

NFCC Culture Action Plan

You Said, We Did

July 2023



NFCC
National Fire
Chiefs Council

“You Said, We Did.”

Consultation

As part of the NFCC (National Fire Chiefs Council) Culture and Inclusion Conference held in March 2023, we consulted fire and rescue service stakeholders to produce a draft Culture Action Plan. The draft of this plan was published at the end of April, undergoing consultation between 27 April and 27 May 2023. The consultation included written feedback and multiple focus group sessions with fire and rescue (FRS) staff and wider stakeholders. In total, 176 delegates contributed to the conference, with a further 32 organisations contributing to the focus group sessions.

Focus group sessions covered:

- Presentation and content of the plan
- Key issues and themes
- Short-, medium- and long-term actions
- Recommendations and considerations

A further focus group session was carried out with Chief Officers in June 2023, focusing on the barriers to cultural change and the ambitions of the plan.

Feedback from the consultations have been collated and analysed and contribute to this ‘You said, we did.’ report, which summarises key themes and priorities, listed below.

Culture Action Plan - Key themes / priorities coming out of consultation:

1. Focussed fire and rescue service cooperation collaboration –

Fire and rescue services are at various stages in transforming their cultures. Some have made significant progress; others are much earlier on their transformation journeys.

- Maintaining and sustaining a positive culture is a critical component – it cannot be dependent on a few individuals.
- To ensure positive practice is maintained at pace we need to cultivate and enable a learning and growth mindset that moves away from a blame culture in order to maximise opportunities for evaluation and improvement.
- We can do this by identifying and sharing good practice and innovation, both across fire and rescue services and from other sectors.
- Support from peers can further drive progress.

2. Focus on embedding existing products and positive practice: –

- Understanding where fire and rescue services are in embedding and implementing NFCC products and how they are measuring impact will help us to identify gaps and areas for improvement.
- Use of our new Positive Practice Portal to identify and share good practice and innovation.
- Use of NFCC implementation team to support fire and rescue services with embedding tools and products.
- We will share case studies and examples of how FRSs are using NFCC products with success

3. Development of new tools and guidance –

- The implementation support team in combination with the content co-ordination team will continue to feedback information about how products, tools and guidance are being embedded in service, which will help NFCC to understand the immediate and longer term needs of members.



4. A literature review of research into fire service culture. –

- We recognise that at this moment in time we do not have all the answers and believe that progress made in the past has been too slow. A literature review of existing research by independent experts in the field is needed to support the ongoing development of the plan. This review could: identify the underlying causes of toxic culture, barriers to change, gaps in tools/guidance, and make recommendations on how to address this nationally.
- The Action plan should also outline how we can achieve change at the right pace and how it could be measured. We will work with the NFCC's Academic Collaboration Evaluation and Research Group to scope and deliver this work which will include reaching out to colleagues and

partners internationally to explore any research they may have undertaken.

5. Working with key sector partners –

- The NFCC in the plan should show it is committed to working with sector partners and organisations to drive sustained change to improve the experiences of fire and rescue service staff and the communities they serve.

Content of the Culture Action Plan

You Said	We Did
The plan should be presented with a clear and simple structure that is easy to navigate and digest and makes use of infographics.	We have modified the language used in the plan and supplemented text with visual graphics to help direct the reader. A glossary of terms has also been developed as a supporting document to inform the reader, where necessary.
More information should be provided about existing products and tools referenced within the plan.	The plan is supported by a document detailing and linking to existing tools and products created by the NFCC, embedding the principles of equality, diversity, and inclusion and positive organisational culture.
The content of the plan should be determined by the identity of a target audience.	A communication guide will accompany the plan which defines the target audience and provides advice to fire and rescue services on the most effective method of engagement.

Expected benefits of the Culture Action Plan

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A clear vision should be defined that promotes positive collaboration and sharing best practice.	A vision statement has been added to the plan that sits at the top of a clear framework linking to outcomes and deliverables.
The plan should set out realistic timeframes of achieving meaningful and sustainable cultural change across the sector.	The period of the plan has been extended to ensure a considered approach is adopted to embed change that reflects our capacity and ambition for change across the sector. Within the Deliverables Supporting document, each deliverable and associated measure of success is timebound.

Implementation of the Culture Action Plan

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The plan should present a proactive vision that offers a consistency of approach across the sector, and accountability of action against measurable targets.	We have added clear evaluation and success measures to assess progress and determine impact, subject to regular review and accountability by the NFCC Council and Board of Trustees, detailed within the governance arrangements of the plan.
An evidence-based approach should be adopted to build trust across the sector, with a focus on continuous improvement and organisational learning.	The plan will be subject to independent scrutiny, quality assurance and expert advice from a newly formed challenge and support panel. In addition, the NFCC are committed to continue working with the Academic Collaborative Evaluation Research Group (ACER) to drive continual improvement and quality of service.



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