

## HMICFRS Values and Culture Progress Report

### Report of the Chief Fire Officer

For further information about this report please contact Simon Hardiman, Chief Fire Officer, on 01743 260201, or Guy Williams, Assistant Chief Fire Officer on 01743 260196, or Luke Grant, Station Manager, on 01743 260186

### 1 Executive Summary

This report presents the Service's progress against the recommendations made to the sector in the His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) Values and Culture in the fire and rescue services report.

### 2 Recommendations

The Committee is asked to note the report

### 3 Background

On 30 March 2023, the HMICFRS published a report entitled "Values and culture in fire and rescue services" (See the Appendix to the report).

Chief Fire Officers were requested to action 20 of the 35 recommendations, with the remaining recommendations responsible for action by other agencies and services.

The recommendations timelines varied from immediate to March 2024 for Chief Fire Officers and up to January 2025 for the other responsible organisations.

On receipt of the report the Service immediately carried out a gap analysis which formed the basis of the Service Action Plan.

## 4 Service Approach and Actions

The Service is committed to implementing the recommendations prioritising those that are currently within its gift and continues to work proactively to meet the HMICFRS recommendations.

This work is being driven by ACFO Corporate Services and teams of staff who have taken responsibility for the recommendations as detailed in the action plan.

To support progress against the action plan the National Fire Chiefs Council (NFCC) and Chartered Institute of Personnel and Development (CIPD) suite of supporting documents has been considered as a form of reference, alongside any relevant HMICFRS identified promising and innovative practice.

Full Equality Impact Assessments (EQIAs) are expected to be completed to support the completed actions from each of the appropriate recommendations.

Representative bodies will be engaged during informal meetings and consultations to ensure they are fully sighted on developments and can put forward any comments

Communications to all staff will continue to engage and inform staff of any new provisions, policies, and opportunities for consultation.

## 5 Progress

All the recommendations to date have been fully met or are in an advanced stage of progression.

The team is working to further compliance towards the recommendations and recognises the importance of the work that is being undertaken to both staff and the community.

This means that a methodology of excellence has been adopted when demonstrating compliance towards the recommendations.

Whilst being mindful of the timelines this work will continue to progress through the appropriate scrutiny and approval processes to ensure effectiveness and value for money.

### Recommendations to be completed immediately

17	With immediate effect, chief fire officers should notify HMICFRS of any allegations that have the potential to constitute staff gross misconduct that: <ul style="list-style-type: none"><li>• involve allegations of a criminal nature that have the potential to affect public confidence in FRSs;</li><li>• are of a serious nature; or</li></ul>	Complete
----	--	----------

	<ul style="list-style-type: none"> <li>relate to assistant chief fire officers or those at equivalent or higher grades.</li> </ul>	
34	With immediate effect, chief fire officers should review their implementation of the Core Code of Ethics and make sure it is being applied across their services.	Complete

Two recommendations were due to be evidenced immediately. Recommendation 17 and 34 have been completed. Evidence of compliance includes an updated workplace charter following staff engagement sessions.

### Recommendations to be completed by 1 June

3	By 1 June 2023, chief fire officers should review the support available for those who have raised concerns and take any action needed to make sure these provisions are suitable	Complete
4	By 1 June 2023, chief fire officers should assure themselves that updates on how concerns are being handled are shared with those who have raised them. The updates should be given in an accessible way that encourages trust and confidence in the service response. Consideration should be given to creating a professional standards function to handle conduct concerns in service (or from an external service) to have oversight of cases, to make sure they are conducted in a fair and transparent way and to act as a point of contact for all staff involved	Complete
5	By 1 June 2023, chief fire officers should make sure they provide accessible information for all staff and members of the public on how they can raise concerns and access confidential support (including through external agencies). Chief fire officers should also make sure accessible information is provided on how concerns and allegations will be investigated in a way that ensures confidentiality and is independent of the alleged perpetrator.	Complete

20	By 1 June 2023, chief fire officers should have plans in place to ensure they meet the Fire Standards Board's leading the service standard and its leading and developing people standard.	Complete
21	By 1 June 2023, chief fire officers should make sure there is a full, 360-degree feedback process in place for all senior leaders and managers (assistant chief fire officer equivalent and above) in service.	<u>Current status:</u> 360 feedback process procured  System training completed Roll out in progress
23	By 1 June 2023, chief fire officers should seek regular feedback from staff about values, culture, fairness and diversity, with due regard to the leading and developing people standard. They should show how they act on this feedback.	Complete
27	By 1 June 2023, chief fire officers should make sure their equality impact assessments are fit for purpose and, as a minimum, meet the requirements of the National Fire Chiefs Council equality impact assessment toolkit.	Complete
28	By 1 June 2023, chief fire officers should review how they gather and use equality and diversity data to improve their understanding of their staff demographics, including applying and meeting the requirements of the National Fire Chiefs Council equality, diversity and inclusion data toolkit.	Complete
32	By 1 June 2023, chief fire officers should, as a priority, specify in succession plans how they intend to improve diversity across all levels of the service. This should include offering increased direct-entry opportunities	Complete

Nine of the recommendations were to be completed by 1 June 2023. These are recommendations 3, 4, 5, 20, 21, 23, 27, 28 and 32.

Progress towards recommendation 21 includes the procurement and training for the 360 feedback system. Roll out of the 360 feedback product is currently in progress.

The Transformation and Collaboration team will continue to monitor and support any ongoing work to facilitate further reporting and the continuous improvement of evidence towards the recommendations.

**Recommendations to be completed by 1 August**

18	By 1 August 2023, chief fire officers should provide assurances to HMICFRS that all parties are supported in relation to ongoing investigations.	Complete
33	By 1 August 2023, chief fire officers should develop plans to promote progression paths for existing staff in non-operational roles and put plans in place to reduce any inequalities of opportunity.	Complete  Current status:  Review of Green Book Pathway PowerApp following summary good practice indication from neighbouring Service at HMICFRS inspection

Two of the recommendations were to be completed by 1 August 2023. These are recommendations 18 and 33. Work towards these recommendations has been completed within the timeline.

**Recommendations to be completed by 1 September**

22	By 1 September 2023, chief fire officers should make sure there is a full, 360-degree feedback process in place for all other leaders and managers in service. The process should include gathering feedback from a wide range of sources including colleagues and direct reports.	Current status:  360 feedback process procured  Training completed  In progress: Roll out programme
----	--	---

Recommendation 22 is to be completed by 1 September 2023. This recommendation is linked to recommendation 21. Progress towards both recommendations 21 and 22 includes the procurement and training for the 360 feedback system. Roll out of the 360 feedback product is currently in progress.

### Recommendations to be completed by 1 October

1	By 1 October 2023, chief fire officers should make sure their services provide a confidential way for staff to raise concerns and that staff are aware of whistleblowing processes.	Completed
24	By 1 October 2023, chief fire officers should put plans in place to monitor, including through the gathering and analysis of staff feedback, watch and team cultures and provide prompt remedial action for any issues they identify.	Current status:  <b>In progress: External consultant currently undertaking Independent cultural review</b>
26	By 1 October 2023, as a precursor to the development of the College of Fire and Rescue, chief fire officers and the National Fire Chiefs Council should work with the Home Office to consider how they can improve the training and support they offer to staff in management and leadership development. This should include authority members in respect of their assurance leadership roles and should ensure that opportunities are offered fairly across all staff groups	Current status:  Involvement in NFCC Supervisory and Executive Leadership Development Programmes  Consultation on and secondment to NFCC Middle Management Development Programme  Fire Authority member development sessions

Three of the recommendations were to be completed by 1 October 2023. These are recommendations 1, 24 and 26. Progress towards recommendation 24 includes the existing Women's Safety Survey, Staff Survey and corresponding action plans. Following the completion of the independent cultural review the findings are to be assessed and an action plan developed to meet any concerns. The Service will continue to consult and engage staff during this review. Good progress has been made towards recommendation 26, the Service is currently supporting the development of the NFCC Middle Management Development Programme with the secondment of the Development Officer. The Home Office has yet to communicate with Services regarding opportunities to collaborate on this recommendation.

The Transformation and Collaboration team will continue to monitor and support any ongoing work to facilitate further reporting and the continuous improvement of evidence towards the recommendations.

## **6 Conclusions**

In summary, the Service is making substantial progress towards meeting the recommendations of the report and the remaining timelines are expected to be met.

The Service also recognises the challenges posed by the variety of timelines associated with the recommendations and the availability of key unpublished tools to facilitate the review.

With the progress made towards the action plan and the advanced plans that were previously in place the Service is in a strong position to further develop its values and culture.

## **7 Capacity**

The Human Resources team have increased capacity with an increase to the team..

Transformation and Collaboration are coordinating and leading the Service response. This will impact on existing workloads.

## **8 Fire Alliance / Collaboration / Partnership Working**

All aspects and opportunities will be shared across the Alliance as the Service proceeds through implementing the recommendations.

## **9 Financial Implications**

The cost of the SaySo confidential reporting tool is £4,725 per year.

Additional costings will be identified as contracts are negotiated to action recommendations that the Service will need to procure (e.g., the independent cultural review, external oversight of gross misconduct cases involving values and culture, DBS (Disclosure and Barring Service) checks).

Initial costings for the 360-feedback product include a £2100 setting up fee and a £900 charge for carrying out 360 feedback across SMT. These costings are exclusive of VAT.

The Service will then have a further option to purchase 360 feedback in bundles of 100 for an additional £6000 later in the year. The frequency of such feedback is yet to be established.

## **10 Legal Comment**

Legal advice will be sought including elements of GDPR and disclosure that might be impacted by HMICFRS data and information requests.

## **11 Community Safety**

A lack of trust and confidence in the Service could reduce the willingness of the community to engage with the Service thus increasing community risk.

## **12 Equality Impact Assessment**

Full EQIAs will be completed to support the completed actions from each of the recommendations.

## **13 Fire Standard Core Code of Ethics and Human Rights (including Data Protection)**

This work involves both current and future fire standards.

## **14 Insurance**

Failure to meet HMICFRS recommendations could increase corporate risk to the Service from civil action.

## **15 The On-call Service**

There will be a communication requirement to mitigate the impact on all staff when independent investigations are carried out in the future. All aspects of change will need to be supported by appropriate change management.

## **16 Public Value / Service Delivery**

Implementing these recommendations in full will support Service Delivery and provide public value.

## **17 Reputation**

Failure to implement these recommendations will have an adverse effect on the Service reputation. The Service will drive the change by continuing to lead in a visible, accessible, honest, and transparent way.

## **18 Security**

There are data security issues with how sensitive data is stored and shared with partners.

## **19 Training**

All recommendations will have an element of training, this is being assessed as part of the delivery phase.



## **20 Appendix**

**HMICFRS report- Values and culture in fire and rescue services**

<https://www.justiceinspectors.gov.uk/hmicfrs/wp-content/uploads/values-and-culture-in-fire-and-rescue-services.pdf>

## **21 Background Papers**

There are no background papers associated with this report.