



Contents

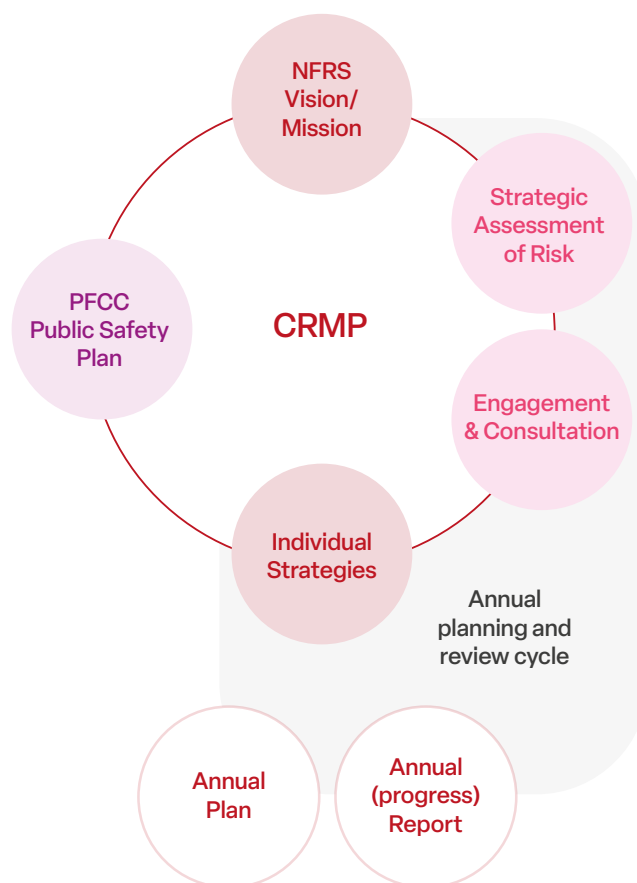
4	Purpose and Scope
4	Governance and reporting
5	Strategic Alignment
5	Our Strategic Outcomes
6	CRMP
7	Our strategic priorities
8	Prevention
9	Protection
10-11	Response
12-13	People and Culture
14	Sustainability and Resilience
15	How we will measure success

Purpose and scope

This Annual Plan sets out the key areas of focus for Northamptonshire Fire and Rescue Service (NFRS) for 2026/27, representing Year Two of our five-year Community Risk Management Plan (CRMP 2025-30). It sets out what we intend to deliver over the next 12 months, to ensure we make progress against our strategic priorities while balancing capacity, funding, risk and our delivery principles. Several of our deliverables and projects will span multiple years as we build on the work we started in Year One. These are clearly identified throughout the plan.

Governance and reporting

This plan will be reviewed regularly throughout the year, supported by monthly highlight reporting or area plans, with the Change and Improvement Board (CIB) providing oversight. Any additional activity identified mid-year will be considered through the Service's commissioning process, ensuring that emerging work is resourced, governed, and prioritised appropriately.



Strategic Alignment

Strategic Priorities (2025–2030)

The Community Risk Management Plan (CRMP) is our strategic framework. It sets out the long-term priorities for the Service. During the last year, we developed the key CRMP strategies, each one explains how it will contribute to meeting the priorities.

Prevention

Protection

Response

People and Culture

Sustainability and Resilience

This Annual Plan sets out, in detail, what we will deliver in 2026/27 to make progress against the CRMP and ensure our work is aligned, achievable, and impactful. We have now established the internal governance structure to support ongoing review and monitoring of our work.

Our Strategic Outcomes

What do we want to achieve with our plan?

We will continue to deliver our core functions. The plan outlines change and improvement, those actions which seek to improve our delivery.

- + **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 diverse, high performing, and healthy workforce.**

Community Risk Management Plan

2025 - 2030

Our Vision

Providing exceptional fire and rescue services for all

Our Mission

Preventing, protecting and responding to keep communities safe

● Prevention

We will help people stay safe from fires and other emergencies

● Protection

We will improve fire safety in the buildings where people live and work

● Response

We will respond immediately and effectively to emergency incidents

● People and culture

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

● Sustainability and resilience

We will manage and invest in our service to be agile and fit for the future, using our resources sustainably and productively while delivering the most value




Our strategic priorities



Prevention

Our focus for this second year will be on realising the benefits from the changes we made to refine processes, to have confidence that these are working well and to learn through evaluation and assurance.

Year Two Deliverables

- **Re-focus processes to be more person-centred**
Following the rollout of a new Home Fire Safety Visit (HFSV) competency framework in Year One, we will develop and implement new quality assurance processes of this key function. This will provide us with feedback and learning to further embed the framework and lead us to greater insights about the most vulnerable people we work with.
 - **Develop and embed Community Fire Risk Management Information System**
A key change project for Year Two - building on the Year One developments - will be to streamline how risk information is captured across all three resource areas of Response, Prevention and Protection.
We are starting to realise the benefits from Year One in simpler processes and better data capture for targeted Prevention activities. The next phase ensures our specialist teams can manage their intervention caseloads digitally. This will simplify how information is presented back to our staff to aid their decisions, and develop reports with greater insights about community risk.
 - **Evaluation of prevention initiatives**
Key to continuous improvement is evaluation of activity and reflection on how well initiatives are working. We want to evaluate our safeguarding demand and the impact of this demand on the Service; alongside a review of an initiative we delivered during Year One, to target activity in small towns and rural areas. This will provide more information for our ongoing strategic assessment of risk.
 - **Shift to paperless process for all our frontline staff**
Providing devices to station crews and all the Home Fire Safety Team enables us to access our systems when we are out in the community, reducing our paper usage and the current requirement to enter information twice. This improves efficiency and data quality.
 - **Northamptonshire Emergency Service Cadets – change project**
To review how we work with Northamptonshire Police to deliver cadet programmes with the aim of improving our delivery model for Fire Cadets. This will improve our alignment with UK Fire Cadets and ensure specialist youth officers can also deliver targeted interventions as part of our commitment to the Serious Violence Duty.
 - **Expansion of Volunteers – Community Safety Advocates**
Activity to promote and grow our volunteer section within the Service to increase our capacity for prevention work in our communities.
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Protection

Our focus during this second year is to continue expanding how we deliver our Protection strategy, with partners and across the Service. We will also undertake some key planning activity, reviewing our resilience as a team and reflecting on our inspection programme to build a new one for 2027-2030.

Year Two Deliverables

- **Develop and embed Community Fire Risk Management Information System**
We will continue to evolve how we use this system, adding further information and intelligence about the premises in county, providing us with greater insights for our assessment of risk.
- **Broaden intelligence gathering (crews) –**
Building on the work started in Year One, we will further work with crews to improve their skills in identifying building risk, developing on Protection checks at large retail premises.
- **Develop our support offer for responsible persons to positively influence safety in built environments**
 - We want to follow on from the success of our first fire safety event for planners, building control bodies and councillors, which allowed them to understand the issues we encounter with fire service access. In Year Two we will deliver three further events, seeking to expand the remit and attendance to increase the capacity for learning/education.
 - Not delivered during Year One, we will scope the production and delivery of webinars for various commercial sectors. Our aim is to offer free guidance to help responsible persons implement fire safety controls and regimes.
- **Review Risk Based Inspection Programme (RBIP)**
To comply with the Fire and Rescue National Framework, we need to refresh our locally determined Risk-Based Inspection Programme. To ensure we target safety in non-domestic premises, where the life safety risk is greatest and to consider non-domestic premises which are at risk from fire, in order to mitigate loss to economic wellbeing. Informed by analysis from our Community Fire Risk Management Information System.
- **Review team structure and succession planning**
The HMICFRS Annual Assessment of Fire report 2024–25 notes that since the Grenfell Tower inquiry, Protection departments experience significant competing demands and should continue to explore how they can improve the capacity and capability of their Protection teams. We want to better align roles and responsibilities to build more resilience in this specialist area.
- **Explore a digital solution for Fire Investigation**
To explore the digital options for investigation case management or digital evidence management, seeking to centralise information, streamline processes and enable greater opportunity for analysis across this rich data source.

Response

During Year One we embarked on an ambitious programme to bring about improvements within our Response function. Our CRMP recognised the challenge we face as the current model of resources does not match our peak periods of demand for road traffic collisions (RTCs) and fire risk. We have laid the foundations for further improvement - we consulted on a change to our Standards of Response, expanding our measure from one standard for all incidents to four, and aligning these to risk. We have also commissioned an external company to assist us with modelling our fire cover. This comprehensive understanding will inform our next steps during Year Two and beyond, as we develop refreshed options for the Your Future Service delivery programme.

Year Two Deliverables

- **Your Future Service programme**
Started in Year One, the response modelling work will be delivered in Year Two. Evaluation of this modelling will inform the next stage, building on Your Future Service recommendations:
 - To develop proposals for change that support delivery of the Response strategy. We will ensure we engage with staff and the public as these proposals are developed.
- **Additionally, under this programme of work, we will –**
 - Complete the implementation of our Duty Management System, focussing on on-call staff
 - Scope and assess new real time software tools to enable our Fire Control teams and Response managers to manage our resources and our risk more effectively.
 - Informed by the data modelling, implement a new look Resource Management Centre team to ensure we maintain optimal staffing levels, skills and capabilities across the county
- **Continue to enhance our Fire Control capability**
 - Building on the progress we made in Year One through the programme established to deliver improvements in this function.
 - Investing in our Fire Control staff – deliver the outcomes of the cultural audit we undertook in Year One to create a supportive working environment for all.

- Investing in collaboration - we will begin delivering, implementing, and embedding Fire Control National Operational Guidance, supported by aligned training internally and across our partnership with Warwickshire Fire and Rescue Service. This will ensure a consistent approach and strengthen our ability to provide an effective and resilient service.
- Investing in technology – we will continue to deliver and embed improvements to our mobilising systems e.g. Vision 5 and Multi-Agency Information Transfer (MAIT).

- **Operational Assurance Framework**
NFRS need to provide assurance on the services it delivers to ensure it meets expected standards and enables the service to learn and improve. We will undertake a review of our operational assurance practices and implement new structures and ways of working as appropriate.

- **Shift to paperless process for all of our frontline staff**
Providing devices to station crews enables us to access our systems at incidents, as well as when we are out in the community. Alongside software changes we will explore the creation of a more digital incident ground for response staff – integrating technology and improving situational awareness.

- **Emergency Services Network**
A Government led project to replace outdated radio technology across all emergency services with next generation 4G/5G mobile network will

gather pace during Year Two, as all organisations prepare for transition to the new service which is expected to start in Year Three (2027/28).

- **To explore alternative tactics for tackling Electric Vehicle (EV) fires**

Our CRMP explores a strategic assessment of risk in the county - and we noted the increasing use of EVs locally and across England, and the associated risk of lithium-ion battery fires. Building on our experience using Ultra High Pressure (UHP) technology, we will review this provision and how it could support more effective operations at incidents involving EVs.

- **Methods of Entry**

As part of our ongoing collaboration with local Police and Ambulance services, we will explore an agreement to provide support where other emergency services are unable to make access to properties during a medical emergency. Delivering such an agreement will require developing our capability and training in this area.

- **Review our specialist capabilities**

Starting in Year Two, we will commence on a rolling review of our specialist Response capabilities. To ensure the Service has the right skills, training and equipment, in the right place, to meet the risks we identified in the CRMP and comply with the relevant legislation or guidance. Identifying which specialist capability to review will be evidence led, informed by data modelling, learning and aligned to any contractual timeline.

People and Culture

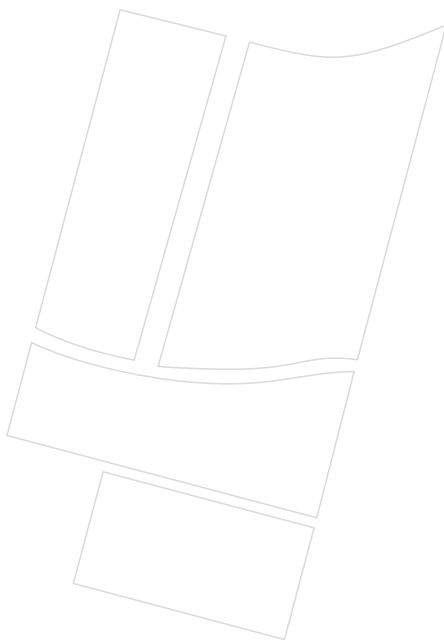
During Year One, we introduced a new strategy for this priority area. Underneath this sit detailed strategies for Wellbeing, Workforce Planning, Equality, Diversity and Inclusion with a further focused strategy on Positive Action.



In this second year, we continue our long-term ambition to improve workplace culture, seeking to learn from a recent wholtime firefighter campaign and to explore other opportunities for increasing diversity in our workforce. Another priority for this year is refining processes around internal career development and learning opportunities, and continued focus on the wellbeing of our staff.

Year Two Deliverables

- **Multiple initiatives to attract and recruit a more diverse workforce**
 - Career academy is a programme supported by the Positive Action Team (PAT) in relation to internal career development and recruitment processes. The focus is intended to increase diversity through the recruitment and promotion process
 - Trial a summer internship model for underrepresented groups
 - Focus on Positive Action for new recruits and internal staff
 - Develop a direct entry programme for delivery in Year Three
- **Enhance wellbeing provision**
 - Embed Trauma Risk Management (TRIM) as an enhanced trauma management approach.
 - Following the Year One review, deliver and embed new operational welfare capability



- **Engagement and actions through staff survey**
We will continue to deliver actions and communicate changes in response to feedback received from staff in the 2025 survey, and plan to undertake a further full survey towards the end of Year Two.
- **Scope the development of in-house foundation training for firefighters**
Explore alternate options to providing initial training, seeking to build organisational resilience, create efficiencies and maintain a local focus whilst delivering high quality recruit training.
- **Continue to invest in developing and retaining our staff**
 - **Review the way the service delivers Organisational Development**
Building on the work done during Year One – the continuation of this comprehensive review will look at the way we use digital systems and processes to maximise how individuals are supported in their development. We will hold a wider review to consider core learning pathways and progression processes – seeking to remove barriers, increase diversity in talent pools and improve accessibility. Reviews will be informed by learning and feedback from recent staff survey and evaluation.
 - **Implement the new coaching and mentoring scheme**
Develop and deliver a comprehensive coaching and mentoring offer, inclusive to all staff. This will also include implementing reverse mentoring for middle managers and senior leaders.
 - **White Ribbon accreditation**
Aligned to the Governments 'Freedom from violence and abuse' strategy and the NFCC VAWG statement of commitment, the Service will seek accreditation with White Ribbon UK and embark on a three-year action plan to embed change in our systems, policies and culture, seeking to raise awareness and engage with men and boys in prompting gender equality.

Sustainability and Resilience


In this second year and throughout the term of the CRMP, we will continue to focus on progressing investment in our estates and fleet – addressing the legacy of years of underinvestment which has resulted in buildings that are no longer fit for purpose.

Year Two Deliverables

- **We will continue delivery of key estates projects and fleet replacements**
 - Moulton Fire Station
 - Kettering Fire Station
 - Operational Training Facility
 - Joint Asset Workshop & Stores
 - Aerial appliance
 - Eight replacement fire engines for stations and two further for training
- **We will take a digital first approach to:**
 - Improve cyber security through alignment to the National Cyber Security Centre (NCSC) Cyber Assessment Framework (CAF)
 - Procure and implement a new more accessible, user friendly and engaging website for the public
 - To realise the full benefits of Microsoft SharePoint/365, we will begin the transition into using its online capability and develop our intranet around this
 - Develop digital roadmaps to support long term strategic goals
 - Implementation of Power BI into service
 - Commence replacement of our Learning Management System
 - Review and replace the equipment at fire stations used to mobilise our fire engines
 - To establish a greater organisational focus on information management, seeking to reduce information-related risk.
- **We will identify innovative solutions to the way we invest in fleet, equipment and uniform by:**
 - Scoping Vehicle Management Systems
 - Commencing electrification of our vehicle fleet
 - Review nationally developed frameworks for the provision of the Personal Protective Equipment (PPE) that firefighters wear
 - Deliver new uniform
- **We will continue to progress the systems and equipment necessary to ensure that firefighters are safe from harmful contaminants.**

Through the course of their work, firefighters come in contact with harmful substances that contaminate their firefighting clothing and gear. We need to provide the right facilities, processes and equipment to minimise their exposure and maximise their long term health and safety. In Year Two we will build on the work started in Year One.
- **We will further develop our approach to organisational learning**

Being a learning organisation is key to continuous improvement and long-term sustainability. We have good systems in place across the organisation but need to further develop a truly holistic approach aligned to the Fire Standards.



How we will measure success

We will monitor performance and delivery against our strategic outcomes through a comprehensive set of Key Performance Indicators (KPIs), as detailed in Appendix 'A'. These KPIs will be complemented by measures aligned with national and local performance reporting criteria, outcomes from the Productivity and Efficiency Plan, and relevant assurance requirements.

At the end of this year, we will publish our progress against this plan in our Annual Report. This will include an assessment of our achievements in relation to the following CRMP 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, maintain and deliver a high performing, and healthy workforce.**

The Annual Report will also provide an overview of our performance across key areas, including service delivery, operational effectiveness, and alignment with national and local priorities.

Key Performance Indicators (KPIs)

Productivity and Efficiency Plan

