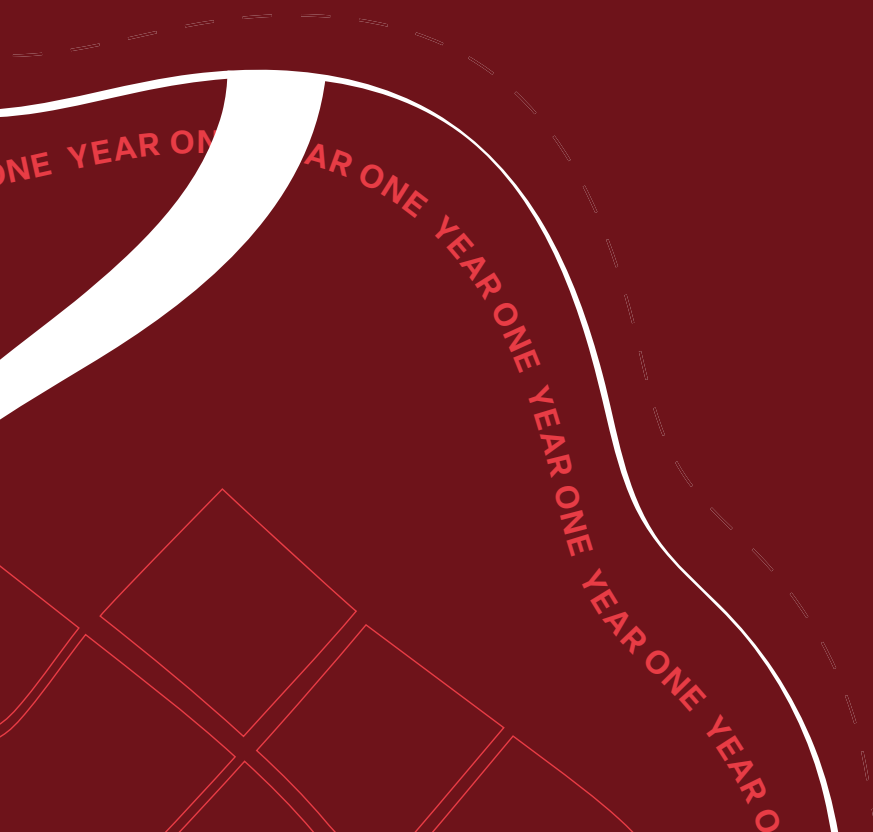


2025/26

# Annual Plan CRMP Year One



**NORTHAMPTONSHIRE  
FIRE & RESCUE SERVICE**







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## Purpose and Scope

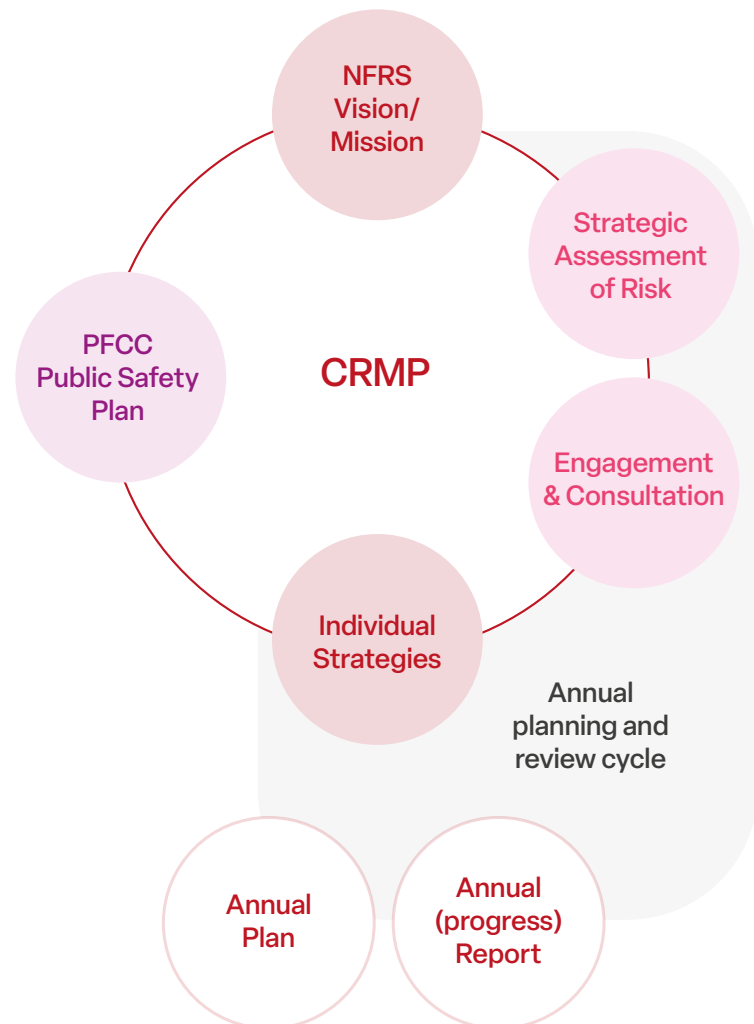
This Annual Plan sets out the key areas of focus for Northamptonshire Fire and Rescue Service (NFRS) for 2025/26, representing Year 1 of our five-year Community Risk Management Plan (CRMP). It sets out what we intend to deliver over the next 12 months, to ensure we make progress against our strategic priorities while balancing capacity, funding, risk and our delivery principles.

## Governance and reporting

This plan will be reviewed regularly throughout the year, supported by monthly highlight reporting and oversight from the Change and Improvement Board (CIB). 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. Each of our strategies explains how different areas of the organisation will contribute to meeting those priorities. This Annual Plan sets out, in detail, what we will deliver in 2025/26 to make progress against the CRMP and ensure our work is aligned, achievable, and impactful.



# 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

As we move forward with delivering the CRMP, we are incorporating existing programmes, such as Your Future Service (YFS), into our long-term planning. This approach ensures that transformation activity is streamlined, easier to understand, and clearly aligned with our strategic priorities. By embedding these programmes within the CRMP framework, we provide greater clarity for both the Service and the public, reducing duplication and ensuring all change efforts are coordinated and purposeful.

In this first year, we will review every active YFS project and determine the appropriate course of action:

**This commitment ensures all transformation activity is visible, prioritised, and resourced appropriately through the corporate planning cycle.**

## Our Strategic Outcomes

What do we want to achieve with our plan?

- + **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.**

# Our strategic priorities

## Prevention

**Become more integrated with our communities and partners to identify, support and safeguard those most at risk.**

We want to be visible and proactive within our communities and for the contact we have with partners and individuals to be meaningful, leading to positive outcomes.

Our focus for this first year will be on refining processes and maximising the value of the system we use to manage data around community fire safety, following a significant upgrade which was completed earlier in 2025. This will create more capacity for our staff to engage with our communities and develop these relationships.

### Year One Deliverables

- **Develop and publish Prevention Strategy**
- **Re-focus processes to be more person-centred**  
Enhance training to our crews and staff around the HFSV, embedding the new safeguarding competency framework and developing our monitoring, which will provide us with further assurances around this key function
- **Improve our Community Impact Assessment process to learn from the most serious incidents and fire fatalities**
- **Develop & embed CFRMIS**  
Explore how we can adapt processes and our use of the system to better meet our requirements, provide regular reporting on our engagement with seldom heard groups and on our delivery of targeted community safety activities
- **Ensure targeted activities are delivered in small towns and rural areas**

## Protection

**Enhance our understanding and influence over building risk to improve safety across the built environment.**

We want to have more granular data and intelligence about geographical risk, including buildings across the county, this will help us to refine and target our resources.

We have made significant progress in the last 5 years and with the completion of the upgrade to the system we use to manage data around community and business fire safety. The focus in this first year is on developing how we use this key system and expanding our protection strategy beyond the team immediately responsible.

### Year One Deliverables

- **Develop and publish Protection Strategy**
- **Develop & embed CFRMIS**  
Introduce new data fields to capture richer picture of buildings, assurance activity around use of system/data to provide assurance of data quality and consistent use of system.
- **Broaden intelligence gathering (crews) –**
  - Roll out training for crews to undertake fire safety checks (licensed premises)
  - Repeat exit inspection activity (undertaken in 2024) at shopping centres and large shops.
- **Develop our support offer for responsible persons (to positively influence safety in built environment)**
  - Deliver fire safety event for planners, building control bodies and councillors to allow them to understand the issues we encounter with fire service access.
  - Scope the production and delivery of webinars for various commercial sectors. Aim to offer free guidance to help responsible persons implement fire safety controls and regimes.



## Response

### Refine and strengthen our response capability to match risk, and demand.

Through the build of our CRMP we recognised that the current model of response resources does not match our peak periods of demand for RTC's and fire risk. We want to further develop our flexibility and optimise our operational capacity over the term of the CRMP, including how we manage the levels of staff available for operational response.

In the first year we want to consider how the creation of risk categories through the new Standards of Response (SOR) provides us with an opportunity to refine our model of working, with greater alignment to risk. Fundamental to this is a focus on our Fire Control as the starting point to every incident.



### Year One Deliverables

- **Develop and publish Response strategy**
- **Embed monitoring and reporting on the new standards of response.**

Following consultation on the development of our SOR, refining the reporting will provide us with assurance and insights around this key element – how immediate our response is to incidents.
- **Refresh our fire cover modelling.**

Using the latest incident data and intelligence will inform our review of where our stations and resources are based across the county. To identify options for improvement to be consulted on in year 2/early 2026.
- **Complete the implementation of Duty Management System.**

First introduced in 2024, implementing this final phase of the software will streamline processes for alerting on-call firefighters and provide improved visibility for planning.
- **Review our welfare provision for staff, whilst at operational incidents**

To holistically consider what welfare support is provided to crews and when, whilst in attendance at incidents or at other events as required.
- **Review the function which manages the levels of operational staff - the Resource Management Centre.**

Over the term of the CRMP the requirements and processes of this team will evolve as changes are made to the response model. This review is to identify the immediate remit and focus for year 1.
- **Complete the review of our aerial capability.**

Identifying the specification requirements that best meet our needs and initiating the process for procurement. The build and implementation of any new vehicle will be delivered during later Annual Plans.
- **Review our Fire Control capability**
  - Delivery of new mobilising system (Vision 5), refocused collaboration with Warwickshire Fire and Rescue Service (WFRS) to further align ways of working and build increased resilience.
  - A focus on culture and wellbeing (informed by cultural audit during the first year).
  - Training & Development Roadmap: Building Foundations for Operational Readiness.

## People and Culture

### Ensure our working environment enables staff to thrive.

Our strength as an organisation is in our staff and we want to make sure that we are creating an environment in which they can deliver the best for our communities.

In this first year we will focus on the welfare and wellbeing services we provide to support our staff, including how we value our people and recognise their individual contributions. We will continue to improve workplace culture, concentrating on our recruitment processes as we prepare for our next Wholetime Firefighter campaign and on learning from the recent staff survey. Another priority for this first year will be the structure and processes around internal career development and learning opportunities.

#### Year One Deliverables

- **Develop and publish People & Culture Strategy.**
- **Continue to progress replacement of uniform**  
An initial review of the current uniform provision has informed a revised specification which will be taken through the tendering process to identify suitable providers and a staff trial.
- **Review Occupational Health (OH) provision**  
Assess current OH provisions with a route to moving the OH service to an in-house provision and a joint offering for both police and fire. Seeking improvements on the quality, level and accessibility of service and to provide greater data insights to drive OH initiatives, to lead a proactive and preventative service.
- **Enhancing our wellbeing provision through delivering an improved trauma management approach.**  
Review the current wellbeing provision within the Service with a view to increasing the support available to staff, including a clear wellbeing agenda and direction set out by the service, increased offer of wellbeing activities and support through the offer of TRIM, improvements to the current peer support model. Appoint a joint Wellbeing Lead who will oversee the work required to be completed for the service. Assess the requirements and associated costs for an enhanced psychological support service.
- **Respond to feedback received from staff through the 2025 survey**  
In response to staff survey themes and feedback, to develop actions and provide ongoing communications to staff about their progress.
- **Continue to attract and recruit a more diverse workforce**  
Multiple activities seeking to deliver a more diverse workforce, from improving our understanding of our community diversity and of the barriers to recruitment through to engaging differently with partners and growing our internal staff networks. More specific areas of work will prepare the service for Direct Entry in year two, identify high potential in our staff and centralise and focus our resources more effectively.
- **Continue to deliver cultural change training activities across the organisation at all levels.**  
Review and assess feedback from NFRS Staff Survey to lead cultural change training within the Service.
- **Review the way the service delivers Organisational Development**  
Comprehensive review looking at department team structure, our use of digital systems and processes to maximise how individuals are supported in their development. 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.
- **Review reward and recognition routes within the service.**  
Complete a review of the various formal and informal methods of recognition across the Service. Implement new reward scheme to recognise significant achievement and contribution within the Service.


## Sustainability & Resilience

**Invest in a sustainable, efficient and future-ready Fire and Rescue Service.**

In this first year, we will focus on progressing investment in our estates – addressing the legacy of years of underinvestment which has resulted in buildings that are no longer fit for purpose.

### Year One Deliverables

- **Develop and publish sustainability strategy**
- **Develop and publish a productivity and efficiency plan**  
We are committed to embracing new ways of working, identifying efficiencies, and driving positive change across the organisation, the development of an Efficiency and Productivity Plan sets out a range of activities designed to enhance the service we provide.
- **Continue to deliver programme of improvements to station facilities**  
As part of the core role of the estates function, multiple projects will be initiated to provide improved facilities. From minor building works to the installation of green technology such as smart meters, stations will be modified to better meet the needs of staff.
- **Develop and publish a Data and Analytics strategy based on the Joint Digital Strategy**  
We want to use the data and intelligence available to us in a way which provides the most comprehensive insights. Key to this is introducing a clear framework which will encourage a culture where data is valued, trusted and actively used to inform decisions.
- **Establish in-house legal provision**  
Following review and consideration of the potential benefits, an internal legal team will be created to provide legal support to both fire and police.
- **Progress the planning applications for Moulton and Kettering fire stations and for joint workshop facilities, initiating procurement process to secure contractors for the build.**
- **Explore the options for a new operational training facility in county for the long-term, identifying a preferred site/location.**
- **Review website and internal intranet**  
Seeking to develop a more accessible, user friendly and engaging website for the public and to upgrade the functionality of the internal intranet to improve communications.



## How we will measure success?

We will monitor performance and delivery against our strategic outcomes through a comprehensive set of Key Performance Indicators (KPIs), to be detailed in a separate Appendix. 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.

