Culture Action Plan Summary

Our plan at a glance

These pages illustrate a summary of the Culture Action Plan and the relationship between the vision statement, overarching outcomes, intermediate outcomes and NFCC outputs. A more detailed deliverable table can be found in the additional documents.

Vision Statement

Fire and rescue services are inclusive and safe places to work where all staff are valued, supported and able to thrive in an environment free from bullying, harassment, discrimination, abuse, and harm. Fire and rescue services deliver services that are inclusive, safe, and professional and inspire public confidence and trust.

Overarching Outcomes

Improved public trust and confidence
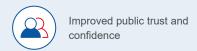
Improved trust and confidence of staff

More diverse workforce that is inclusive of underrepresented groups, and people of diverse backgrounds and experiences.

Intermediate outcomes

- Improved understanding across FRSs of inclusive safeguarding culture, with all staff supported and equipped to deliver.

- FRS use evidence to identify gaps, areas for improvement and good practice.

- FRS recognise and celebrate good practice.

- Sector-wide collaboration and engagement to deliver step change in culture.

- Effective safeguarding practices, encompassing both internal and external approaches.

- Staff that encounter negative behaviour are enabled and equipped to raise concerns and challenge in a supportive environment.

- Senior Leaders nurture a positive culture, promoting practices that enable early intervention to address poor behaviour.

- Independent, trusted processes in place for staff to report inappropriate behaviour, with all staff supported.

- National consistency in how investigations and hearings are conducted, incorporating good practice.

- Proportionate, prompt and fair action is taken when addressing inappropriate or abusive behaviours.

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Overarching Outcomes

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Improved trust and confidence of staff

More diverse workforce that is inclusive of underrepresented groups, and people of diverse backgrounds and experiences.

Key Deliverables

Embedding Fire Standards: Setting out what good looks like across fire and rescue services; driving forward continuous improvement across all areas

Core Code of Ethics: Adoption, implementation and embedding support across fire and rescue services

Safeguarding: Development and promotion of guidance, tools, and training

NFCC Organisational Culture Statement: Publication of statement that outlines the culture we want at NFCC and a zero-tolerance approach to how inappropriate language and behaviour will be addressed

Independent reporting lines: Support and guidance to fire and rescue services to ensure independent lines in place across services

HMICFRS Spotlight Report Response: NFCC to respond to the recommendations in the Spotlight Report into Culture and Values in the Fire and Rescue Service

Support HMICFRS: Support the HMICFRS thematic inspection into misconduct in Fire and Rescue Services and respond to the recommendations when published.

Professional Leadership Development: Development programmes linked to professional accreditation, including Supervisory Leadership Development programme, Middle Leadership Development Programme and Executive Leadership Programme

Online interactive career pathway: Creation of tool that will enable prospective and serving fire and rescue staff at all levels identify routes of progression and professional development

Educational and Behavioural Programmes: NFCC to support fire and rescue services with sharing examples of good practice toolkits to support leaders and staff to become more active bystanders and to respond appropriately when they see inappropriate behaviour. We will provide educational tools and programmes to support employees and leaders to fully appreciate and understand issues of culture and inclusion.

Establish support to the College of Fire: NFCC to support the development of a College of Fire as part of the Government's reform programme for Fire and Resuce Services

Culture and EDI Data: Working with partners and through the Data Management Framework, we will support the development of nationally consistent culture and EDI data sets to enable benchmarking and the sharing of good practice and support improvement

National Employee survey: We will work with partners and fire and rescue services to develop a National Fire and Rescue Culture Survey that will further enhance data sets and provide assured evidence of improvement and capture issues. This will inform the ongoing development of the NFCC Culture and EDI work.

Culture Performance Dashboard: Development of an open-source cultural dashboard methodology that fire and rescue services can use to benchmark their cultural performance.

Positive Practice Portal: Identify, share and promote positive practice and innovation across FRS, to support continuous improvement and help keep communities safe

Direct Entry Scheme: Provide new routes to entry that can play a valuable part in diversifying leadership in fire and rescue services

NFCC Implementation Support: Supporting fire and rescue services in achieving the Fire Standards and utilising tools and products and deliver improvements

Organisational Learning: Embedding a learning culture supported through national Organisational Learning arrangements helping us move away from blame cultures and taking all opportunities to learn and improve what we do

Academic Research: Utilise the newly formed NFCC Academic Collaboration, Evaluation and Research Group (ACER) to undertake a literature review to help inform culture reform within fire and rescue services research.

Health and Wellbeing Framework: Develop and support delivery of framework of tools and guidance that address the recommendations highlighted in the 2023 NFCC Health and Wellbeing report.

Coaching and Mentoring: Roll out of a range of national external tools and guidance to support the adoption and enhancement of Coaching and Mentoring within fire and rescue services

NFCC Products and Services: Working with services to provide the support, guidance, tools, training and development programmes to help them achieve national standards and deliver the best services possible to the public and its people

High level measures of success

We are working with FRSs and partners in the development of success measures, which we will publish progress against. Draft high-level measures include:

1. Improvements in HMICFRS inspection judgements for FRSs in relation to values and culture, including progress against the recommendations in the HMICFRS Spotlight report

2. Improvement in FRS workforce diversity in relation to recruitment, retention and progression

3. Consistent service reporting and benchmarking of cultural performance enabled through sharing of good practice and cross sector support including identification and sharing of exemplar cultural dashboards

4. All fire and rescue services have independent confidential reporting lines

5. Increased take-up of NFCC leadership development, products and support in relation to culture, safeguarding and inclusion

6. Completion of NFCC Safeguarding self-assessment and any local authority audits, enabling an adaptable and improved approach to safeguarding practice