# **NFCC Culture Action Plan**

**Detailed Deliverables** 

July 2023







### Output: Safeguarding

Overarching Outcomes:







#### Partners:

Fire and rescue services, Home Office, HMICFRS, Fire Standards Boards, NFCC- People, Culture and Leadership Coordinating Committee

Product/Project:	We will promote completion in order to ensure every fire and rescue service can assess gaps and	Status:	Ongoing delivery and engagement
Promote the self- assessment tool kit	associated action plans.	Live	

#### Success measures:

- 75% FRS attendance at the NFCC Safeguarding meetings.
- Engagement of the NFCC Safeguarding regional reps meeting.
- Guidance and documentation is developed, tested with employers, representative bodies, and other stakeholders and agreed by the Fire Safeguarding Board.

Product/Project:	We will enable fire and rescue services to have access to and guidance on DBS checks, reflective	Status:	Q2 2023/24
DBS Checks	of the roles/ individual duties undertaken.	Live	

### Success measures:

• Evidence in national policy and legislation.

Product/Project:	We will support the sector to provide an adequately trained workforce with robust guidance	Status:	Q3 2023/24 and beyond
Produce guidance and risk assessments	and process.	Live	
	2. Produce documentation taking a proportionate approach with regard to public safety, the public sector equality duty, cost and individual privacy.		

- Evidence in national policy and legislation.
- Guidance and documentation is developed, tested with employers, representative bodies, and other stakeholders and agreed by the Fire Safeguarding Board



### Output: Safeguarding

Overarching **Outcomes:** 







#### Partners:

Fire and rescue services, Home Office, HMICFRS, Fire Standards Boards, NFCC- People, Culture and Leadership Coordinating Committee

#### Product/Project:

# **Upskill the sector** (competency, training and assurance)

- 1. We will educate the sector on its safeguarding responsibilities, advocating a holistic approach that permeates through every area of our business.
- 2. We will enable all FRS/FRA employees to understand their role and responsibilities.
- 3. We will promote fire and rescue services to embed a holistic culture of safeguarding.
- 4. We will enable service development to take into account the need to safeguard and promote welfare of children, young people and adults at risk.
- 5. We will develop training pathways for professional leads and the wider sector.
- 6. We will develop a peer review template to enable a culture of organisational learning.

#### Status:

Ongoing (From July 2023)

development

- Evidence in FRSs Safeguarding Fire Standard self-assessment tools.
- · Guidance and documentation is developed, tested with employers, representative bodies, and other stakeholders and agreed by the Fire Safeguarding Board.



Output: Safeguarding

Overarching Outcomes:







#### Partners:

Fire and rescue services, Home Office, HMICFRS, Fire Standards Boards, NFCC- People, Culture and Leadership Coordinating Committee

Product/Project:	To oversee amendment in regard to the ROA exceptions order which will enable FRS to function	Status:	Q3 2023/24
Develop a business case: To oversee amendment in regard to the ROA exceptions order which will enable FRS to function effectively to achieve its legal duties	effectively to achieve its legal duties	Live/ Completed	

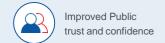
#### Success measures:

• Evidence in national policy and legislation.



# Output: Fire Standards

Overarching Outcomes:







#### Partners:

Fire and rescue services, Fire Standards Board, HMICFRS

Product/Project: Code of Ethics	www.firestandards.org/standards/approved/code- of-ethics-fsc-eth01/		
Product/Project:  Leading and developing people	https://www.firestandards.org/standards/approved/leading-developing-people-fsc-led01a/	Status: Live- subject to regular review	Review schedule of every 3 years from publication
Product/Project:  Leading the Service	https://www.firestandards.org/standards/approved/leading-the-service-fsc-led01b/		
Product/Project: Safeguarding	https://www.firestandards.org/standards/approved/safeguarding-fsd-pre02/		
Product/Project:  Communication and Engagement	https://www.firestandards.org/standards/approved/communication-and-engagement/		
Product/Project:  Data Management	https://www.firestandards.org/standards/approved/data-management-fse-dat01/		

- Qualitative feedback from services Quantative feedback in the form of Staff Surveys and other data sources.
- Post implementation Case Studies





# Output: Maturity Models

Overarching Outcomes:





# Partners:

N/A

Product/Project:			
Product/Project: Wellbeing			
Product/Project:  Learning Organisation	The Maturity Models and Workforce Good Practice Framework were developed in conjunction with fire and rescue services and are based on the principles of the Deloitte methodology. The models and framework allow fire and rescue	Status:	
Product/Project:  Talent Management	services to assess current practice, by using a self-assessment tool to determine current maturity level against a range of different areas.	Live- subject to regular review	Review schedule of every 3 years from publication
Blended Learning	https://www.ukfrs.com/maturity-models-and- workforce-good-practice-framework		
Performance Management			
Leadership Development			
Employee Recognition			
Product/Project:			
Recruitment			

- Qualitative feedback from services Quantative feedback in the form of Staff Surveys and other data sources.
- Post implementation Case Studies



# Output: Independent Reporting Lines

Overarching Outcomes:





### Partners:

Crimestoppers, Stand Up Champions etc.

Product/Project:	Advice to fire and rescue services on Independent Reporting Lines	Status:	Review every 6 months
Reporting Lines Guidance and sign posting	https://www.nationalfirechiefs.org.uk/Independent-reporting-lines	Live- subject to regular review	

- Survey information
- Case Studies





# Output: Professionalism and development

Overarching Outcomes:





# Partners:

N/A and CMI

Product/Project:  Leadership Framework	https://www.nationalfirechiefs.org.uk/write/ MediaUploads/NFCC%20Guidance%20 publications/Workforce/NFCC Leadership Framework Final.pdf	Status: Live	
Product/Project:  Core Learning Pathway	This maps leadership and management at 3 levels through an organisation showing the apprenticeship standards and equivalent qualifications, skills at each level. This brings consistency and ensures that all fire and rescue services are developing their workforce to the highest professional standards possible.  https://nfcc.org.uk/our-services/consultations/succession-planning-toolkit-consultation/core-learning-pathway/	Status: Live- to be reviewed in 2023	Live
Product/Project: Supervisory Leadership Development Programme	Standardised first-line leadership programme, aimed at developing focused leaders.  https://www.ukfrs.com/index.php/supervisory-leadership-development-programme		

- Qualitative feedback from services Quantative feedback in the form of Staff Surveys and other data sources.
- Post implementation Case Studies





# Output: Professionalism and development

Overarching Outcomes:





### Partners:

N/A

Product/Project:	Standardised approach to developing middle managers, both operational and support.	Status:	Delivery planned March 2024
Middle Leadership Development Programme		In development	

#### Success measures:

- · Qualitative feedback from services Quantative feedback in the form of Staff Surveys and other data sources.
- Post implementation Case Studies

Product/Project:	Enhancement of leadership capabilities, to address key strategic issues.	Status:	Review planned for 2024
Executive Leadership Programme	https://nfcc.org.uk/our-services/people- programme/nfcc-executive-leadership-programme/	Live	

#### Success measures:

• Qualitative Feedback from participants, course metrics

Product/Project:	A standardised development programme to support the development of junior staff that	Status:	Scheduled for delivery in 24/25
High Potential Programme	demonstrate high potential.	Planned for development	

- Qualitative feedback from services Quantative feedback in the form of Staff Surveys and other data sources.
- Post implementation Case Studies



Output: Professionalism and development

Overarching Outcomes:





#### Partners:

Fire service College, Fire and Rescue Services

Provision of alternate route to entry for Station Manager roles	Status:	First Cohort recruited in 2023 (7 FRS)
	Live	
	•	Manager roles

### Success measures:

• Qualitative Feedback from participants, course metrics

Product/Project:	Development of a 360 feedback tool/methodology that will be made available to fire and rescue	Status:	Delivery planned December 2023
360 Feedback Tool	services.	In development	

- Uptake Data
- Qualitative feedback from users and case studies from user services.





# **Output: Coaching and Mentoring**

Overarching Outcomes:





#### Partners:

ILM

# Product/Project:

Coaching and Mentoring Portal and Toolkit

Online portal and toolkit bringing together fire sector mentors and qualified coaches, as well as a comprehensive range of national external tools and guidance to support the adoption and enhancement of Coaching and Mentoring within the UKFRS.

https://nfcc.org.uk/our-services/people-programme/coaching-and-mentoring/

Status:

Live

Live

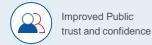
- · Qualitative Feedback from participants
- Usage metrics





# Output: Culture Dashboards

Overarching Outcomes:







#### Partners:

Fire and rescue services

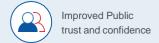
Product/Project:	The development of a methodology that can be used by all UK FRSs to understand their	Status:	Delivery Planned by December 2023
Culture Dashboard Methodology	organisational culture, identify good practice, measure success, and identify areas for improvement.	In devlopment review	

- Uptake Data
- Qualitative feedback from users and case studies from user services.



# Output: Organisational Learning

Overarching Outcomes:







#### Partners:

Fire and rescue services, CROSS UK, Academic institutions

Product/Project:	Organisational Learning is a process of considering the widest possible evidence base	Status:	Delivery planned for Q4 23/24
Culture Dashboard Methodology	to identify notable practice and highlight where improvement or change is needed at a national (NFCC) or local (FRS) level. The output of this analysis informs action within the NFCC and fire and rescue services to drive continual improvement in the quality of service delivered to the public	In devlopment review	

- Priority processes for alerting sector to significant risk developed and piloted.
- Engagement with 90% FRS to establish levels of readiness for OL.
- Interim OL arrangements established and being trialled with 10 FRS
- Creation and maintenance of a promising practice portal
- · OL Communications and engagement plan produced and production of six monthly learning digest for FRS
- End of year learning system report

# **Output: NFCC Products and Services**

Overarching Outcomes:



Improved Public trust and confidence



Improved Trust and confidence of staff



More diverse and inclusive workforce

#### Partners:

Fire and rescue services

	-		
Product/Project:	Tools to support services in the delivery of an Equality Impact Assessment.		
Undertaking an Equality Impact Assessment	https://www.ukfrs.com/undertaking-equality-		
Toolkit	impact-assessment-toolkit		
Product/Project:	Equality of access documents to provide a range		
	of information about different groups of people and		
Equality of Access	ideas, and the actions which services could take to		
DocumentsToolkit	make a positive difference.	Status:	
	https://www.ukfrs.com/equality-access	Otatus.	Live
	ittps://www.ukirs.com/equality-access	Live	Live
Product/Project:	This toolkit has been produced to provide advice	LIVO	
i roddowr roject.	and guidance to Fire and Rescue Service		
Gender Diversity Toolkit	managers and staff on ensuring that gender		
Gender Diversity Toolkit	diverse employees are treated fairly at work, are		
	able to live in their authentic gender identity and		
	be themselves without fear of discrimination,		
	victimisation, harassment and/or bullying.		
	https://www.ulfus.com/couplity.div.gusity.es-1		
	https://www.ukfrs.com/equality-diversity-and-		
	inclusion-toolkits		

- Uptake Data
- Qualitative feedback from users and case studies from user services.



# **Output: NFCC Products and Services**

Overarching Outcomes:



Improved Public trust and confidence





More diverse and inclusive workforce

#### Partners:

Fire and rescue services

Product/Project:  Neurodiversity Toolkit	This toolkit is designed to support services and managers in relation to neurodiversity and to have quality and informed conversations.  https://www.ukfrs.com/people/neurodiversity-toolkit	Status: Live			
Product/Project: Staff Networks Toolkit	This toolkit will explore ideas and provide a range of information for Fire and Rescue Services to be able to determine the most effective ways to establish, support or develop their staff networks as real vehicles for employee voices at an individual and group level.  https://www.ukfrs.com/people/staff-network-toolkit		Live		
Product/Project:	Model HR policies for fire and rescue services.				
Model Policies	https://www.ukfrs.com/model-policies				
Product/Project:	Talent Management Toolkit is developed to support fire and rescue services at every stage of the				
Talent Management Toolkit	https://nfcc.org.uk/our-services/people-programme/talent-management-toolkit/				

- Uptake Data
- Qualitative feedback from users and case studies from user services.
- Focus groups





# **Output: NFCC Products and Services**

Overarching Outcomes:





#### Partners:

Fire and rescue services

Product/Project:	Nine case studies into new and innovative working patterns.	Status:	Live
Working Patterns Tools and Guidance	https://www.ukfrs.com/working-patterns	Live	

- Uptake Data, Qualitative feedback from users and case studies from user services.
- Focus Group sessions



**Output: NFCC Products and Services** 

Overarching Outcomes:



#### Partners:

Fire and rescue services

Product/Project:	Lunch & Learn sessions; inviting a range of different speakers to talk about lived experience	Status:	Monthly Sessions Planned for 23/24
Lunch and Learn Sessions	on a host of topics.  https://www.ukfrs.com/lunch-and-learn-sessions	Live	
Product/Project:	A programme of CPD masterclasses for leaders in fire and rescue services.		Regular Sessions Planned for 23/24
Strategic CPD Masterclasses	https://nfcc.org.uk/our-services/people-programme/strategic-cpd-masterclasses/		

- Uptake Data, Qualitative feedback from users and case studies from user services.
- Focus Group sessions



# Output: Apprenticeships

Overarching Outcomes:







#### Partners:

Fire and Rescue Services, Institute for Technical Apprenticeships

Product/Project:	Senior FRS managers, training managers and trainers will find the toolkit useful to help develop	Status:	Review planned 2023
Neurodiversity Toolkit	and deliver appropriate apprenticeships for staff. The toolkit is not a set of rules but a guide to aid decision making and planning, with signposts to relevant websites for additional details.  https://www.ukfrs.com/apprenticeships	Live	

# Success measures:

Apprenticeship Data



# Output: Data- Consistency/analysis/ transparency

Overarching Outcomes:







#### Partners:

Fire and Rescue Services

Product/Project:	Report detailing the most recent national quantitiative equlity, diversity and inclusion	Status:	Produced Annually
EDI Sector Report	workforce data held by the Home Office and devolved adminstrations.	Live	
	https://www.ukfrs.com/sites/default/files/2023-04/ EDISectorReport.pdf		

### Success measures:

- Uptake Data
- Feedback from users
- Reduction in FOI requests

Product/Project:	Following the launch of the Data Management Fire Stanandard, the Data Management Framework	Status:	Decmber 23
Data Management Framework	will produce urther tools and guidance would be necessary that will help fire and rescue services to effectively achieve the standard.	In development	

- 80% FRS contribute to consultation
- 80% FRS access DMF within first six months



Output: Data- Consistency/analysis/ transparency

Overarching Outcomes:







Partners:

Fire and Rescue Services

Product/Project:	Guidance on a staff surveys including a template for services	Status:	Decmber 23
Staff Survey Guidance		In development	

#### Success measures:

Completed Staff Surveys





# Output: **EQUIA Training**

Overarching Outcomes:







#### Partners:

Fire and Rescue Services

Product/Project:	NFCC Facilitated EQUIA training for FRS services	Status:	Live 2023
Facilitated EQUIA training		Live	
•			

#### Success measures:

• Uptake data, feedback from training, evidence of EQUIA competition



### **Output: Zero Tolerance Statement**

Overarching Outcomes:





#### Partners:

Fire and Rescue Service, Fie Sector Stakeholders

Product/Project:	A statement about how inappropriate language	Status:	Live 2023
NFCC Sector Zero Tolerance Statement	and behaviour will be approached, with an emphasis that no behaviour will be ignored, and all instances dealt with proportionately, appropriately and fairly	Live	

#### Success measures:

• Referencing in service materials and HMICFRS reports

### Output: Academic Research

Overarching Outcomes:







### Partners:

**ACER** 

Product/Project:	Work with the NFCC Academic Collaboration, Evaluation and Research Group to deliver a	Status:	Est. completion March 2024
EDI and Culture Literature Review	literature review into the culture of the fire and rescue service.	In development	

#### Success measures:

Completed Report

Product/Project:	Establish a Hub of research papers and materials covered in the EDI and Culture Literature Review	Status:	Est. completion March 2024
EDI and Culture Research Hub		In development	

- Uptake Data
- Qualitative feedback from users and case studies from user services
- Focus Group sessions



### Output: Academic Research

Overarching Outcomes:







#### Partners:

ACER, FireFit, Firefighters Charity

Product/Project:	Development of a Business Case to support the review of the Physical Selection tests, Firefit and	Status:	Est. completion 2026
Selection and Physical Testing and Medical Standards- Academic Review and Research	Medical Standards	In development	

#### Success measures:

• Completed Reports and revised tests and standards.

Product/Project:	Production of the Health and Wellbeing report	Status:	Est. Completion December 23
Health and Wellbeing Research	https://www.ntu.ac.uk/research/groups-and-centres/projects/mapping-the-health-and-wellbeing-across-the-firefighting-career-and-assessing-the-current-demands	In development	

- Completed Reports and revised tests and standards.
- Usage metrics



Output: Academic Research

Overarching Outcomes:





#### Partners:

**ACER** 

### Product/Project:

**On-call Research** 

The project will conduct a national level study, offering an examination of the current On-Call landscape, and an analysis of existing systems against efficiency (cost per station, firefighter etc) and effectiveness (for example pump availability).

The findings from additional regional research and case studies can be extrapolated nationally and thereby create a fully developed model of good practice for the availability of On-Call resources.

This will assist other FRSs to augment the availability of their On-Call resources in a sustainable way and help ensure the OCDS can remain viable.

#### Status:

In development

Est. completion March 2025

- Uptake Data
- Qualitative feedback from users and case studies from user services
- Focus Group sessions



Output: Interactive Career Pathway

Overarching Outcomes:





#### Partners:

Fire and Rescue Services

Product/Project:	Creation of tool that will enable prospective and serving fire and rescue staff at all levels	Status:	Est. Completion December 23
Interactive Career Pathway tool	identify routes of progression and professional development.	In development	

- Uptake Data
- Qualitative feedback from users and case studies from user services
- Focus Group sessions

# Output: Recruitment

Overarching Outcomes:





#### Partners:

Fire and Rescue Services

Product/Project:  Recruitment Hub	The Recruitment Hub content has been curated from fire and rescue services across the UK and provides a comprehensive collection of information, guidance, good practice, and tools to support each individual fire and rescue service to develop its own bespoke selection and recruitment approach, tailored to its own unique context.  https://www.ukfrs.com/recruitment-hub	Status: Live	Due for review
Product/Project:	Review of the NFCC Fire Jobs site.		
Review of Fire Jobs			
		Status:	Planned for 2024/25
Product/Project:	Development of National Fire Service Recruitment Campaign	In development	
National Recruitment Campaign			

- Uptake Data
- Qualitative feedback from users and case studies from user services
- Focus Group sessions
- Increased Recruitment



Output: Health and Wellbeing

Overarching Outcomes:







#### Partners:

Fire Fighters Charity

Product/Project:	Development of a National Fire Suicide Crisis line, in partnership with the Firefighters Charity		Planned for launch in 2023
Fire Suicide Crisis line		Status:	
Product/Project:	Development of the Health and Wellbeing framework to address the recommendations of the	In development	Planned for launch in 2024
Health and Wellbeing Framework	2023 Health and Wellbeing report.		

- Uptake Data
- Qualitative feedback from users and case studies from user services
- Focus Group sessions

