

Report to	<b>North Wales Fire and Rescue Authority</b>
Date	<b>20 April 2026</b>
Lead Officer	<b>Dawn Docx, Chief Fire Officer</b>
Contact Officer	<b>Elin Hughes and Tom Weston, Culture Champions</b>
Subject	<b>Cultural Champions Update Report</b>



## PURPOSE OF REPORT

- 1 To provide Members with an overview of recent activity and workstreams led by the Culture Champions.

## EXECUTIVE SUMMARY

- 2 The Culture Champions have now been in post for six months and continue to support delivery of North Wales Fire and Rescue Service's (the Service) Cultural Improvement Plan, developed in response to the CREST Culture Review.
- 3 Since their appointment, the Culture Champions have established engagement mechanisms, contributed to key workstreams, and strengthened governance and reporting arrangements to support cultural improvement.
- 4 A programme of station visits is underway to enable direct engagement with staff, with early feedback providing valuable insight into staff experience and priorities.
- 5 A revised, detailed Culture Improvement Plan is now in place, supported by clear governance, ownership, and reporting arrangements. Progress continues to be reported through Service committees and to external stakeholders, including Welsh Government. Draft culture Key Performance Indicators (KPIs) have been developed to improve visibility of progress to staff.
- 6 The Culture Champions are also leading national collaboration through the All-Wales Culture Group, including chairing meetings to bring together partners.

## OBSERVATIONS FROM EXECUTIVE PANEL/AUDIT COMMITTEE

- 7 The information in this report has not been presented previously to North Wales Fire and Rescue Authority (the Authority) members.

## RECOMMENDATION

8 It is recommended that Members:

- i) Note the ongoing programme of improvements led by the Culture Champions.**

## BACKGROUND

9 The Culture Champions provide regular updates on their workstreams at Authority meetings, Social Partnership Forum, Culture Improvement Board, the People and Organisational Development Committee, and the Joint Consultation and Negotiation Committee.

10 These updates support assurance and oversight by demonstrating progress against the Service's cultural journey, the Cultural Improvement Plan, and emerging indicators of cultural change and improvement.

## INFORMATION

11 The Culture Champions have been in post for six months, with secondments extended to September 2026 to support delivery of the Culture Improvement Plan developed in response to the CREST Culture Review. They were appointed to support the Service's response to the review and to drive forward delivery of the plan.

12 The role of the Culture Champions includes engaging with staff, supporting delivery of improvement actions, contributing to governance arrangements, and ensuring that cultural change activity is informed by staff feedback and organisational priorities. Since appointment, focus has been on establishing engagement mechanisms, supporting key workstreams, and strengthening monitoring and reporting.

13 A programme of station visits is underway to support direct engagement with staff. Initial visits to seven wholetime stations have been positively received, providing valuable insight into staff perceptions and priorities, which are informing ongoing work.

14 The Culture Champions continue to contribute to key working groups, including the Fire Family Survey Working Group and the Supporting Staff Experiencing Online Abuse Working Group, and are engaging with staff networks to ensure alignment with wider culture improvement activity.

- 15 A revised detailed Culture Improvement Plan is now in place to plan activity and record progress over the next financial year 2026/2027. This is supported by clear governance, ownership, and reporting mechanisms across relevant Service committees. The Culture Champions are meeting with action owners to review progress and priorities, ensuring updates are captured and communication is strengthened.
- 16 At a national level, the Culture Champions recently chaired the second the All-Wales Culture Meeting, bringing together blue light organisations to share learning and best practice. The latest meeting focused on work relating to staff surveys and psychological safety.
- 17 Draft culture Key Performance Indicators (KPIs) have been developed and shared with SLT for feedback, with the aim of improving monitoring, reporting, and visibility of progress to staff.

## IMPLICATIONS

Well-being Objectives	Cultural improvement activity contributes to a healthy, motivated workforce and supports long-term organisational sustainability.
Budget	Activity is being delivered within existing budgets.
Legal	Supports compliance with employment, equality, and organisational governance requirements.
Staffing	Ongoing cultural improvement work aims to enhance trust, leadership confidence, enablement, and fair treatment, supporting staff retention, wellbeing and workforce effectiveness.
Equalities/ Human Rights/ Welsh Language	Cultural improvement activity promotes engagement with staff, fairness, inclusion and dignity at work. Communication activity, including use of Hwb Tân, continues to reflect Welsh language standards.
Risks	Failure to maintain momentum or demonstrate clear follow-through on staff feedback may impact trust, engagement and confidence in leadership.