

All of our activity will support delivery against our Core Code of Ethics to ensure we are fit for the future



**Putting our communities first**



**Dignity and respect**



**Equality, Diversity and Inclusion**



**Integrity**



**Ethical leadership**

*Draft for Consultation*

Short Term (Q1 2023-24)

Medium Term ( Q2-Q3 2023-24)

Long Term (Q4 2023-24 & 2024-25)



Go live of **Direct Entry Programme** to quickly develop excellent candidates to leadership.  
 Launch the **Positive Practice Portal** to champion innovative practice across the sector.

Research and report on options available to the sector regarding **investigations and hearings** and **professional standards**.  
 Launch the **Organisational Learning Portal** to encourage cross-sector working for the benefit of all.  
 Appoint **successful direct entrants** into FRSs.

Supporting our staff to best protect the public by launching the **Health & Wellbeing** framework.  
 Launch of **Direct Entry training programme** with the Capita Fire Service College, training new direct entrants to the highest calibre.  
 Deliver on preferred options in relation to **investigations** and track impact.



Publish our ground breaking research on **Health & Wellbeing** to support the sector to develop its offer.  
 Establish independent **Challenge and Support Panel** to hold the programme to account on meeting it's ambitions around culture.  
 Circulate our **Culture Action Plan** for peer review by the end of April 2023.

Put **professional standards** first and develop best practice for investigations and hearings across all levels of the sector.  
 Evidence progress made on delivery against the recommendations from the **HMICFRS Spotlight report**.  
 Communicate out progress across the sector.  
 Develop **Challenging Behaviour Toolkit** for FRSs.

Promote excellent standards by introducing and embedding the **Challenging Behaviour Toolkit**.  
 Produce guidance to underpin **Fire Standards** relating to HMICFRS recommendations, if required.



Further signposting relating to **independent reporting lines**.  
 Strengthen involvement of key sector bodies such as **Women in the Fire Service, Asian Fire Service Association** and **The Fire Fighters Charity** in our work around culture and inclusion so they have input into the work.  
 Expand our capacity and capability within NFCC to support the work on culture and inclusion, including bringing in **EDI expertise**.

Drawing on good practice across public sector, develop a **cultural dashboard methodology** to enable Fire and Rescue Services to track progress against key culture measures and benchmark practice.

Launch and support the implementation of a **cultural dashboard methodology**.



Publish our **Equality, Diversity and Inclusion** sector report.  
 Facilitate training sessions on **Equality Impact Assessments** for all Fire and Rescue Services.  
 Continue our popular series of **Lunch & Learn sessions** and **Strategic Masterclasses** on key cultural topics.

Building on our successful range of toolkits by delivering toolkits on **faith and disability**.

Host a follow-up **NFCC Culture & Inclusion conference** to review progress and discuss future developments.



Deliver **coaching & mentoring** masterclass creating a coaching culture of inclusion over the next three months.

Put rounded development and feedback centre stage by publishing options available and best practice tools relating to **360-degree feedback**.  
 Bring out the best in our workforce by creating an **interactive career pathway**.  
 Develop the **Middle Leadership Programme**.

Develop our people to be the best they can by launching **Middle Leadership Programme** and reviewing our **Executive Leadership Programme**.