

Strategy 2025-30

# People and Culture



NORTHAMPTONSHIRE  
FIRE & RESCUE SERVICE

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## Version Control

Version	Date	Author	Rationale
0.1	July 2025	S. McMinn	Draft
1.0	23/07/2025		Approved at NFRS Senior Leadership Team Meeting

## About this Strategy

This strategy sets out how Northamptonshire Fire & Rescue Service will deliver its Vision and Mission in relation to people and culture, as set out in the Community Risk Management Plan (CRMP) 2025–2030. Each strategy bridges the gap between the service’s high-level strategic priorities and the tactical delivery required across the Service. This strategy covers:

- Strategic direction for business-as-usual (BAU): how the department will maintain statutory and core services over the 5-year period.
- Strategic direction for change efforts: what change and improvements the department will deliver against the 5-Year CRMP and subsequent Annual Delivery Plans.

Each strategy must demonstrate:

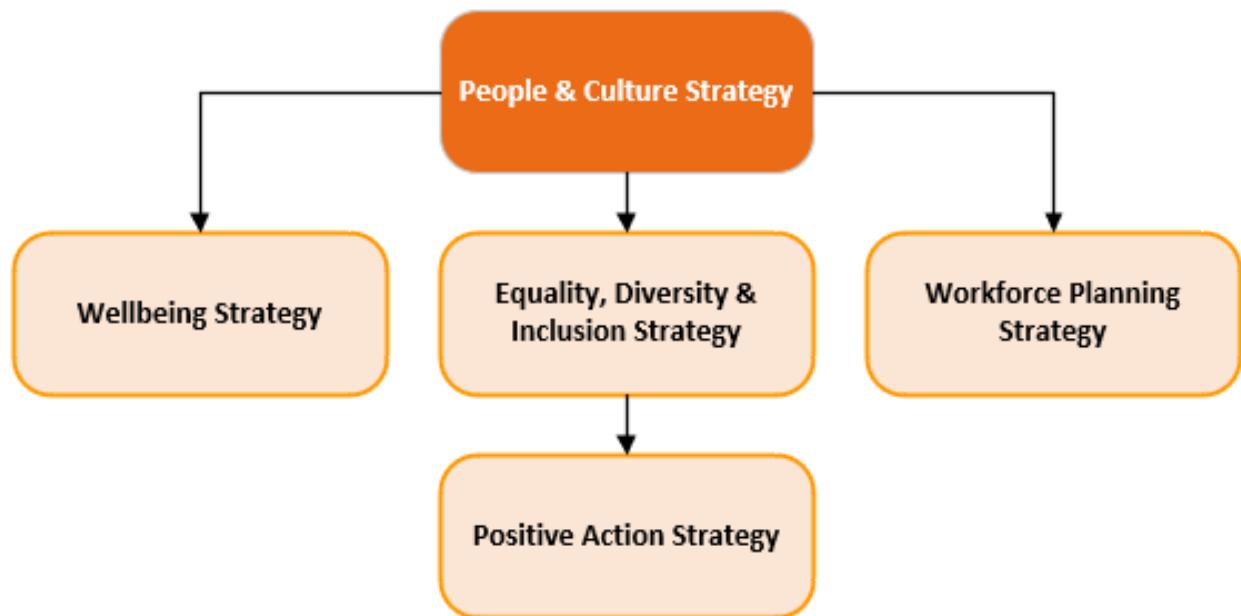
- Clear alignment with CRMP strategic priorities and their bullet-pointed commitments.
- Contribution to one or more CRMP strategic outcomes.
- Support for the seven core principles that guide service delivery.

## 1. Introduction and Purpose

We will continue to develop and support our workforce promoting an inclusive and high performing service.

This strategy supports the delivery of the CRMP 2025–2030 and forms part of the service's integrated planning cycle. It informs the 5-Year Programme Plan, guides annual delivery planning, and sets the strategic direction for both BAU delivery and improvement actions

Underneath this People & Culture Strategy sits detailed strategies for Workforce Planning, Equality, Diversity and Inclusion with a further focused strategy on Positive Action:



## 2. Strategic Context

This strategy supports the CRMP priority and sets out the vision and deliverables through its people and culture commitments.

### **PEOPLE AND CULTURE COMMITMENTS**

We commit to ensuring our culture is one of inclusiveness and respect, in line with our values and ethical principles, supporting equality of access to all our services, monitoring and evaluating the impact of our initiatives.

We commit to working to attract, recruit and retain a workforce that is more representative of our community.

We will invest in the way we train our staff, developing an academy approach to leadership and command training and by ensuring we have best facilities to meet this approach.

The cultural changes will be monitored and measured through the culture dashboard with set deliverables to assess and track performance.

The service will continue to engage with staff through staff surveys and engagement, the outputs of which will inform further activities within the People and Culture strategy.

### 3. Delivery of Core Functions

#### **Ensuring an inclusive culture**

- Support leaders who are doing the right thing for the organisation
- Fully utilise the PDR process and ensure regular 1-1s to support, develop and manage as needed
- Continue to promote our ethical principles and culture across the service
- Ensuring balance between personal and organisational need in everything we do
- Challenging poor behaviours that don't meet professional frameworks
- Support those who are going through investigatory processes (all parties)
- Robustly dealing with misconduct of individuals who do not meet the Core Code of Ethics
- Simplifying policies and process to make management of individuals easier
- Be data led in targeting proactive people interventions
- Provide greater independence and transparency to investigatory processes

#### **Invest in training and developing staff:**

- Develop a living Training Needs Analysis and plan
- Invest in developing digital and data literacy through a variety of means including the Digital Academy
- Increase investment in Leadership and Management development
- Focus efforts on first time managers to be a rounded manager
- Develop a model for firefighter of the future
- Develop a Workforce Plan - Projecting workforce requirements for role and skill to become a 'live' Training Needs Analysis
- Develop succession planning routes
- Bolster the talent and progression processes
- Enhance 360 feedback to identify and support development

- Become data led through a long-term business intelligence strategy and plan

## 4. Change and Improvement

**Commit to attract, recruit and retain a workforce that reflects our community:**

- Review our current recruitment streams and selection methods to attract diversity
- Increase the contribution and support from staff networks to have a wider voice within the service
- Review and develop our wellbeing model and products, consider broader wellbeing provisions in relation to financial and emotional matters
- Be focused on a no blame and reflective approach that seeks to continually improve
- Build a new reward and recognition scheme

## 5. What does success look like?

The CRMP 2025-2030 sets out the following strategic outcomes

- Reduce deaths, injuries and damage caused by fire and other hazardous events to our communities.
- Deliver the best value to the public with the least impact on the environment.
- Develop and maintain a deliver a high performing, and healthy workforce.

By the end of this strategy period the service will have improved workforce representativeness, increased the employee voice through staff networks and associations, made improvements in the wellbeing provisions across the service and increased leadership capability to deliver a high performing workforce.

