

NFCC Culture Action Plan

Detailed Deliverables

July 2023



NFCC
National Fire
Chiefs Council



Detailed Deliverables

Output: Safeguarding

Overarching Outcomes:



Improved public trust and confidence



Improved trust and confidence of staff



More diverse and inclusive workforce

Partners:

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

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

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

Success measures:

- Evidence in national policy and legislation.

Product/Project: Produce guidance and risk assessments	<ol style="list-style-type: none">1. We will support the sector to provide an adequately trained workforce with robust guidance and process.2. Produce documentation taking a proportionate approach with regard to public safety, the public sector equality duty, cost and individual privacy.	Status: Live	Q3 2023/24 and beyond
---	---	----------------------------	-----------------------

Success measures:

- 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



Detailed Deliverables

Output: Safeguarding

Overarching Outcomes:



Improved Public trust and confidence



Improved Trust and confidence of staff



More diverse and inclusive workforce

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:

In development

Ongoing (From July 2023)

Success measures:

- 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.



Detailed Deliverables

Output: Safeguarding

Overarching Outcomes:



Improved Public trust and confidence



Improved Trust and confidence of staff



More diverse and inclusive workforce

Partners:

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

Product/Project:

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

To oversee amendment in regard to the ROA exceptions order which will enable FRS to function effectively to achieve its legal duties

Status:

Live/
Completed

Q3 2023/24

Success measures:

- Evidence in national policy and legislation.





Detailed Deliverables

Output: Fire Standards

Overarching Outcomes:



Improved Public trust and confidence



Improved Trust and confidence of staff



More diverse and inclusive workforce

Partners:

Fire and rescue services, Fire Standards Board, HMICFRS

Product/Project: Code of Ethics	www.firestandards.org/standards/approved/code-of-ethics-fsc-eth01/	Status: Live- subject to regular review	Review schedule of every 3 years from publication
Product/Project: Leading and developing people	https://www.firestandards.org/standards/approved/leading-developing-people-fsc-led01a/		
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/		

Success measures:

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



Detailed Deliverables

Output: Maturity Models

Overarching Outcomes:



Improved Public trust and confidence



Improved Trust and confidence of staff

Partners:
N/A

Product/Project: EDI	<p>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 services to assess current practice, by using a self-assessment tool to determine current maturity level against a range of different areas.</p> <p>https://www.ukfrs.com/maturity-models-and-workforce-good-practice-framework</p>	Status: Live- subject to regular review	Review schedule of every 3 years from publication
Product/Project: Wellbeing			
Product/Project: Learning Organisation			
Product/Project: Talent Management			
Product/Project: Blended Learning			
Product/Project: Performance Management			
Product/Project: Leadership Development			
Product/Project: Employee Recognition			
Product/Project: Recruitment			

Success measures:

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



Detailed Deliverables

Output: Independent Reporting Lines

Overarching Outcomes:



Improved Public trust and confidence



Improved Trust and confidence of staff

Partners:

Crimestoppers, Stand Up Champions etc.

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

Success measures:

- Survey information
- Case Studies



Detailed Deliverables

Output: Professionalism and development

Overarching Outcomes:



Improved Public trust and confidence



Improved Trust and confidence of staff

Partners:
N/A and CMI

Product/Project: Leadership Framework	https://www.nationalfirechiefs.org.uk/write/MediaUploads/NFCC%20Guidance%20publications/Workforce/NFCC_Leadership_Framework_Final.pdf	Status: Live	Live
Product/Project: Core Learning Pathway	<p>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.</p> <p>https://nfcc.org.uk/our-services/consultations/succession-planning-toolkit-consultation/core-learning-pathway/</p>	Status: Live- to be reviewed in 2023	
Product/Project: Supervisory Leadership Development Programme	<p>Standardised first-line leadership programme, aimed at developing focused leaders.</p> <p>https://www.ukfrs.com/index.php/supervisory-leadership-development-programme</p>		

Success measures:

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



Detailed Deliverables

Output: Professionalism and development

Overarching Outcomes:



Improved Public trust and confidence



Improved Trust and confidence of staff

Partners:

N/A

Product/Project:

Middle Leadership Development Programme

Standardised approach to developing middle managers, both operational and support.

Status:

In development

Delivery planned March 2024

Success measures:

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

Product/Project:

Executive Leadership Programme

Enhancement of leadership capabilities, to address key strategic issues.

<https://nfcc.org.uk/our-services/people-programme/nfcc-executive-leadership-programme/>

Status:

Live

Review planned for 2024

Success measures:

- Qualitative Feedback from participants, course metrics

Product/Project:

High Potential Programme

A standardised development programme to support the development of junior staff that demonstrate high potential.

Status:

Planned for development

Scheduled for delivery in 24/25

Success measures:

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



Detailed Deliverables

Output: Professionalism and development

Overarching Outcomes:



Improved Public trust and confidence



Improved Trust and confidence of staff

Partners:

Fire service College, Fire and Rescue Services

Product/Project: Direct Entry Programme	Provision of alternate route to entry for Station Manager roles	Status: Live	First Cohort recruited in 2023 (7 FRS)
--	---	----------------------------	--

Success measures:

- Qualitative Feedback from participants, course metrics

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

Success measures:

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



Detailed Deliverables

Output: Coaching and Mentoring

Overarching Outcomes:



Improved Trust and confidence of staff



More diverse and inclusive workforce

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

Success measures:

- Qualitative Feedback from participants
- Usage metrics



Detailed Deliverables

Output: Culture Dashboards

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

Success measures:

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



Detailed Deliverables

Output: Organisational Learning

Overarching Outcomes:



Improved Public trust and confidence



Improved Trust and confidence of staff



More diverse and inclusive workforce

Partners:

Fire and rescue services, CROSS UK, Academic institutions

Product/Project: Culture Dashboard Methodology	Organisational Learning is a process of considering the widest possible evidence base 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	Status: In development review	Delivery planned for Q4 23/24
---	--	---	-------------------------------

Success measures:

- 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



Detailed Deliverables

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: Undertaking an Equality Impact Assessment Toolkit	Tools to support services in the delivery of an Equality Impact Assessment. https://www.ukfrs.com/undertaking-equality-impact-assessment-toolkit	Status: Live	Live
Product/Project: Equality of Access Documents Toolkit	Equality of access documents to provide a range of information about different groups of people and ideas, and the actions which services could take to make a positive difference. https://www.ukfrs.com/equality-access		
Product/Project: Gender Diversity Toolkit	This toolkit has been produced to provide advice and guidance to Fire and Rescue Service managers and staff on ensuring that gender 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.ukfrs.com/equality-diversity-and-inclusion-toolkits		

Success measures:

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



Detailed Deliverables

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: Neurodiversity Toolkit	<p>This toolkit is designed to support services and managers in relation to neurodiversity and to have quality and informed conversations.</p> <p>https://www.ukfrs.com/people/neurodiversity-toolkit</p>	Status: Live	Live
Product/Project: Staff Networks Toolkit	<p>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.</p> <p>https://www.ukfrs.com/people/staff-network-toolkit</p>		
Product/Project: Model Policies	<p>Model HR policies for fire and rescue services.</p> <p>https://www.ukfrs.com/model-policies</p>		
Product/Project: Talent Management Toolkit	<p>Talent Management Toolkit is developed to support fire and rescue services at every stage of the talent management cycle.</p> <p>https://nfcc.org.uk/our-services/people-programme/talent-management-toolkit/</p>		

Success measures:

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



Detailed Deliverables

Output: NFCC Products and Services

Overarching Outcomes:



Improved Public trust and confidence



Improved Trust and confidence of staff

Partners:
Fire and rescue services

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

Success measures:

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



Detailed Deliverables

Output: NFCC Products and Services

Overarching Outcomes:



Improved Trust and confidence of staff

Partners:

Fire and rescue services

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

Success measures:

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



Detailed Deliverables

Output: Apprenticeships

Overarching Outcomes:



Improved Public trust and confidence



Improved Trust and confidence of staff



More diverse and inclusive workforce

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 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.	Status:	Review planned 2023
Neurodiversity Toolkit	https://www.ukfrs.com/apprenticeships	Live	

Success measures:

- Apprenticeship Data



Detailed Deliverables

Output: Data- Consistency/analysis/ transparency

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

Success measures:

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

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

Success measures:

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



Detailed Deliverables

Output: Data- Consistency/analysis/ transparency

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: Staff Survey Guidance	Guidance on a staff surveys including a template for services	Status: In development	December 23
---	---	--------------------------------------	-------------

Success measures:

- Completed Staff Surveys



Detailed Deliverables

Output: EQUIA Training

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:	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



Detailed Deliverables

Output: Zero Tolerance Statement

Overarching Outcomes:



Improved Public trust and confidence



Improved Trust and confidence of staff

Partners:

Fire and Rescue Service, Fire Sector Stakeholders

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

Success measures:

- Referencing in service materials and HMICFRS reports



Detailed Deliverables

Output: Academic Research

Overarching Outcomes:



Improved Public trust and confidence



Improved Trust and confidence of staff



More diverse and inclusive workforce

Partners:
ACER

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

Success measures:

- Completed Report

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

Success measures:

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



Detailed Deliverables

Output: Academic Research

Overarching Outcomes:



Improved Public trust and confidence



Improved Trust and confidence of staff



More diverse and inclusive workforce

Partners:

ACER, FireFit, Firefighters Charity

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

Success measures:

- Completed Reports and revised tests and standards.

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

Success measures:

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



Detailed Deliverables

Output: Academic Research

Overarching Outcomes:



Improved Trust and confidence of staff



More diverse and inclusive workforce

Partners:
ACER

Product/Project: On-call Research	<p>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).</p> <p>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.</p> <p>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.</p>	Status: In development	Est. completion March 2025
--	---	--------------------------------------	----------------------------

Success measures:

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



Detailed Deliverables

Output: Interactive Career Pathway

Overarching Outcomes:



Improved Trust and confidence of staff



More diverse and inclusive workforce

Partners:
Fire and Rescue Services

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

Success measures:

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



Detailed Deliverables

Output: Recruitment

Overarching Outcomes:



Improved Trust and confidence of staff



More diverse and inclusive workforce

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 Fire Jobs	Review of the NFCC Fire Jobs site.	Status: In development	Planned for 2024/25
Product/Project: National Recruitment Campaign	Development of National Fire Service Recruitment Campaign		

Success measures:

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



Detailed Deliverables

Output: Health and Wellbeing

Overarching Outcomes:



Improved Public trust and confidence



Improved Trust and confidence of staff



More diverse and inclusive workforce

Partners:
Fire Fighters Charity

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

Success measures:

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



NFCC
National Fire
Chiefs Council

www.nationalfirechiefs.org.uk