the table below. There is no distinct trend to the majority of these incidents, accidents that result in our attendance occur randomly and so is not possible to analyse when and where there might happen, in order to consider any direct prevention strategy. There has been a steady increase in our incidents assisting other agencies, tripling since 2010, and a direct result of our collaborative work with other emergency services. This is also evident as we attend more medical incidents as a co-responder with the ambulance service.

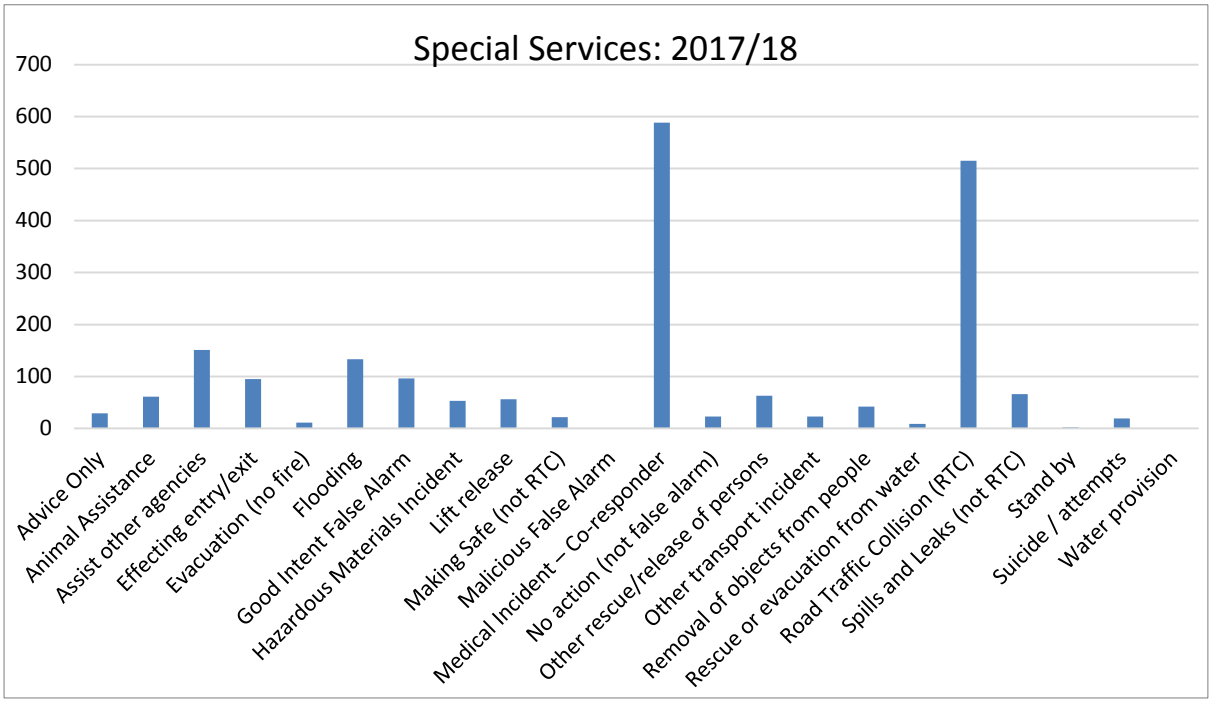


Figure 18 - Special Services 2017/18

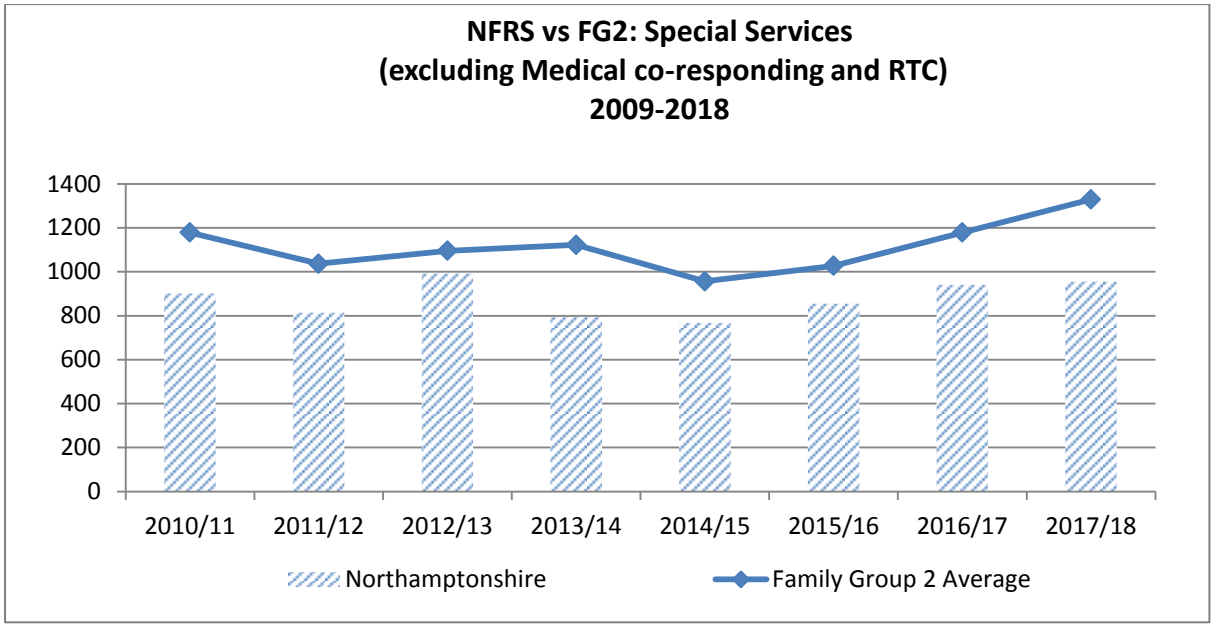


Figure 19 - NFRS vs FG2: Special Services (excl Medical Co-responding and RTC) 2009-2018

Built Environment Risks

There are 21,086 non-domestic buildings in the county and the built environment presents a myriad of risks for NFRS. The risk of fire and our role in protecting life and property, our role in rescuing people who might become trapped or to remove chemical, biological or radio-active contaminants. We have a responsibility to mitigate the risk from fire (and other emergencies), the community and the society it serves and the environment. Parallel to this is also our responsibility for the health, safety and welfare of our employees (CIPFA 2018).

The county has 5,960 properties of heritage interest, notable properties include: Althorp House, Rockingham Castle and Kelmarsh Hall (Historic England, 2016).

There are two major hospitals serving the area, Kettering general hospital and Northampton general hospital. There are a further 6 sites across the county which offer a range of services including purpose built hospitals focussing entirely on mental health and community hospitals such as Danetre in Daventry which offers a wide range of services including community beds, therapy services and mental health services.

There are major public gathering places in the county including the Saints Rugby Stadium in Northampton, Sixfields Stadium (Northampton), Northampton Cricket club and the Rushden and Diamonds football club, Wicksteed park and Billing Aquadrome Amusement park. There are also motor racing venues including Silverstone Grand Prix Circuit.

Northamptonshire has over 330 educational premises, including state financed and independent/private schools. The university in Northampton is now housed in brand new premises close to the river Nene in Northampton.
Special interest sites include 3 secure prison facilities near Daventry (HMP Rye Hill, HMP Onley and Rainsbrook Secure Training Facility). As a service we have developed Memorandum of Understandings with these sites.

There are numerous commercial premises within the county with a wide variety of complex risks, for example BP in Northampton and Scott Bader chemical factory in Wollaston that poses significant risks in an emergency situation. As part of our responsibilities, Fire and Rescue Services must have in place appropriate guidance to address the issues concerned in achieving our objectives. NFRS adopts the Provision of Operational Risk Information System (PORIS).

PORIS assesses premises against 6 risk groups, emergency responder safety, societal, community, heritage, economic and environmental. This provides a risk score which is then risk treated in the appropriate manner. Risk treatment is proportionate. Low risk premises have additional turnout information for responding crews whereas Very High Risk premises may require Multi-Agency Response Plans.

One other important aspect of risk is having the ability to provide risk information to our ICs on the incident ground, to assist them in their risk critical decision making. NFRS have a risk intelligence process in place to ensure that the county's major risks are inspected and appropriate risk information is collected. This information is then formatted and made available to ICs via MDTs on fire appliances.

Environmental Risks

Flooding

As well as the possibility of being called to a national incident of flooding, here we consider this risk in Northamptonshire.

There are 2,601 residential and 1,050 commercial properties at risk of river flooding in the county (OS, 2017; Environment Agency, 2010).

Localised flooding

Flash flooding was also experienced in Northamptonshire, most notably in Far Cotton Northampton, after heavy rainfall on Sunday 27 May. Fire crews were mobilised to attend the incidents. Residents had reported blocked drains to the county council and Anglian Water prior to the flooding. Far Cotton had previously been badly affected by flooding in Easter 1998.

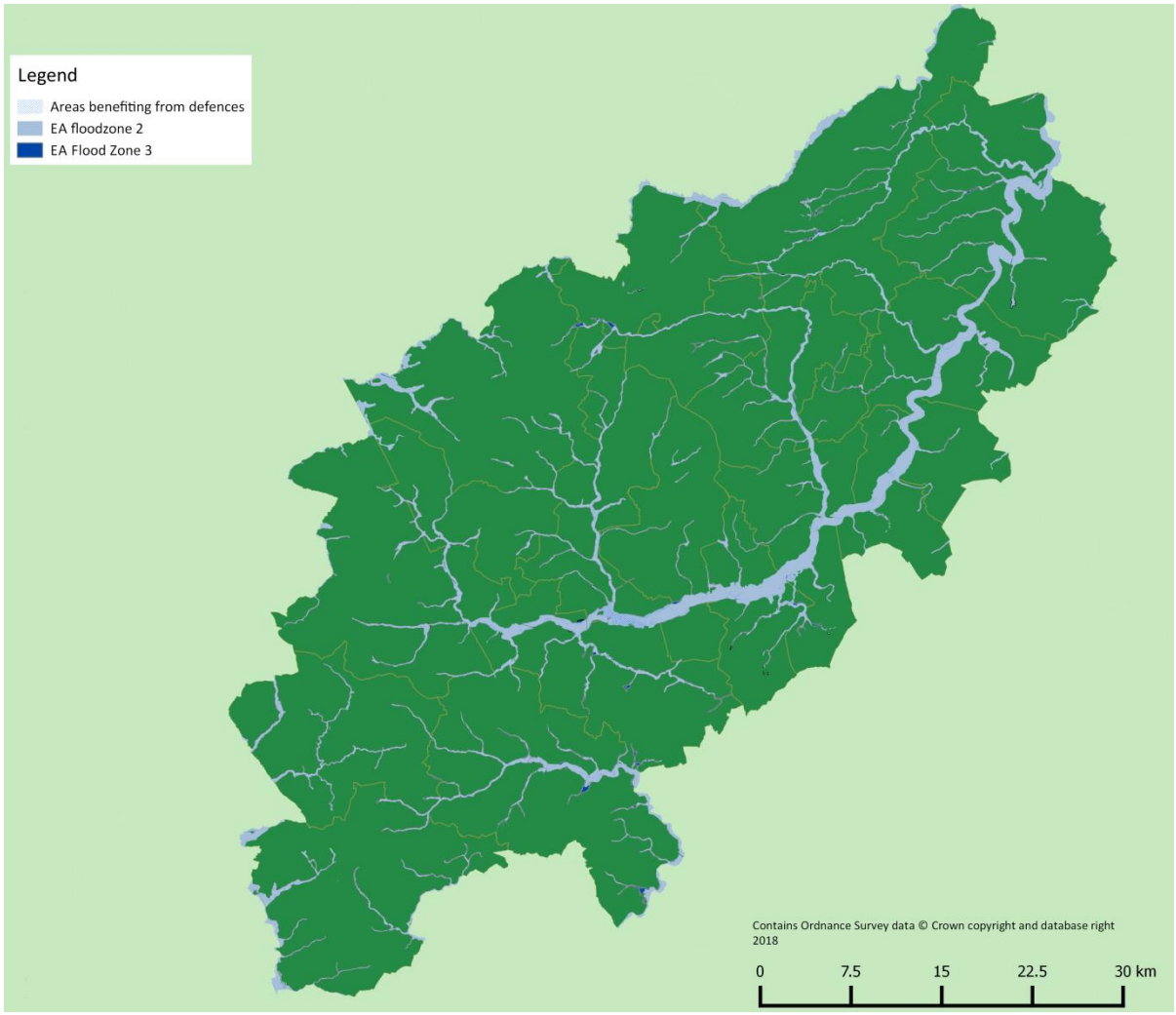


Figure 20 - Northamptonshire flooding map

Weather

2018 was a notable year for prolonged weather fronts, most notably the snow experienced from December 2017 up until March 2018, known in the media as 'the beast from the east' and then a heatwave which lasted from June until August 2018. This had a severe impact on Northamptonshire. The snow caused county wide issues on the roads and railways, there were closures on the M1 and the A14 was also impacted, schools were closed and there were power outages. The subsequent heatwave led to a number of wildfires in the county. Crews from Northamptonshire were also mobilised to assist with a large moorland wildfire near Manchester, which was started deliberately and took three weeks to put out.

Changing Profile of the County

It is projected that Northamptonshire will continue to grow, with more people and new homes extending and redefining the boundaries of all our major towns.

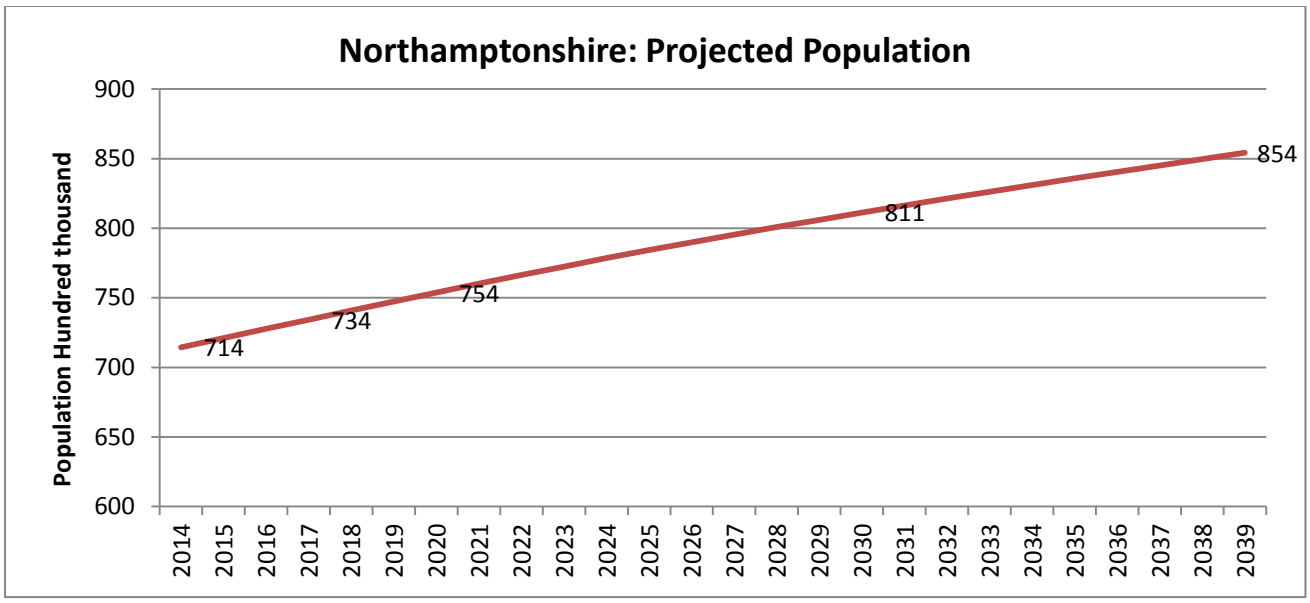


Figure 21 - Northamptonshire: Projected Population

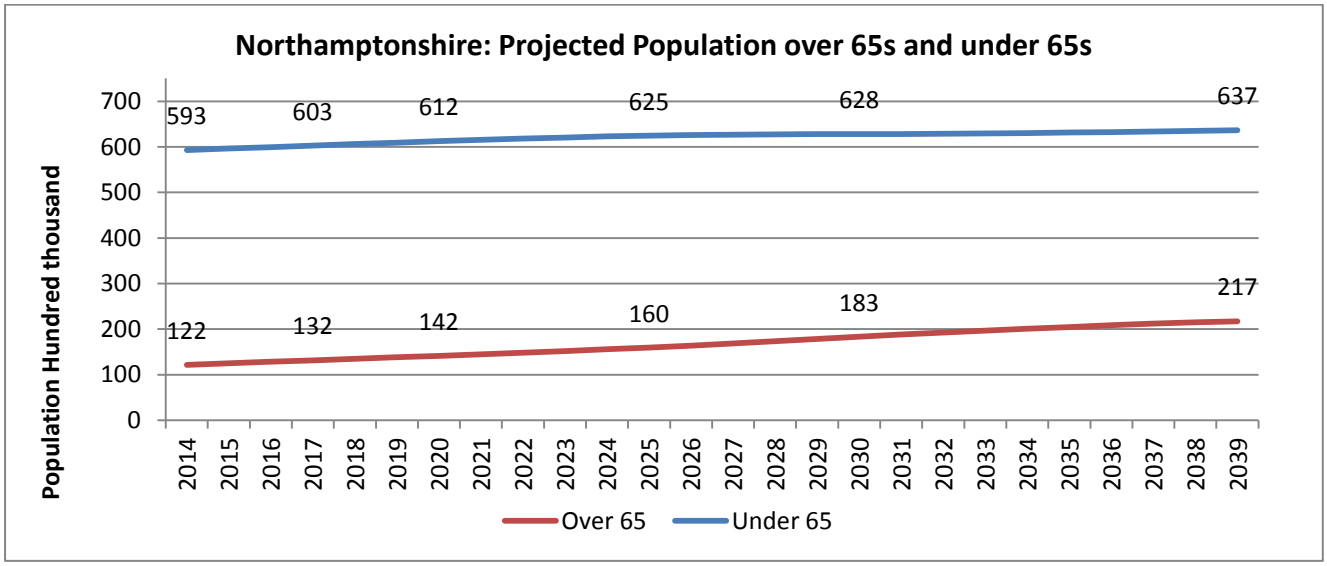


Figure 22 - Northamptonshire: Projected Population over 65s and under 65s

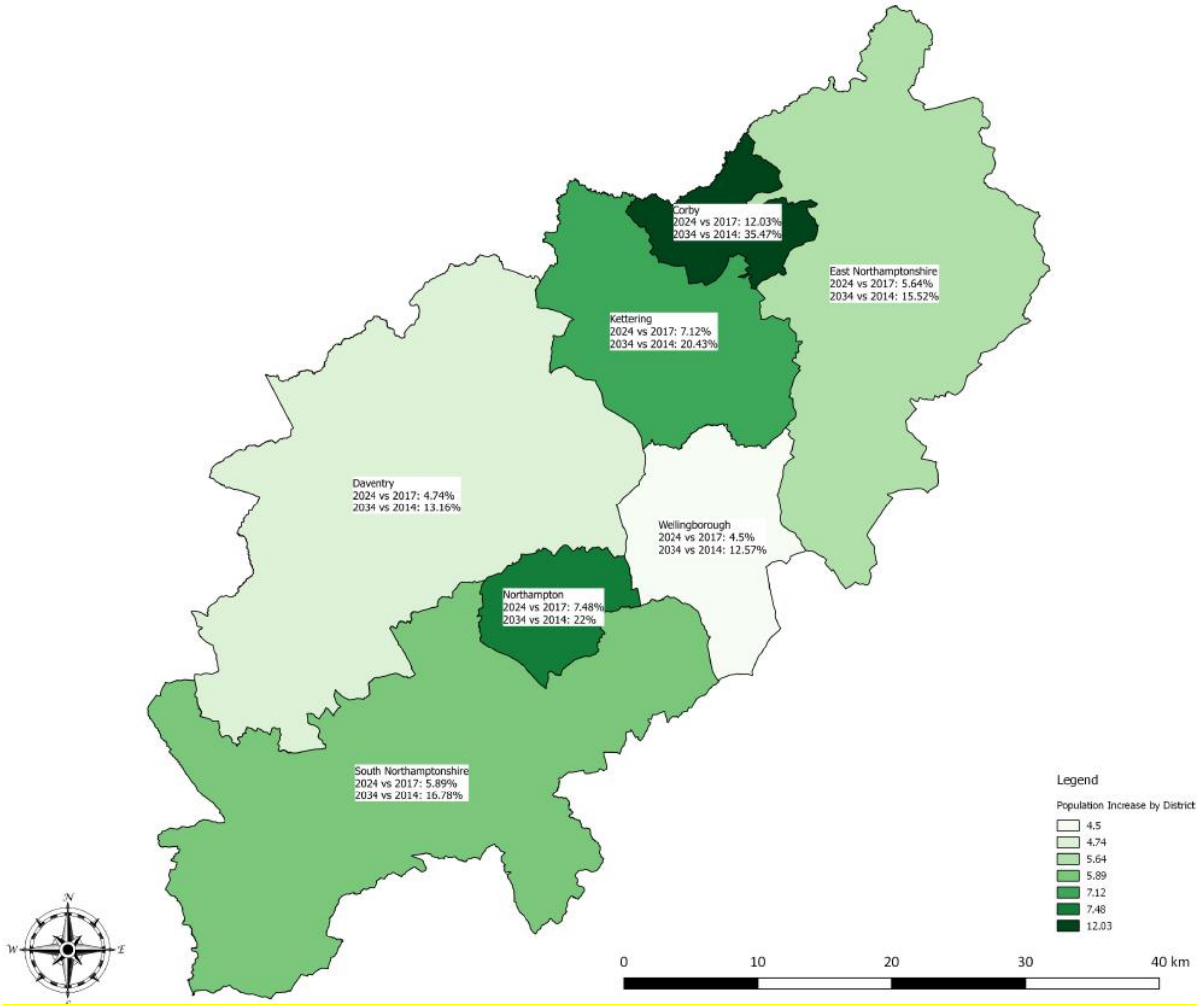


Figure 23 - Projected Population increase

District	Pop 2014	Pop 2017	% Population Increase 2014 - 2039	% Population increase 2017 - 2025
East Northamptonshire	88.9	90.4	15.52	5.64
South Northamptonshire	88.2	90	16.78	5.89
Daventry	79	80.2	13.16	4.74
Wellingborough	76.4	77.7	12.57	4.5
Kettering	96.9	99.7	20.43	7.12
Northampton	219.5	227.3	22	7.48
Corby	65.4	69	35.47	12.03

Projected growth in Northamptonshire

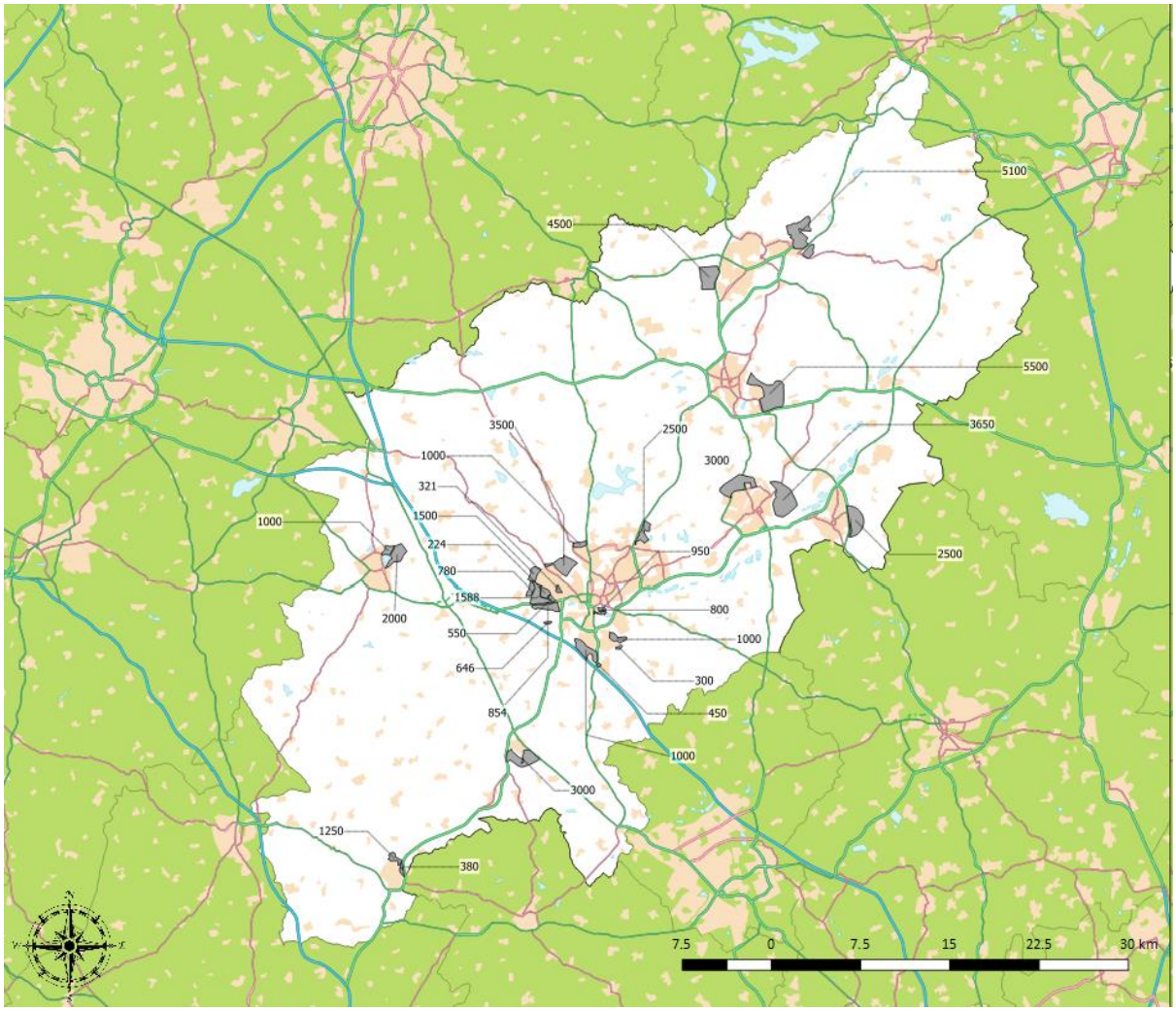


Figure 24 - Projected development in Northamptonshire (Source: Joint Core Strategies)

Strategic Objectives

In this section, we consider our performance and how we might compare nationally and with FRS of a similar size. We measure our performance against our 3 strategic objectives:

- Keeping our Communities Safe and Well
- Keeping our Staff Safe and Well
- Making the best use of Resources

Each of these is underpinned by a number of strategic priorities which drive the direction of the service activities. As previously described, IRMP is about understanding our risk and then adapting our resources accordingly. In practice, it's not as straightforward as resourcing solely to our risk, as it's also necessary to understand our demand. As this will influence our capacity and how we can use our resources, it is also another layer to understanding the risk i.e. rising incident trends might indicate an increase in the likelihood, and therefore increased risk.

There continues to be a general downward trend in fire related incidents and an increase in special service incidents such as RTC and medical co-responding.

Keeping Our Communities Safe and Well

As a service, this is our core role and is delivered across the three areas of Response, Protection and Prevention. In considering our demand and performance, we also consider the allocation of our resources across these key areas.

The strategic objective of Keeping Our Communities Safe and Well is underpinned by the following strategic priorities:

- Priority: We will make responding to medical emergencies part of our normal business so we can help more people
- Priority: We will reduce fires and accidents in the home by educating and supporting people to be safe
- Priority: We will minimise the likelihood and impact of fire in high risk premises through inspection and enforcement work
- Priority: We will work with others to broaden our prevention activities to improve the wellbeing of our communities
- Priority: We will adapt our response to emergency incidents to meet changing demand

Response

Our response is established on the basis of understanding local and national risks and ensuring the most appropriate resources are available to be mobilised depending on the type of emergency. NFRS may be called to respond to a wide range of incident types and therefore is committed to providing a wide range of capabilities through ensuring the vehicles, equipment and people are the best they can be.

Emergency incidents may take place in Northamptonshire, over county borders (providing mutual assistance) or at a national level for example; wide spread flooding incidents. In order to comply with relevant legislation NFRS are required to be able to respond to this full range of risks. This includes the ability to be able to respond to incidents on a national scale and utilise the resources hosted by NFRS, which form part of the UK Governments National Resilience strategy.

To be able to achieve the response capability, NFRS not only maintain their fleet and equipment but also ensure the staff are trained to be equipped with the relevant skills to provide the response standards required. This is achieved through risk based training and exercising effectively in partnership with other emergency responders.

In 2016, NFRS conducted a service review looking at key areas of service provision, focussing on the effectiveness and efficiency of the service. This outlined the need to review the standards of operational response and conduct a fire cover review.

Speed of response

The relationship between the Standards of Operational Response (SOR) and Fire Cover Review (FCR) are inextricably linked. The SOR determines time and weight of response, but the FCR translates this requirement through the provision of infrastructure. NFRS will allocate resources across the county, in the most effective way possible, in order to provide an effective emergency response and supports community engagement and accessibility. As such these two projects are being done together as part of an integrated approach to minimise risk to the communities of Northamptonshire.

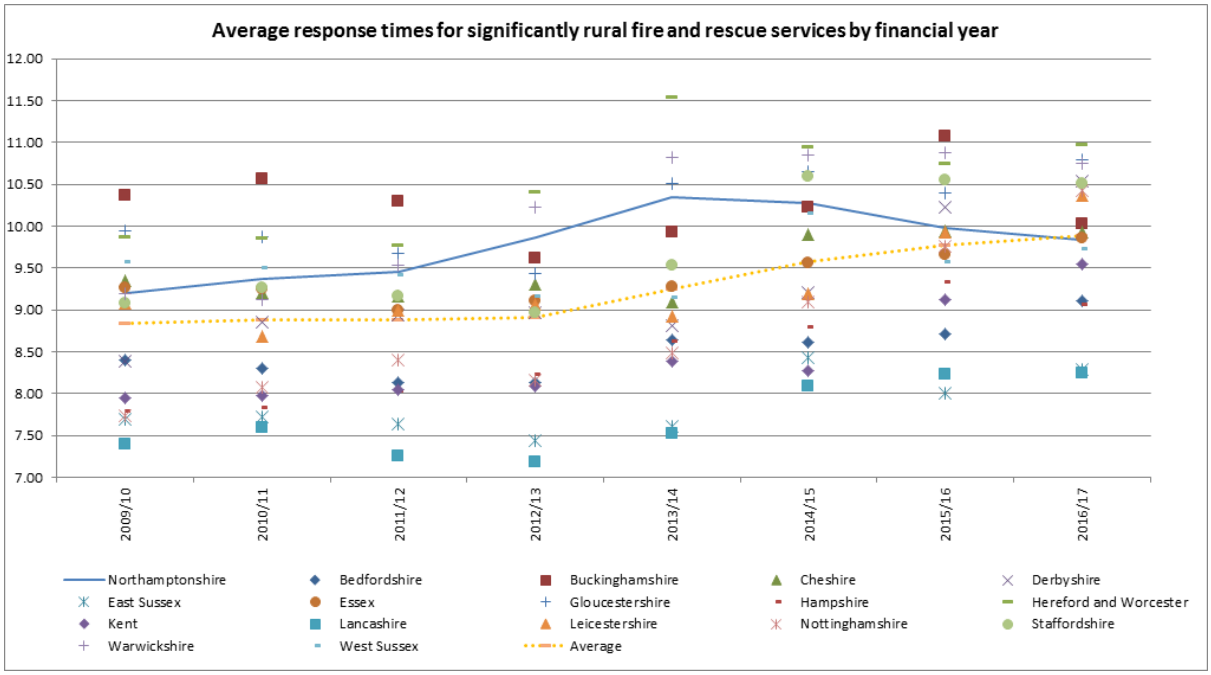


Figure 25 - Average response times (primary fires) for significantly rural fire and rescue services by financial year

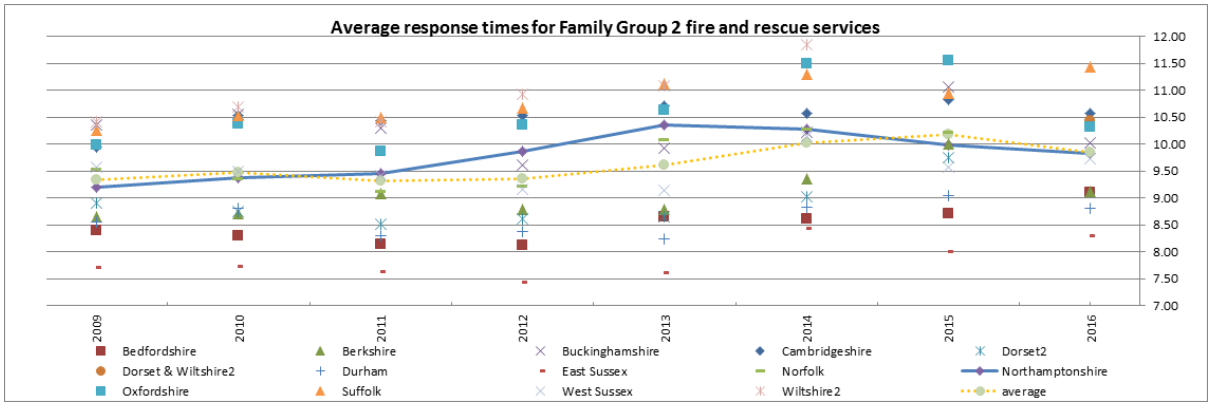


Figure 26 - Average response times (primary fires) for Family Group 2 fire and rescue services 2009-2016

Using data from the National Fire Statistics Monitor we compare favourably as we sit within the middle range of both our Family Group 2 and other Significantly Rural FRS, see Figure 25 and 26. However, when benchmarking our performance against ourselves, there has been a slight increase in our average response times over the previous 2 years, as evidenced in Table 1 (below) and Figure 27 above.

	2012 - 2013	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017	2017 - 2018
Fire	09:42:50	09:53:11	10:07:31	09:42:00	09:40:59	10:08:49
RTC	11:53:52	11:17:21	11:21:14	10:55:16	12:08:07	11:40:42
Special Service	09:39:27	09:17:24	09:17:31	09:48:58	10:06:01	10:42:42
Average	09:55:33	09:46:06	09:48:27	09:53:01	10:08:59	10:32:45

Table 1 - NFRS Average response times 2012-2018

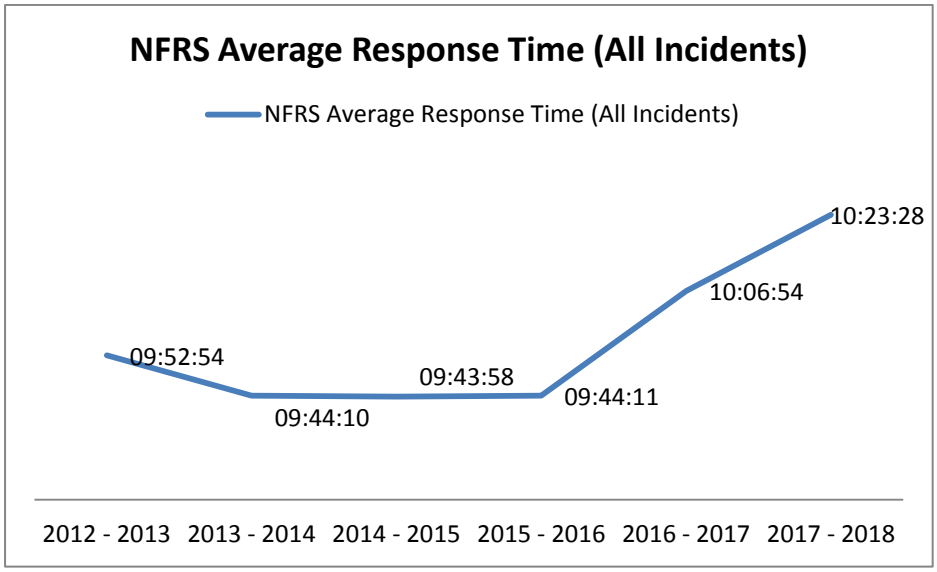


Figure 27 - NFRS Average Response Times (All Incidents)

Incident Demand

Since 2009 there has been general downward trend in fire related incidents. However, the fire service attends more than just fires; the same downward trend is not mirrored in incidents such as road traffic collisions and medical co-responding incidents (both of which are included in the Special Services category).

There has been a significant decrease in fire related incidents when comparing the previous financial year to 2009/10. This decrease is not consistent over the whole period and actually shows signs of an increase within certain types of fire related incidents.

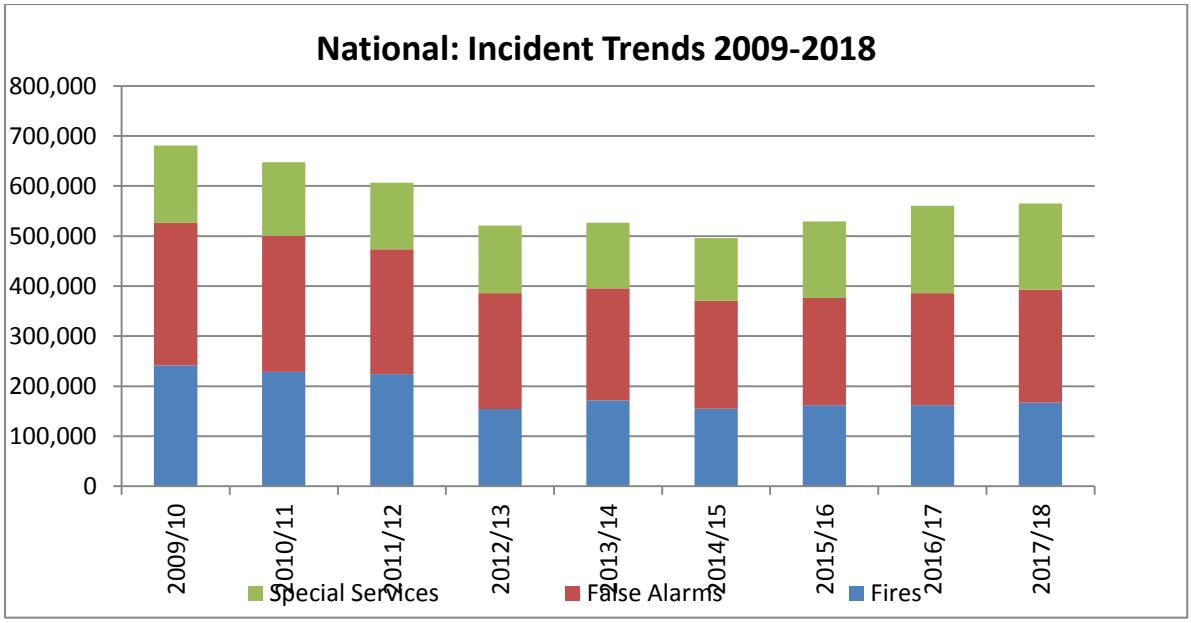


Figure 28 - National: Incident Trends 2009-2018

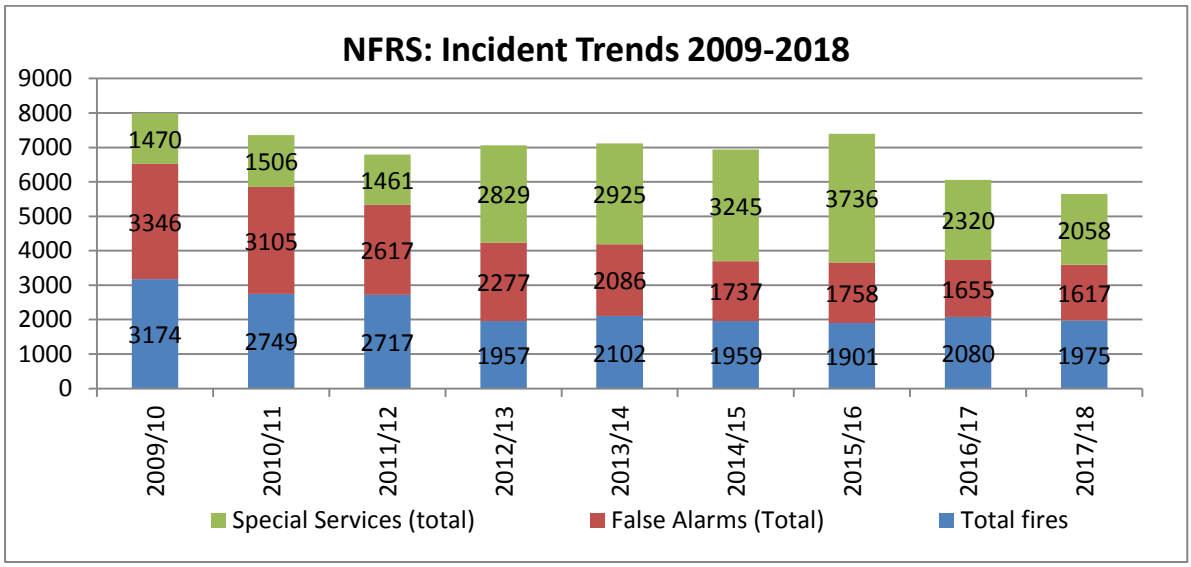


Figure 29 - NFRS: Incident Trends 2009-2018

Part of the reduction in incident numbers has been due to the large reduction in the number of false alarm calls which have resulted in a fire service attendance. The graph illustrates the changing nature of the incidents which NFRS attend. In 2009 approximately a fifth of all incidents were special services, now they make up over a third of all incidents. Similarly, in 2009 false alarm calls made up over 40% of all incident numbers, now that proportion has been reduced to fewer than 30%. There has been a shift in the breakdown of our incidents in the last 10 years; the largest proportion of our incidents is now Special Services.

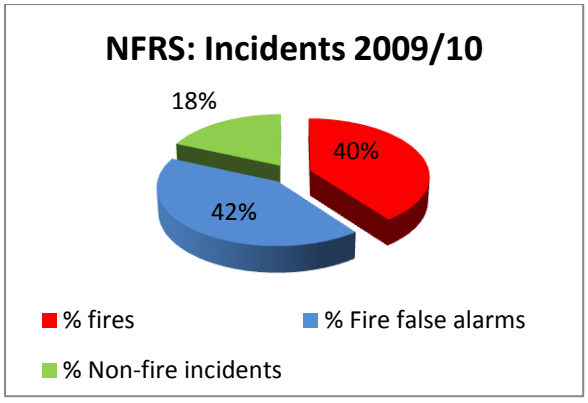


Figure 30 - NFRS: Incidents 2009/10

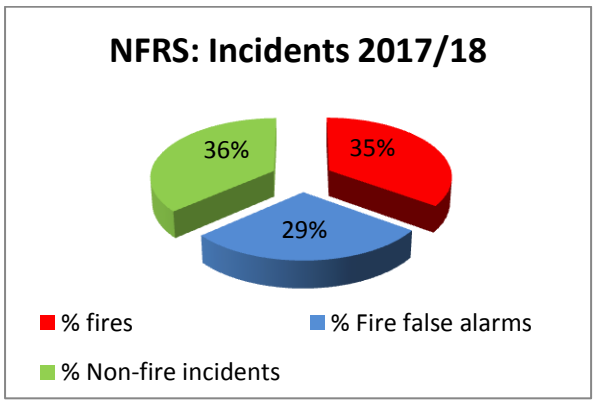


Figure 31 - NFRS: Incidents 2017/18

Increasingly we respond to fewer incidents as we play a greater role in preventing them from happening and protecting businesses and workplaces through our fire safety inspection.

Demand Analysis - Time of Day

When considering our demand throughout the day, it is evident that our lowest demand is during the early hours of the morning with our peak hours during the evening. It is worth considering RTCs separately as their peak hours are slightly different, not only peaking in the afternoon/evening between 16:30 and 19:00 but also in the mornings between 07:30 and 09:30, when road users are typically commuting to/from work.

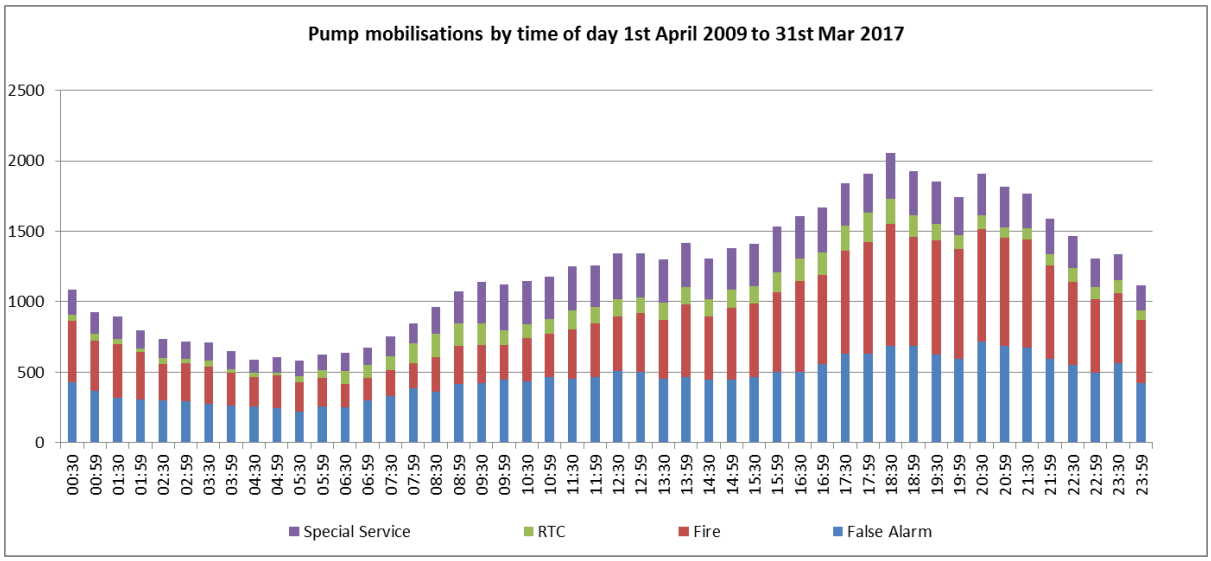


Figure 32 - Pump mobilisations by time of day 1st April 2009 to 31st Mar 2017

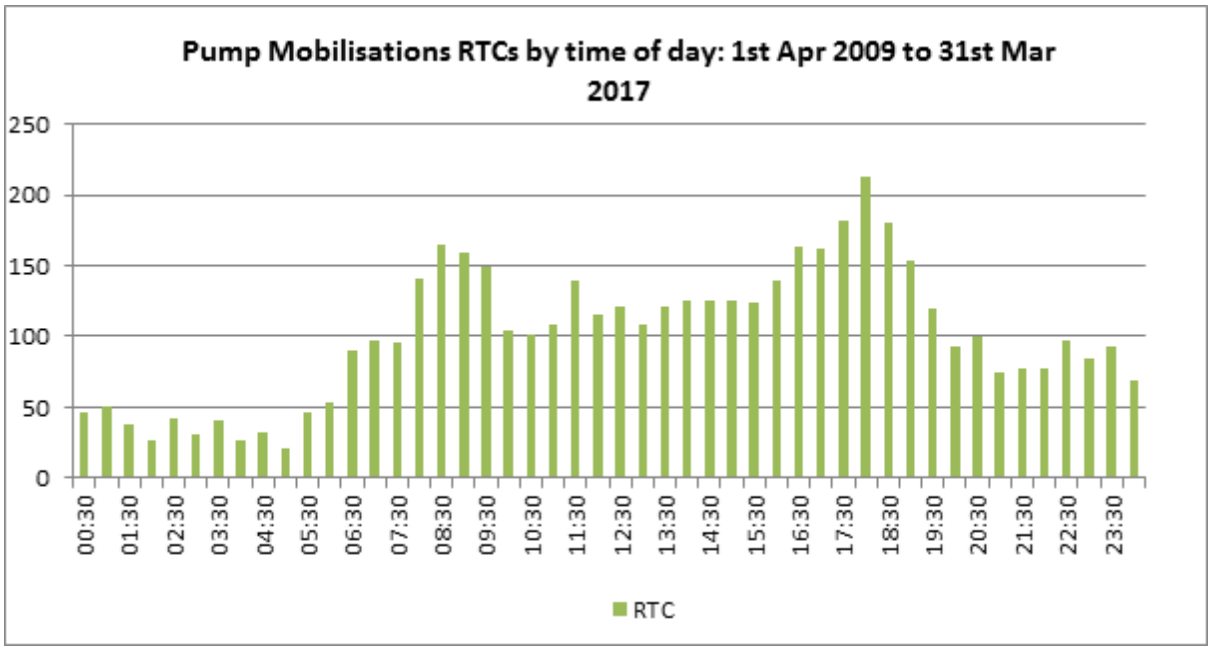


Figure 33 - Pump Mobilisations RTCs by time of day: 1st Apr 2009 to 31st Mar 2017

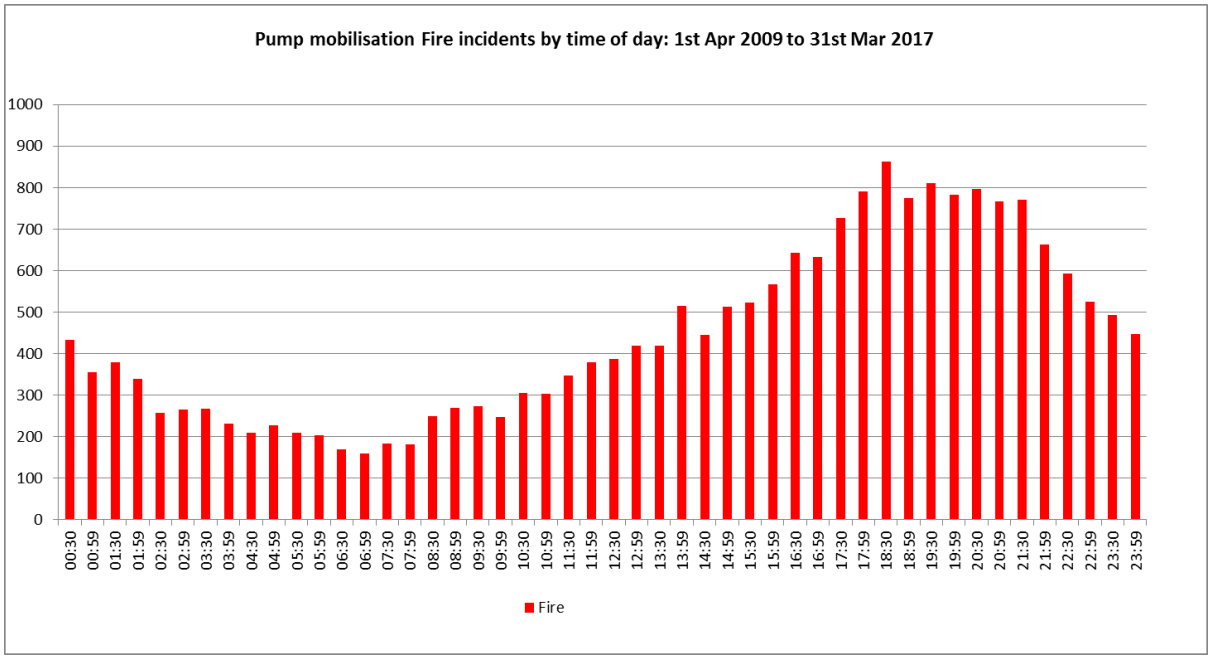


Figure 34 - Pump mobilisation Fire Incidents by time of day: 1st Apr 2009 to 31st Mar 2017

If we consider how this demand is split across our stations, we can see that the majority of incidents occur in areas where the station is crewed by WDS, followed by stations with day crewing with fewer incidents in our on-call (previously known as Retained Duty System) station areas. However, there are peaks throughout the day across all stations, indicating that each station area has its own individual pattern of demand.

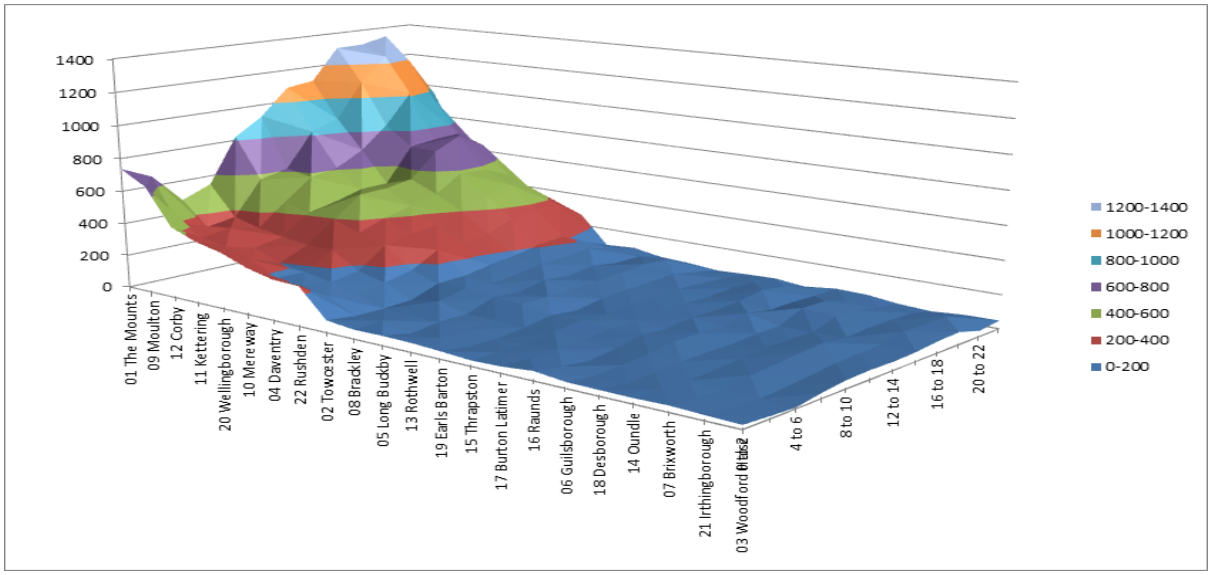


Figure 35 - NFRS Demand by station and time of day

Fires

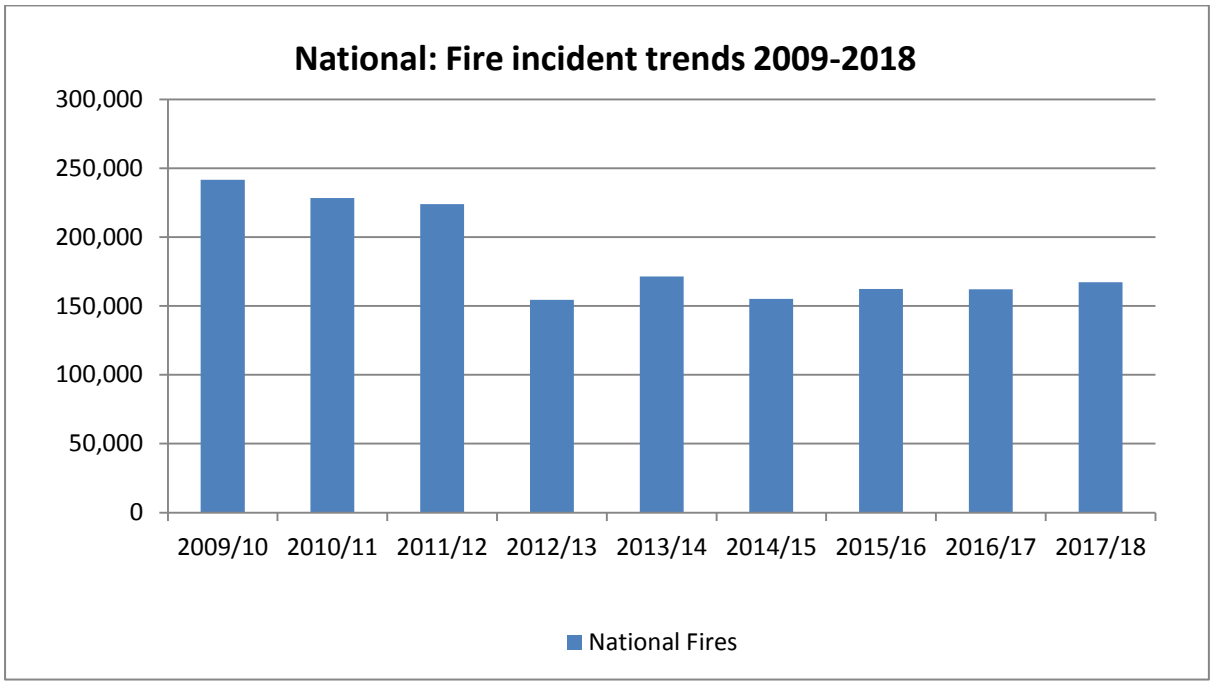


Figure 36 - National: Fire incident trends 2009-2018

Since 2009 National Trends for fire incidents show a 30.8% decrease. Over the same period NFRS have experienced a 37.8% decrease.

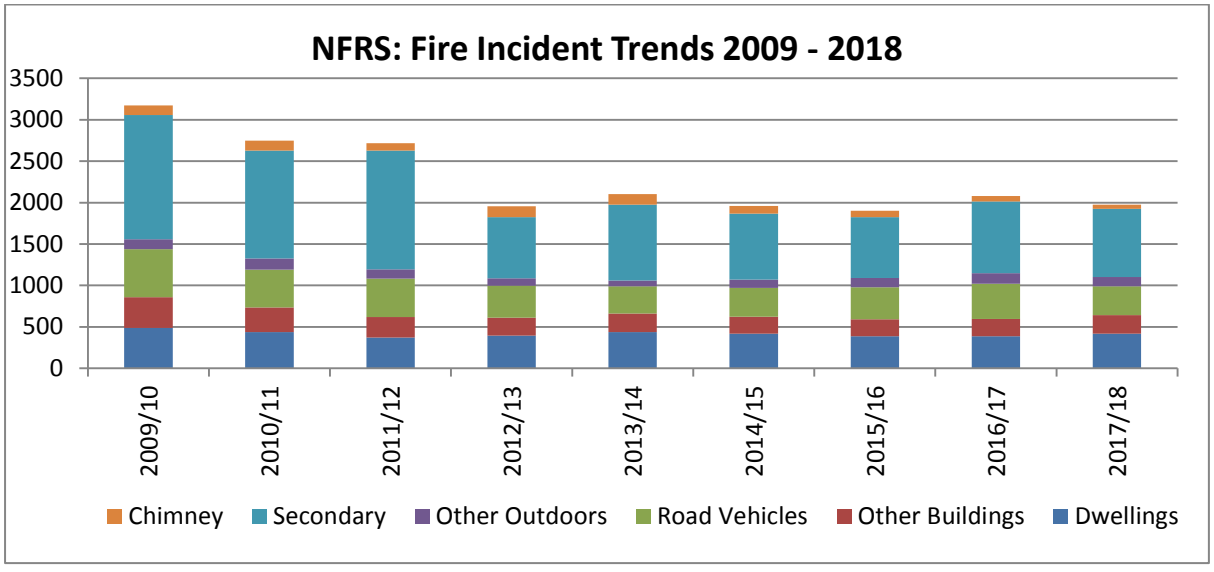


Figure 37- NFRS: Fire Incident Trends 2009-2018

NFRS Fire Incidents Attended.

Since 2009 the number of fires overall has reduced. Within this figure secondary and chimney fires are currently approximately half what they were back in 2009. These reductions are not across the board and the numbers of dwelling fires have only been reduced by 15% over the same period. This reduction has been achieved

against a background of the increasing population with in the county and a subsequent increase in the number of dwellings in the county. The category “Other Outdoors” has not significantly changed over the period and despite fluctuations is largely static.

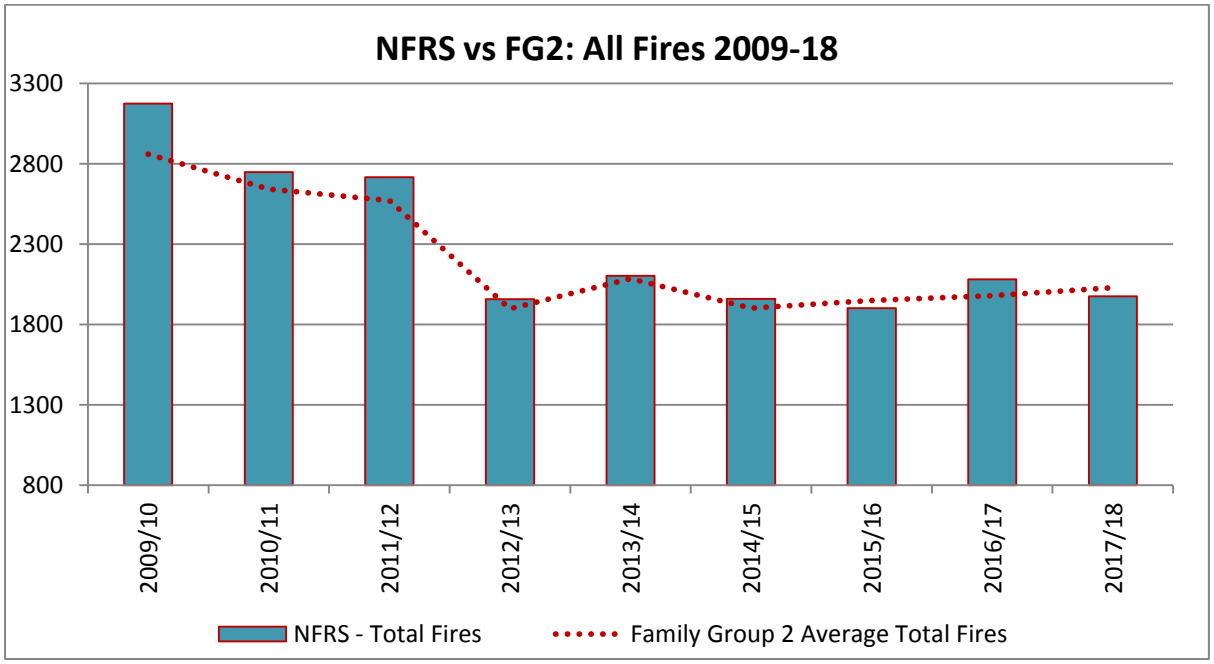


Figure 38 - NFRS vs FG2: All Fires 2009-18

Family Group 2 Fire Incidents Attended.

To see if we are experiencing similar levels of incidents of certain types with other services of similar size. For this we compare ourselves to the FG2 of Fire Services.

A greater level of analysis can be carried out by looking at components of the overall incident numbers. In this instance the comparison has been made between dwelling fires caused accidentally in each of the FG2 fire and rescue services and seeing how they compare depending on the changes in the populations of each of the counties.

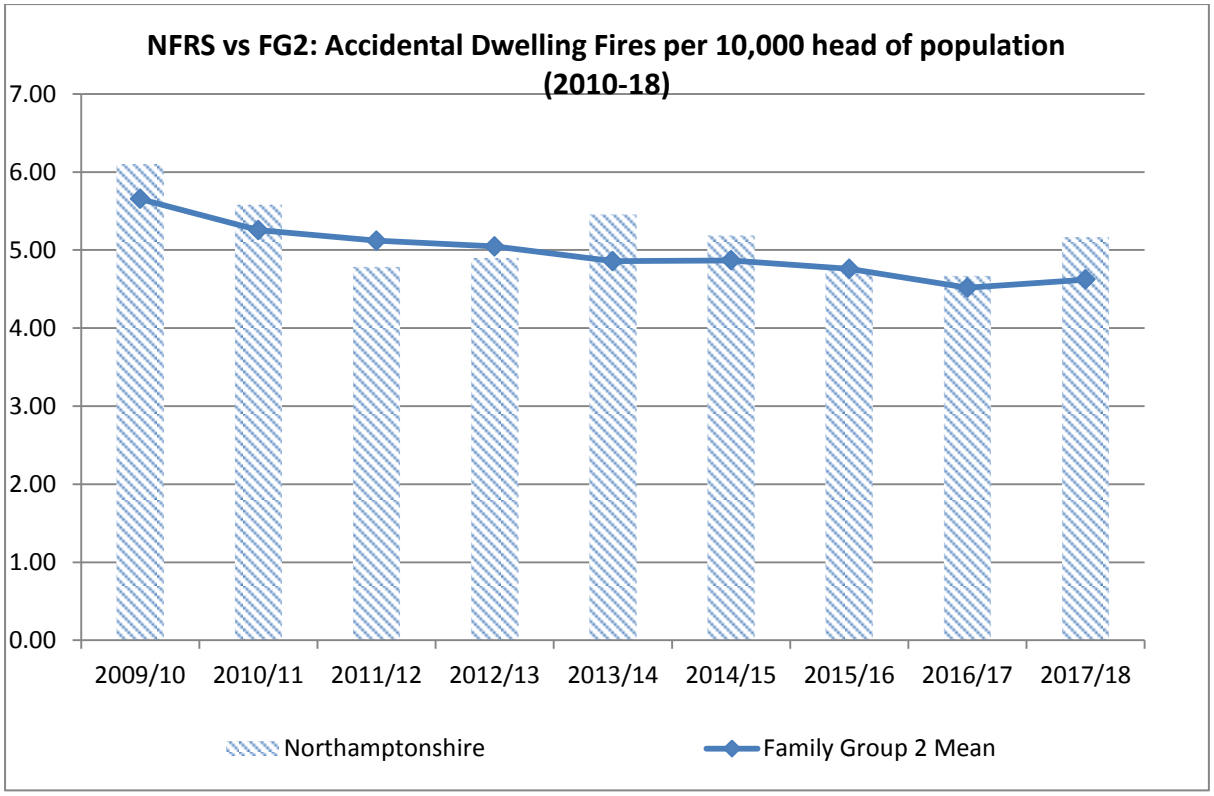


Figure 39 - NFRS vs FG2: Accidental Dwelling Fires per 10,000 head of population (2010-18)

Road Traffic Collisions

The numbers of RTCs which NFRS attend show no signs of reducing and are consistently higher than the Family Group 2 average (Note: Norfolk was excluded from this comparison as their data was unverified at the time of writing this report).

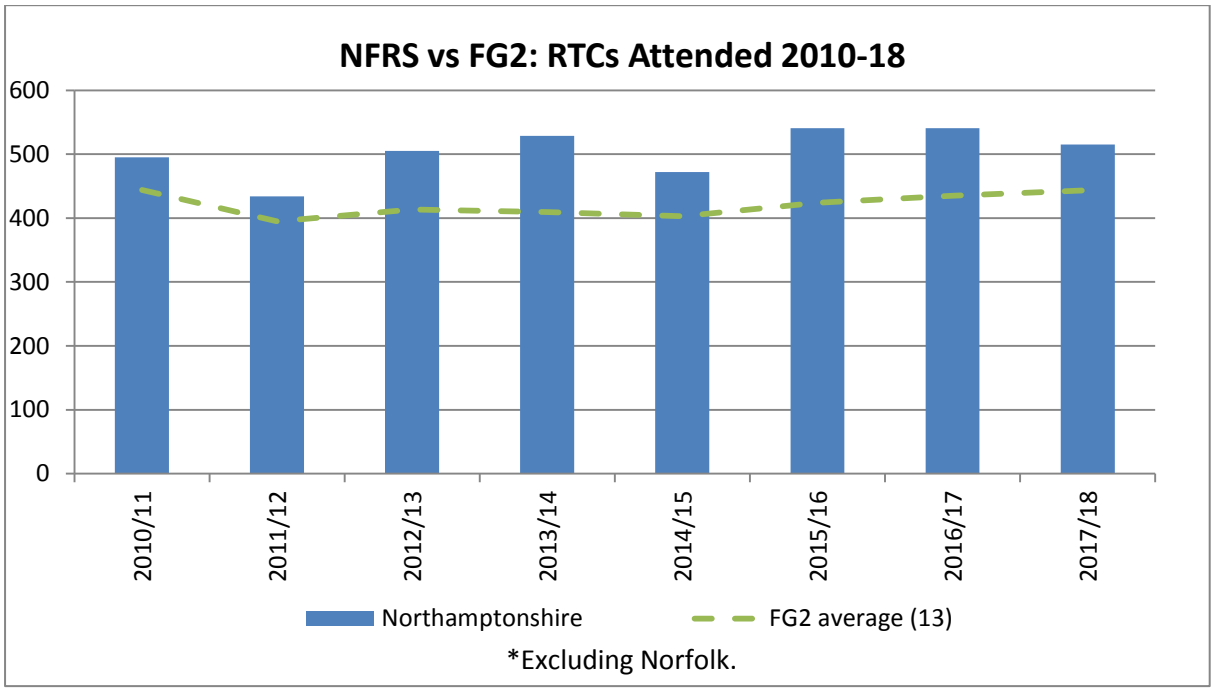


Figure 40 - NFRS vs FG2: RTCs Attended 2010-18

It is useful to consider the volume of traffic on our roads which is steadily increasing. The table below shows the total traffic on major roads in Northamptonshire, in thousand vehicle miles, from 2000 to 2017. What is immediately apparent is that the amount of vehicles using the roads has increased significantly over the last 18 years; this is attributed to higher numbers of cars, light goods vehicles and HGVs.

Total traffic on major roads in Northamptonshire, in thousand vehicle miles, from 2000 to 2017

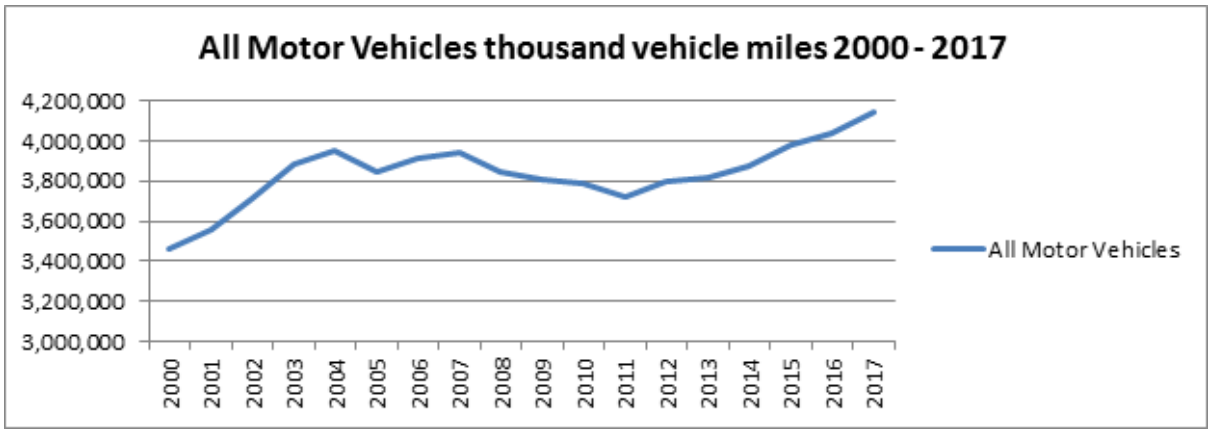


Figure 41 - All Motor Vehicles thousand vehicle miles 2000-2017

Source: Department for Transport, Traffic Counts

As a hub for logistics companies, Northamptonshire has a higher volume of traffic within the family group; the top three are Cambridgeshire (4,219,337), Northamptonshire (4,142,801), and Buckinghamshire (4,038,497).

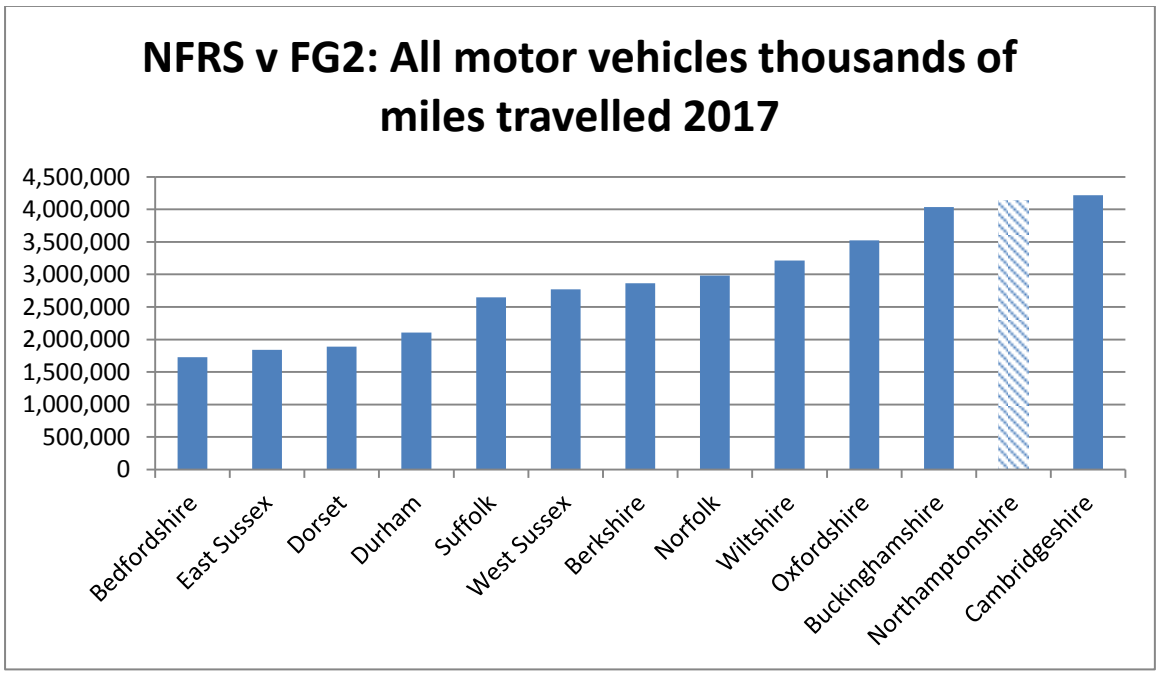


Figure 42 - NFRS vs FG2: All motor vehicles thousands of miles travelled 2017

Special Services

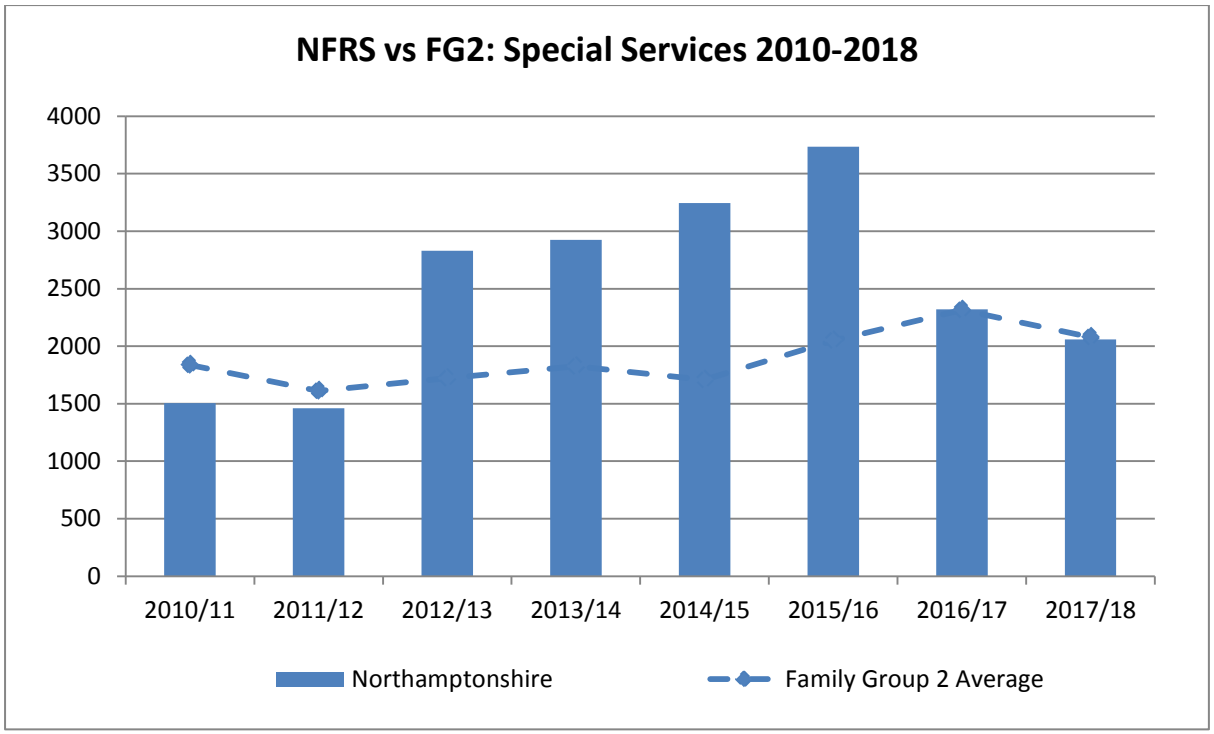


Figure 43 - NFRS vs FG2: Special Services 2010-2018

We have already identified that we have seen an increase between 2012 and 2016 in special services. NFRS attended far more special services than the combined average across the family group; this is mainly due to attending a large number of medical co-responding incidents.

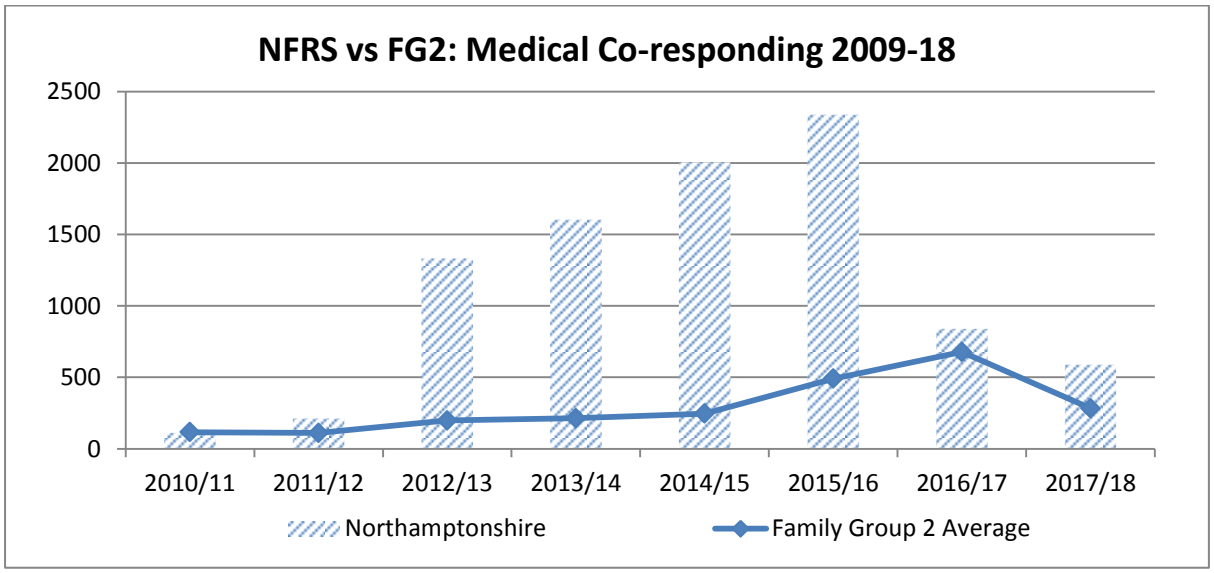


Figure 44 - NFRS vs FG2: Medical Co-responding 2009-18

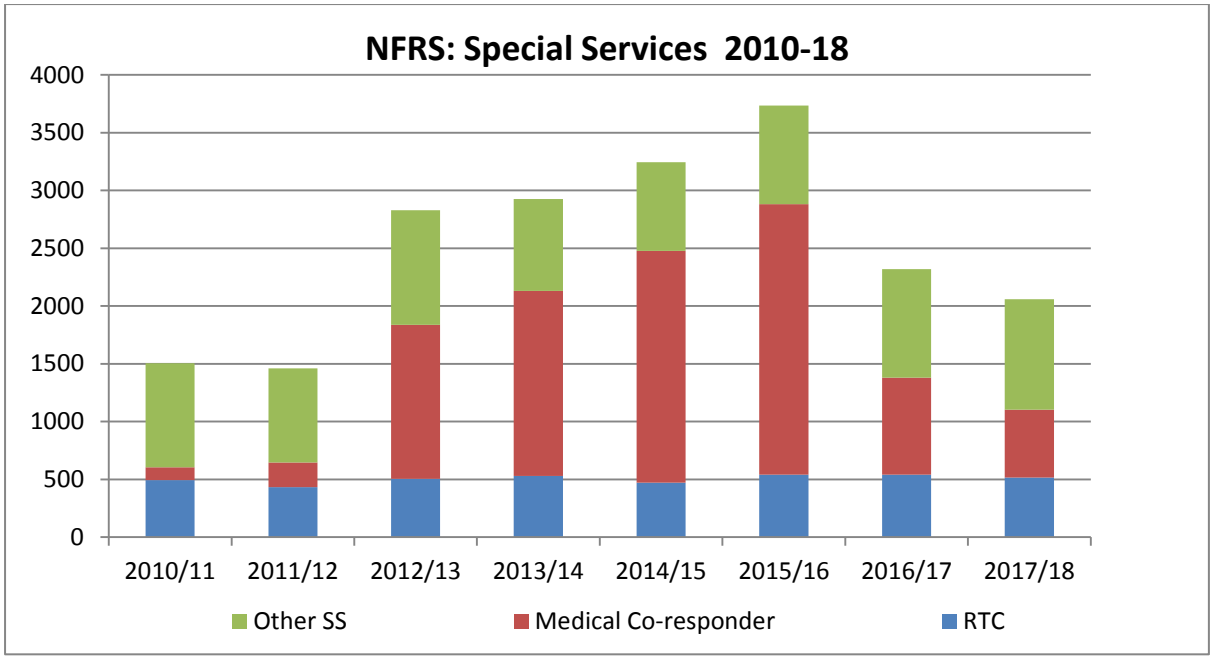


Figure 45 - NFRS: Special Services 2010-18

Other Incidents

False Alarms

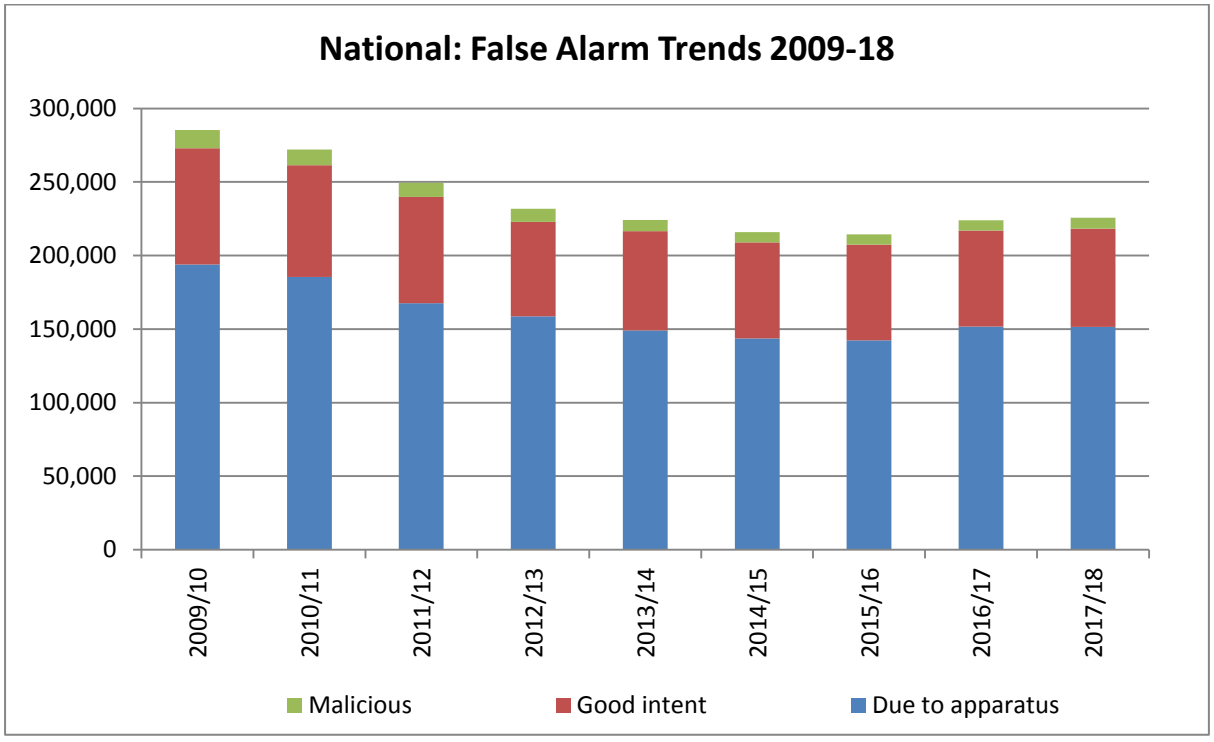


Figure 46 - National: False Alarm Trends 2009-18

Since 2009 there has been a 20.9% reduction in false alarms nationwide. Over the same period NFRS has achieved a 51.7% reduction in the number of attended false alarms.

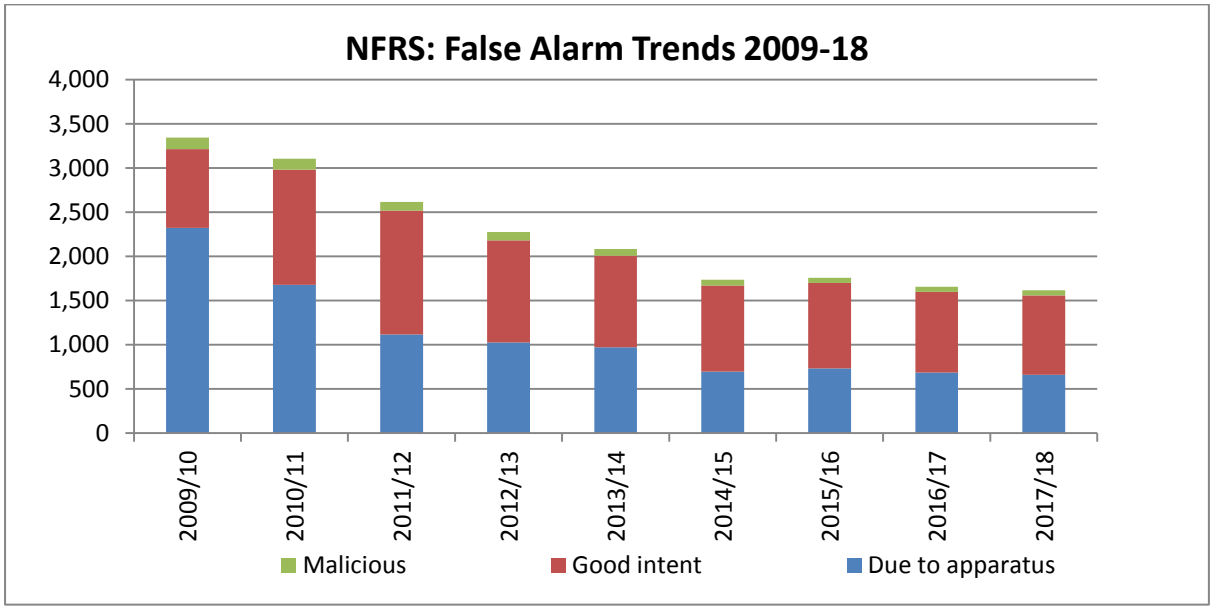


Figure 47 - NFRS: False Alarm Trends 2009-18

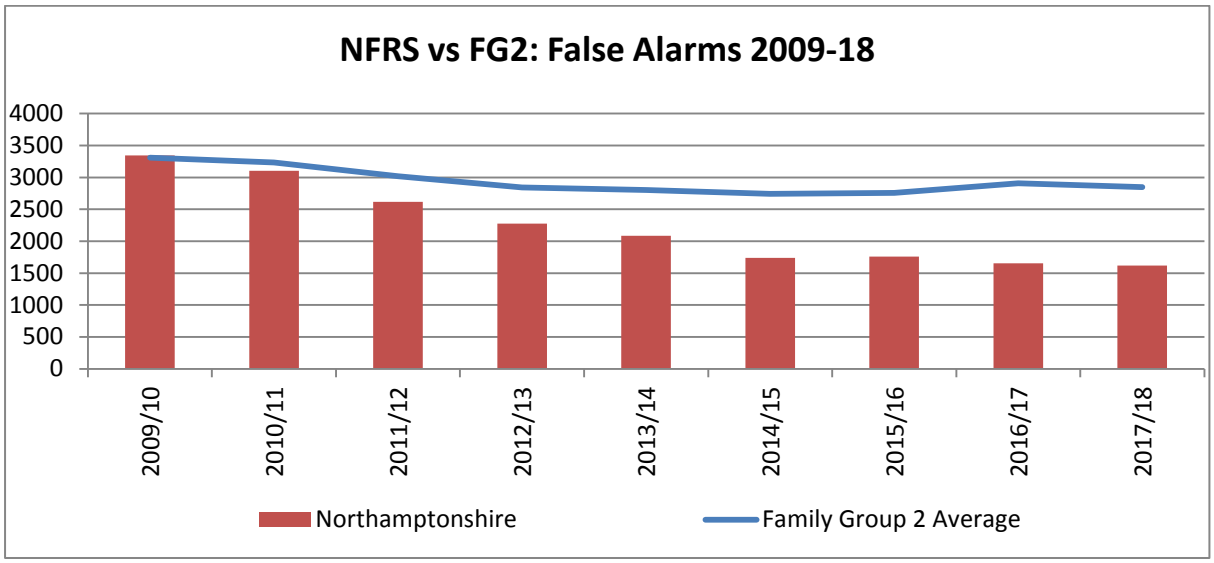


Figure 48 - NFRS vs FG2: False Alarms 2009-18

Includes false alarms due to apparatus, good intent false alarms and malicious false alarms.

Over the period NFRS have reduced the number of false alarms due to apparatus by 71.5% over the entire family group the combined reduction has been 11.1%. A large reduction had also been achieved in the number of malicious false alarms which NFRS have attended, over the period these have been reduced from 132 to 56 (a reduction of 56%).

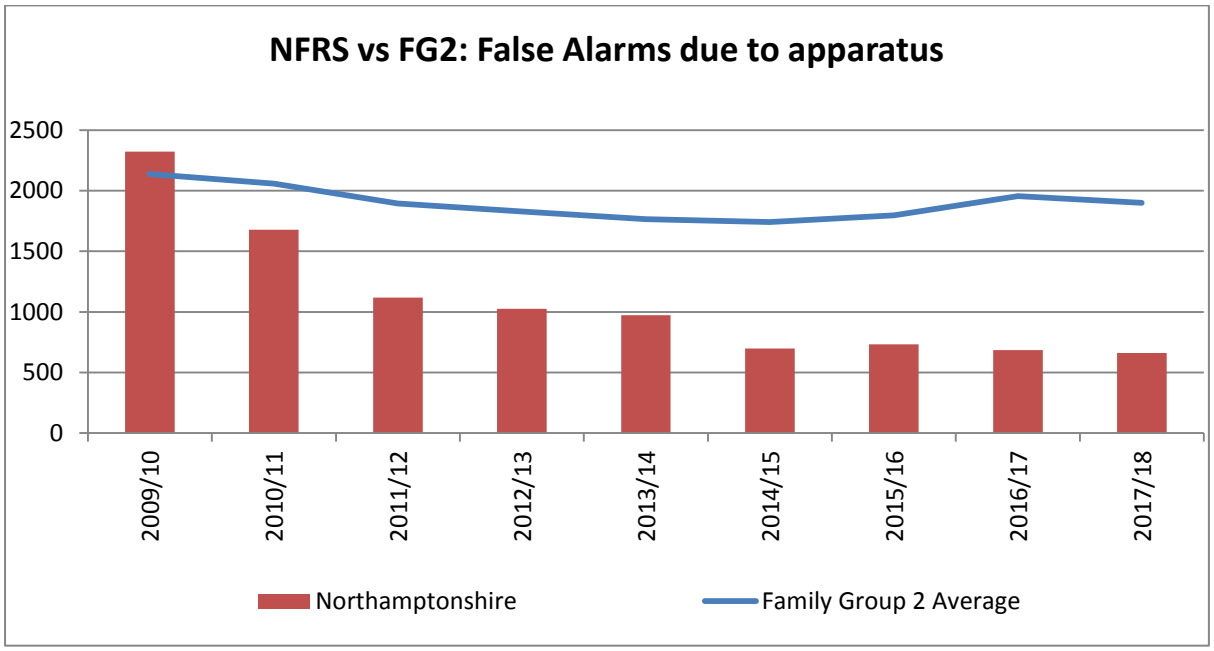


Figure 49 - NFRS vs FG2: False Alarms due to apparatus

Analysis of Demand Risks

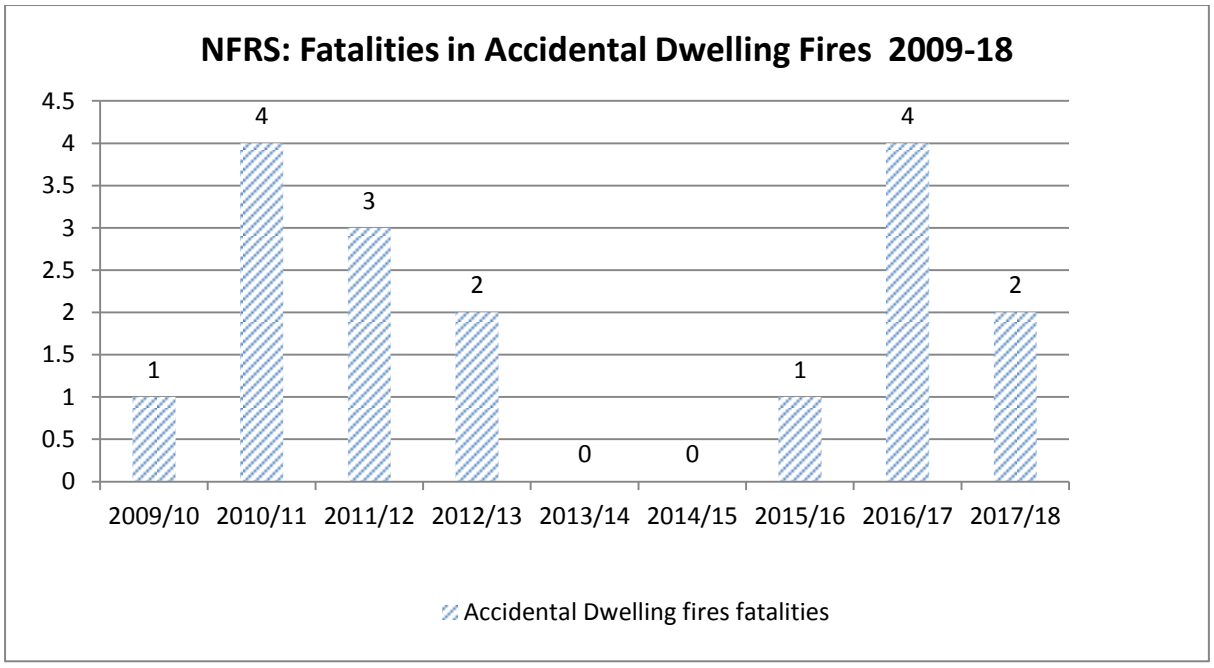


Figure 50 - NFRS: Fatalities in Accidental Dwelling Fires 2009-18

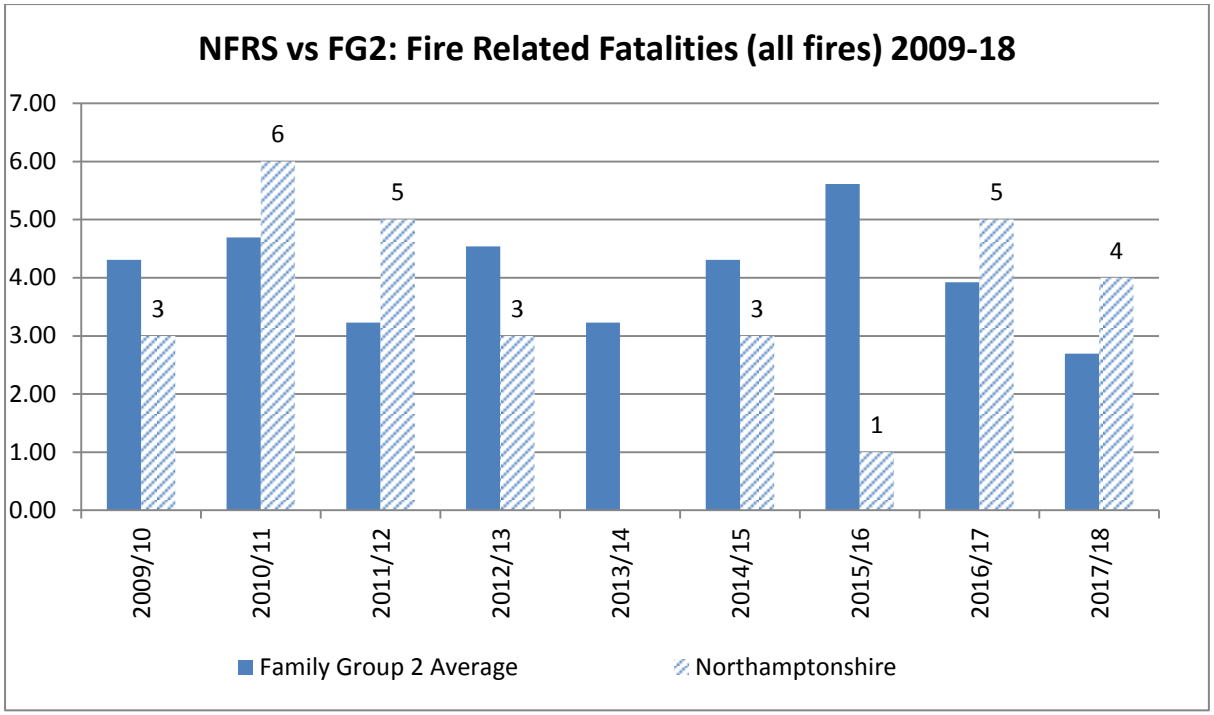


Figure 51 - NFRS vs FG2: Fire Related Fatalities (all fires) 2009-18

Looking at incident numbers for fire fatalities and non-fatal casualties in accidental dwelling fires there is no determinable trend emerging. The number varies year on year.

Non-fatal injuries from Fire

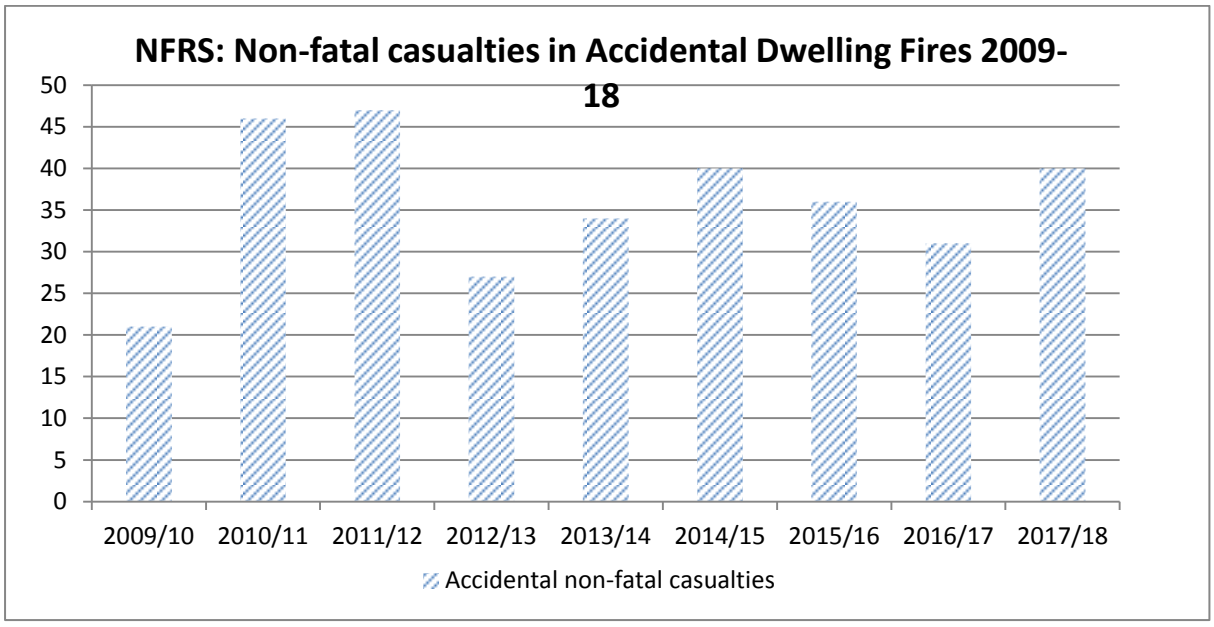


Figure 52 - NFRS: Non-fatal casualties in Accidental Dwelling Fires 2009-18

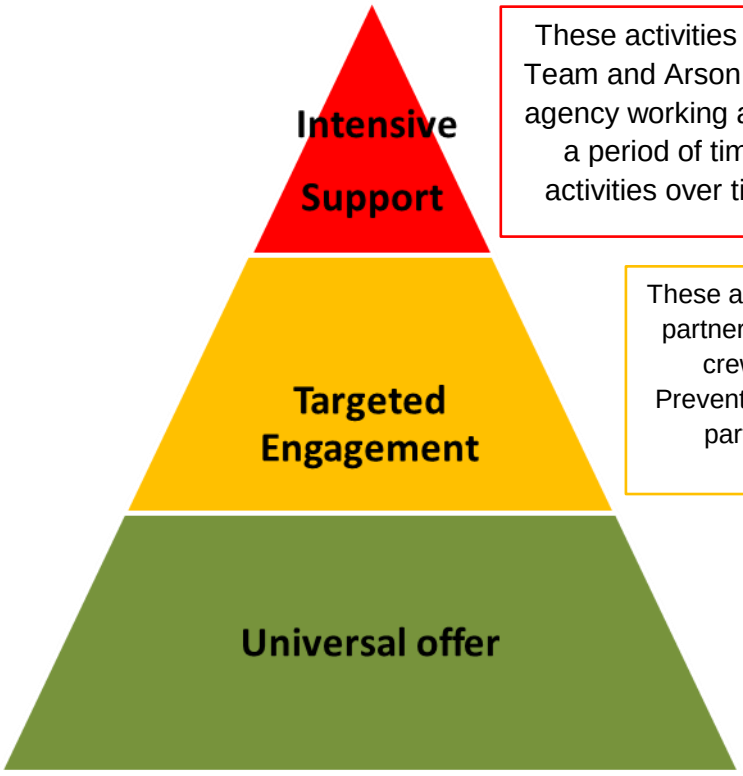
Prevention

The Fire Executive Group and NFRS Prevention Team undertake strategic partnership working to support prevention activity within the service. The Prevention Team keep up to date and communicate with the National Fire Chief Council's Prevention Committee and are a member of the NFCC online communities which help to share knowledge, best practise and resources relevant to prevention.

The prevention team work to keep the most vulnerable people in our community safe. Prevention work is done through a variety of means, such as Home Fire Safety Checks (HFSC) and education in schools. There is also a project in progress which is exploring the introduction of Safe and Well visits, these have an added emphasis on mental health. The aims of prevention include reducing the number of fires and accidents in the home, reducing the numbers of those killed on the roads, reduce incidents of drowning and water rescue and arson reduction.

The Triangle of Delivery

Our Prevention Team is small and so to maximise our resources we have developed the Triangle of Delivery below. We aim to reduce demand on the tip of the triangle by creating capacity and investing in our universal offer and our targeted activities.



These activities are delivered by specialists in the Prevention Team and Arson Task Force (ATF) and will often involve multi-agency working around vulnerable individuals or localities over a period of time. We aim to reduce the demand for these activities over time by investing in lower tiers of the triangle.

These activities respond to known risks, incidents or local partnership need. Most activity will be delivered by our crews with resources or support provided by the Prevention Team and ATF. We will utilise data and local partnerships to ensure our targeting is effective.

Information and guidance is designed to help individuals and groups to help themselves. This will include our website content, educational toolkits, local and social media campaigns and seasonal messaging.

Protection

The purpose of the Community Protection Strategy is to identify how the activities of the Community Protection Department within NFRS, will improve the safety, health and wellbeing of those who live in, visit or work in the county and how it will contribute to the wider service or partner agency objectives.

A primary driver for the Risk Based Inspection Program (RBIP) is to support the strategic objectives of keeping the public safe and keeping staff safe. The priority has been to undertake audits of sleeping risk premises, particularly Houses of Multiple Occupation (HMOs), Care Homes and Hospitals, but also other higher risk premises with the potential to affect firefighter safety, such as factories and warehouses. The local performance indicator has measured the number of inspections done and specifically those undertaken in our high risk (sleeping) premises.

What has become evident is that the capacity within the department is not sufficient to undertake re-inspections of all the active premises, within our database CFRMIS (Community Fire Risk Management Information System), within the automated timescales and as such, rather than extending the frequency within which we re-inspect, our intention going forward is to improve and develop the process under which we identify the priority premises.

We will create a means to consider and filter premises and identify them against criteria to form a hierarchy of inspection needs. The filters will include consideration to the type of premises and the outcome of fire safety audits but will be further enhanced using predetermined factors.

Examples of the factors, working through priority top to bottom, are;

- Where there is a perceived risk by both operational and protection (e.g. fire fighter hazard).
- Premises that have been identified to have specific characteristics or purpose e.g. sole supplier, community impact, exceptional value, heritage, chemical site.
- Large sites where protection can modify inspection programs to provide efficiency e.g. hospitals and shopping centres.
- Premises that have current formal notices against them (e.g. prohibition) or have had recent formal enforcement taken against them.
- Sleeping risks which through a previous fire safety audit have been identified as having a high risk rating (relative to others in the County).
- HMOs which are new, following complaints, historic non-conformity (these are the areas where the greatest reduction in risk can be achieved.

- Large crowded places, sports grounds, public events
- Remaining sleeping risk
- Sampling of other risk areas as resource and capacity allow.

The above would help direct the available capacity to the 'high risks' create greater visibility to the rational and provide the ability to report the activities across the targeting reasons, rather than 'number of inspections in high risk'.

The strategy should be read with the recognition that on occasion day to day work does change. This is normal and we will remain flexible so that we are able to target the most vulnerable people and the greatest risks at all times.

The following identifies two significant areas that have potential to affect the local delivery of Fire Protection which may require further impact assessments as outcomes are clearer:

1. The change in governance from NCC to the PFCC could create changes that are currently unknown.
2. The tragic events in the Grenfell Tower block fire (June 2017), required an immediate reaction to day to day work and prioritised activities. This incident has instigated a significant independent Review of Building Regulations and Fire Safety by Dame Judith Hackitt. Whilst at the time of adopting the protection strategy the areas of consideration had been identified within the interim report the medium and long term changes that will need to be instigated as a result of the review are not known.

Guidance on fire safety is set out in Approved Document B (ADB). In her Interim Report, Dame Judith Hackitt recommended that government consider presentational changes to improve the clarity of ADB. The impact of the proposed clarification of statutory guidance on fire safety (ADB) is still relatively unknown.

Continued understanding of risk

As outlined previously, information in order to inform our understanding of risk is built upon a combination of data sets, professional judgement and external influence. This is of particular importance in the areas of prevention and protection.

Prevention – Using information from our front line staff, crews and prevention officers, we know that migrant workers are a vulnerable group and hard to reach. This is because they can often live in overcrowded properties, their immigration status might be uncertain or they may feel threatened by landlords and so are wary about any contact from authorities, even when our primary function is to ensure their safety. By their very nature, it is difficult to obtain accurate and up to date information about where they live and so targeting prevention is based on local knowledge and intelligence from our own staff.

Protection – Similarly for protection staff to identify new HMOs and potentially unscrupulous landlords, we rely on intelligence from a variety of sources; local authorities, police and other enforcing agencies.

Keeping Our Staff Safe and Well

The strategic objective of Keeping Our Staff Safe and Well is underpinned by the following strategic priorities:

- Priority: We will value our staff and provide health and wellbeing support
- Priority: We will continually develop our staff to ensure they are able to do their job
- Priority: We will commit to being a learning and listening organisation
- Priority: We will provide suitable facilities to ensure our staff are able to do their job
- Priority: We will provide suitable vehicles, equipment and systems to support staff to do their job

Sickness

The table below shows sickness shifts lost since 2013, which shows a significant drop in number following a peak in 2015/16.

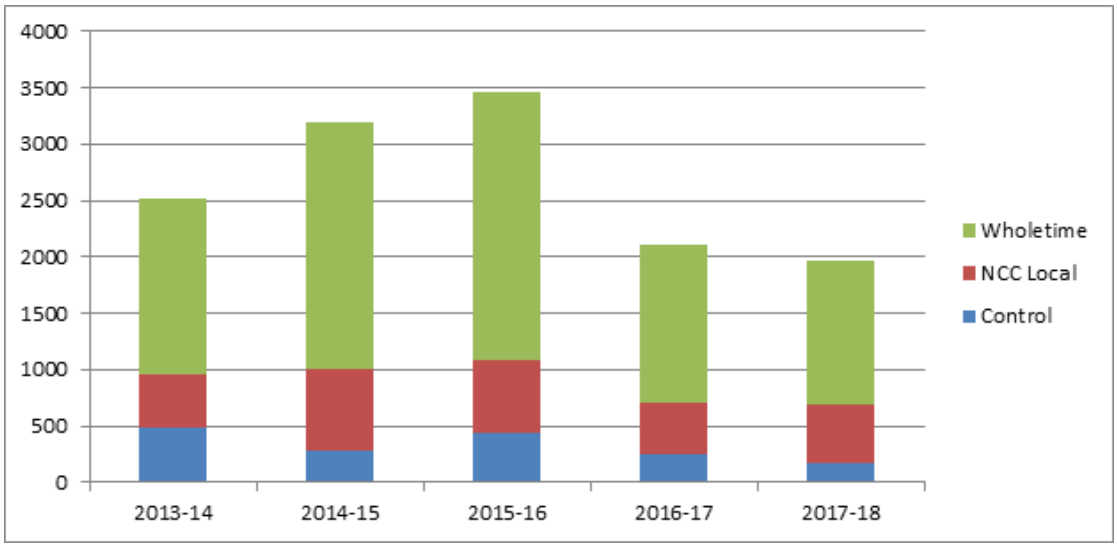


Figure 53 - NFRS shifts lost due to sickness 2013-2018

Comparably, our sickness days lost is on or below National Average:

- Whole-time Shifts Lost per person = 5.9days
- NCC Local Staff = 7.6days
- Fire Control 10.8days
- Fitness 90% Pass Rate

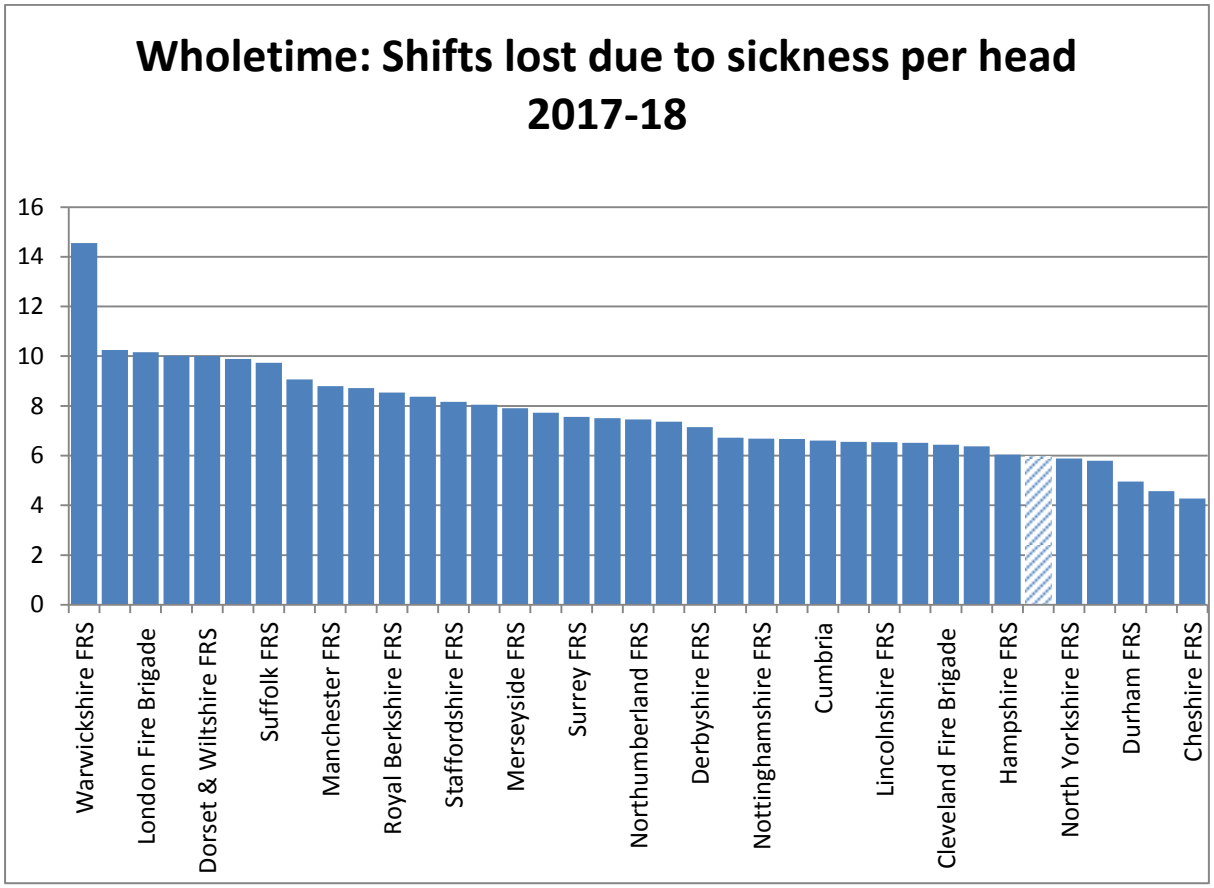


Figure 54 - Wholetime (selected FRS): Shifts lost due to sickness per head 2017-18

Source: Occupation Health report - Cleveland Fire and Rescue Service

Accidents at work

The NFRS Health and Safety Accident figures in this report are shown up to 2017/18. There is an overall downward trend in accident reporting, with an increase during the period 2015-2016. The below shows the overall annual accident total figures since 2012.

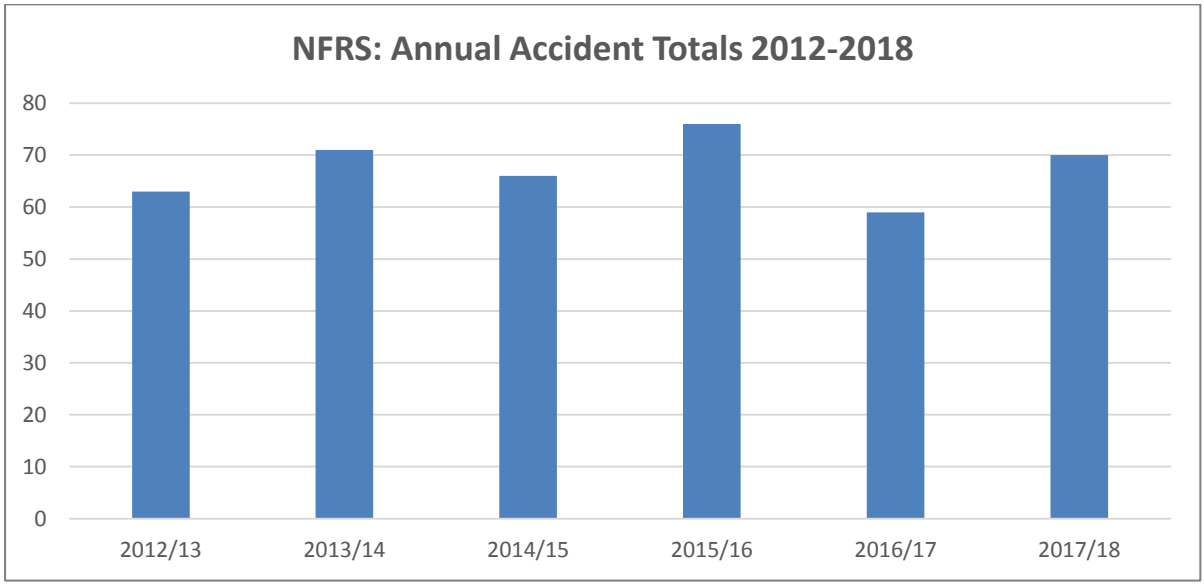


Figure 55 - NFRS: Annual Accidental Totals 2012-2018

RIDDORs (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations)

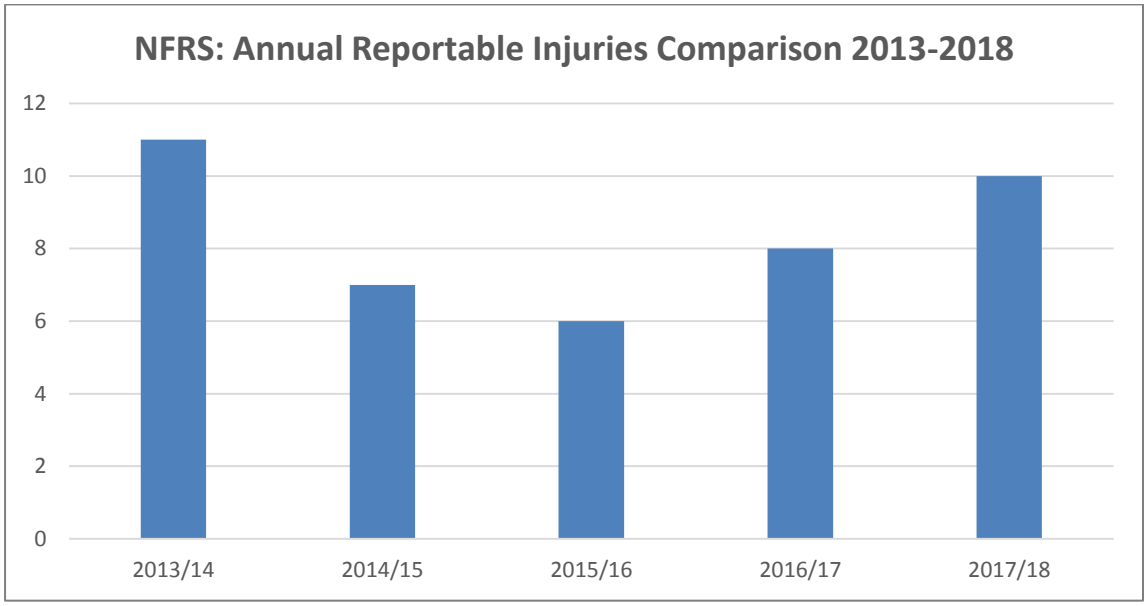


Figure 56 - NFRS: Annual Reportable Injuries Comparison 2013-2018

RIDDOR Dangerous Occurrences 2017 / 2018

None reported for the period 1st April 2018 – 30th June 2019

Making the best use of resources

This strategic objective is underpinned by the following strategic priorities:

- Priority: We will work with others to ensure efficient and effective use of funding
- Priority: We will develop modern and flexible ways of working to meet community needs
- Priority: We will work with communities to improve diversity of our workforce and services
- Priority: We will communicate clearly and give people the opportunity to influence our service
- Priority: We will work with volunteers to improve community safety
- Priority: We will look for opportunities for income generation to support community safety

As an emergency response service, having the right staff model is a balance between ensuring that we have highly skilled staff available to respond immediately to any number and range of emergencies, without having more staff than is needed. Currently we have a mixed staff model, with a proportion of wholetime 24/7 stations, complemented by a larger number of stations with on-call firefighters. Having a large proportion of staff as on-call, means that they are paid only when required to attend an incident. This is an incredibly efficient model but the drop in availability of appliances and higher turnover of staff in this area, means that this is becoming a less effective model.

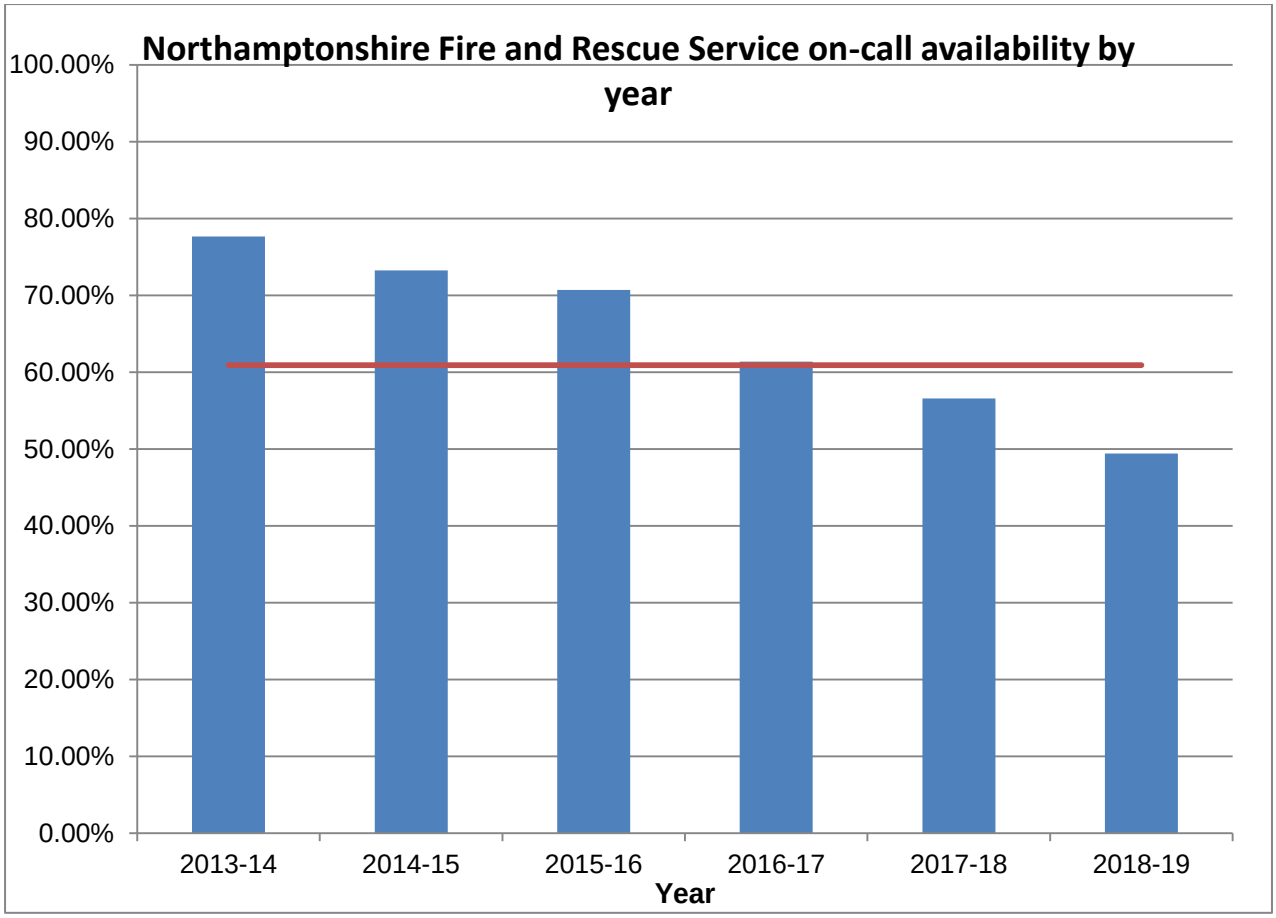


Figure 57 - NFRS on-call availability by year 2013-2018

Following the introduction of new recording system we will be able to analyse on-call availability further.

Comparison of cost effectiveness and efficiency

CIPFA collate and shares information on all Fire and Rescue Services throughout the UK. The information collected is used by Fire and Rescue Services and Fire Authorities to carry out an effective comparison with other Fire and Rescue Services within the sector.

The average cost per head of population across FG2 is £35.41. Northamptonshire is slightly lower than the FG2 average at £31.76 per head of population.

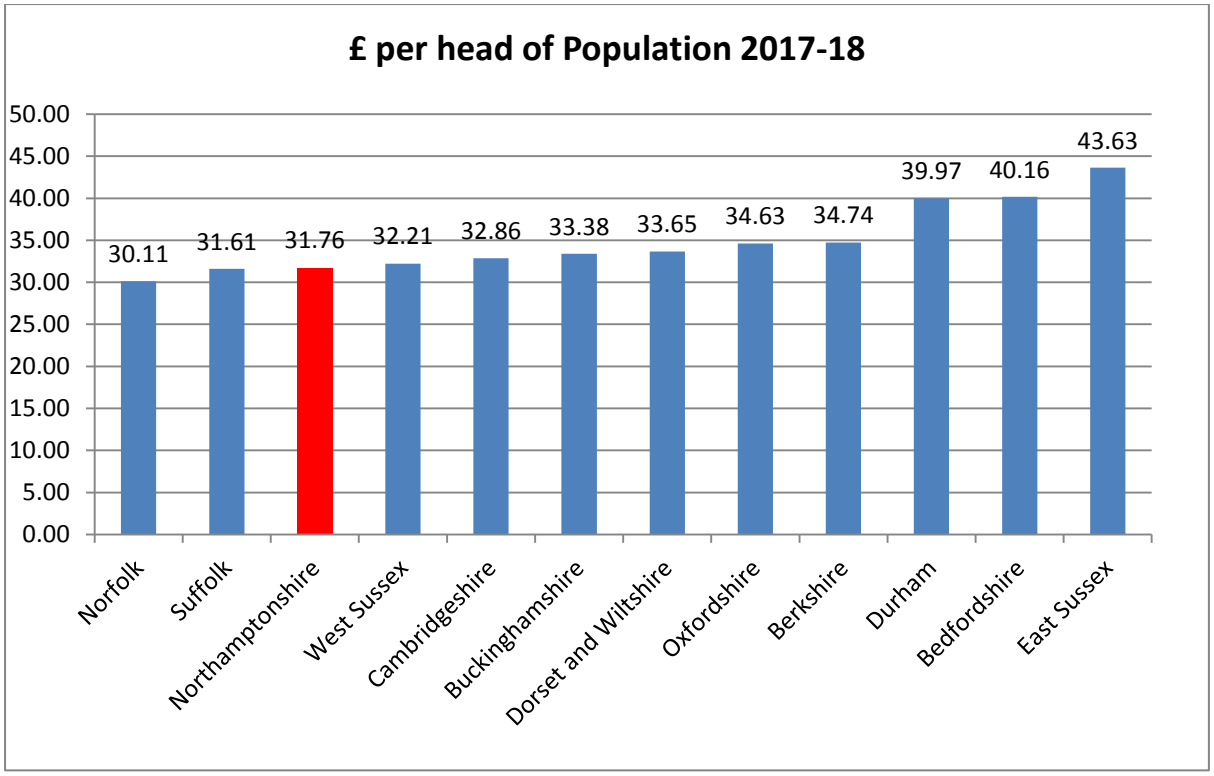


Figure 58 - £ per head of Population 2017-18

Total Expenditure by head of population in Family Group 2 (CIPFA 2017-18)

We compare favourably to other County Council (CC) Fire and Rescue Authorities in a range of efficiency measures; these include stations and appliances serving a larger than average population, with a lower than average number of staff. NFRS also have a lower total expenditure, meaning that operational efficiency is high.

NFRS actively benchmark our performance against other services of similar size; our performance is comparable even though the context is very different. We are currently re-designing the Service to meet the future demands of the county and provide capacity, resilience and sustainability to ensure the organisation remains focussed on our core function of making Northamptonshire Safer.

It is estimated that the county has had above (national) average population growth in recent decades. In the last 30 years the population of Northamptonshire has increased by just over 30% compared to a 16.8% England average (Northamptonshire Analysis 2016).

According to the Business Intelligence and Performance Improvement unit of NCC it is projected that by 2024 the population of Northamptonshire will have grown by approximately 9% to 778,600 people; faster than the projected 7.5% increase for England.

To evaluate the information within this section the bullet points below are a brief summary of the effectiveness of NFRS in comparison to FG2;

- Fewer than the average number of Fire Stations
- Covering a larger than average area per Fire Station
- Serving a larger than average population number
- Northamptonshire has an increasing population
- Northamptonshire has increasing domestic and non-domestic properties
- Lowest false alarm rate
- Lower than average total financial expenditure

This evaluation demonstrates that NFRS are good value for money as they are more cost effective to comparable services with fewer resources and serving a larger area and population by comparison. This demonstrates that operational efficiency is high. It is anticipated that going forward the incident numbers and demand will increase due to the population and property growth and subsequent transport infrastructure to support this growth.

Although NFRS have realised capital and revenue financial benefits from collaboration, in particular from Fire and Police joint initiatives. The main driver for change has been about improving efficiency and supporting better outcomes for the community.

Examples of collaborative working include:

- Joint teams.
- Shared estates/co-location.
- Other key projects such as procurement of a Joint Command Vehicle and shared training opportunities.

Glossary of Terms

ADB	Approved Document B
ATF	Arson Task Force
CBRN Tac Ad	Chemical Biological Radiation Nuclear Tactical Advisor
CFRMIS	Community Fire Risk Management Information System
CIPFA	Charted Institute of Public Finance and Accountancy
DEFRA	Department for Environment, Food & Rural Affairs
DIRFT	Daventry International Rail Freight Terminal
ESS	Electronic Support System
FCR	FireCover Review
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.
HMICFRS	Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services.
HMO	House of Multiple Occupation
HVP	High Volume Pump
ICs	Incident Commanders
IRMP	Integrated Risk Management Plan
JO	Junior Officer
LRF	Local Resilience Forum
MD	Mass Decontamination
MDTs	Mobile Data Terminals
MDU	Mass Decontamination Unit
NCC	Northamptonshire County Council
NFCC	National Fire Chiefs Council
NFRS	Northamptonshire Fire & Rescue Service
NR	National Resilience
OIC	Officer in Charge
ONS	Office for National Statistics
OOD	Officer of the Day
OPFCC	Office of Police, Fire & Crime Commissioner
PFCC	Police, Fire & Crime Commissioner
PORIS	Provision of Operational Risk Information System
RBIP	Risk Based Inspection Program
SoR	Standards of Response