

Report of the Assistant Chief Officer: Director of Prevention

His Majesty's Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS) Spotlight Report – Values & Culture Recommendations

Purpose of report

1. To update Members on the progress made against the recommendations from the 2023 HMICFRS Spotlight Report on Values & Culture in Fire and Rescue Services.
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Recommendation

It is recommended that Members note the actions and the progress that has been made against the recommendations in the HMICFRS Values & Culture Spotlight Report. In particular that:

- a) *20 recommendations were made in the HMICFRS report aimed at Chief Fire Officers*
- b) *significant progress has been made with actions for 18 of the 20 recommendations being successfully implemented*

Introduction and Background

2. On 30 March 2023, HMICFRS published their spotlight report on [Values and Culture in Fire and Rescue Services](#) (see Appendix 1).
3. The report focused on the values and culture of all 44 fire and rescue services in England and drew on the evidence collected through their inspections since 2018. HMICFRS researched and analysed evidence and set out findings based on the following themes:
 - Values and culture, including bullying, harassment and discrimination.
 - Training and skills.
 - Fairness and diversity.
 - Leadership.

HMICFRS Values & Culture Spotlight Report Recommendations

4. In the report, HMICFRS made a series of 35 recommendations, 20 of which were aimed at Chief Fire Officers to consider and implement along with deadlines for each recommendation.

5. The Performance & Information department monitors progress made against the recommendations and provides a quarterly update to HMICFRS.

HWFRS Response to Recommendations

6. HWFRS has provided a response to each of the recommendations where required. The recommendations and responses can be found at Appendix 2.
7. The deadlines for each recommendation have now passed, the final deadline being 1 March 2024. HWFRS has completed and implemented 18 out of the 20 recommendations. Where recommendations have not been fully implemented as written by HMICFRS, these actions are planned into workloads for 2024/2025, rationale has been provided as to why this is and we remain in contact with our HMICFRS Service Liaison Lead regarding these.
8. There are currently two areas where the Service has not yet completed or fully implemented actions against the recommendations – see below:

Rec	Recommendation Detail	HWFRS Response
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.	Options paper presented to SLB to consider approach and costs. People Plan objective for the future. In addition all new managers have had a PRINT profile and discussions with teams about the feedback generated. A maintenance programme is in place to capture new starters and those newly promoted into leadership / management posts. 360s are conducted for participants on the Aspiring Strategic Leaders Programme, and will be provided for people on a phased basis taking part in promotion processes as part of the People Excellence Framework.
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.	Aspiring Supervisory Managers programme and Aspiring Strategic Leaders programme pilot implemented. People management training programme in place for line managers. Support for candidates for the ELP evolved to include Middle Manager candidates. ILM L3, ILM L5 and CMI L7 in place. Authority Members act as Champions for core areas of business and new Members have had an induction 13.6.23. Member EDI training completed in for Autumn 2023 by IODA as part of wider service rollout. Service-wide inclusion training commenced in April 24, well underway and due to conclude July 24. Overall review of 'Development Offer' focus of People Plan objective 2024/25.

		<p>People Excellence Framework in draft which establishes a set of principles in relation to maximising the potential of our staff and our approach to talent. The Service's leadership and management offer (learning pathways) form part of this.</p> <p>July 2025 update: Learning pathways agreed at SLB. Work is ongoing and fits into the overall People Excellence Framework. New cohort of FRA Members being fully inducted in their new roles - which include training on Core Code of Ethics and their role in scrutiny.</p>
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9. An update on progress against the Values and Culture spotlight report recommendations was included in the HMICFRS Standards of Behaviour: The handling of misconduct in fire and rescue services report which was published in August 2024.
10. As part of this update HMICFRS stated that all 44 FRSs had self-reported that they had made progress against the majority of the recommendations. However, some had not yet provided information that demonstrated their progress. And some recommendations did not appear to have been progressed at all by some FRS. HMICFRS will release further updates.

Conclusion/Summary

11. The spotlight report on Values and Culture within Fire and Rescue Services was published on 30 March 2023.
12. HWFRS provides a quarterly update to HMICFRS on progress made against the recommendations in the report. A requirement has been identified to report progress to FRA.
13. HWFRS will continue to provide further updates to Members on progress made against the recommendations in the report

Corporate Considerations

<p>Resource Implications (identify any financial, legal, property or human resources issues)</p>	<p>The HMICFRS Spotlight Report highlights 20 recommendations for CFOs relating to values and culture. Actions to address these areas are likely to have resource implications, which are highlighted in the action plan.</p>
<p>Strategic Policy Links & Core Code of Ethics (Identify how proposals link with current priorities & policy framework and align to the Core Code of Ethics)</p>	<p>National efforts, including the Core Code of Ethics, have helped bring the issue of culture in fire and rescue services (FRSs) into focus. The recommendations contained in the report are designed to guide services in improving values and culture. All responses will continue to be assessed to ensure they meet the Service's overall CRMP, Strategies and are in line with the Core Code of Ethics.</p>
<p>Productivity & Efficiency (Identify how proposal improves productivity or efficiency)</p>	<p>N/A</p>
<p>Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).</p>	<p>Any risks associated with proposals will be assessed through continued monitoring of the recommendations in the action plan.</p>
<p>Consultation (identify any public or other consultation that has been carried out on this matter)</p>	<p>Proposals to deliver the recommendations have the full participation of Senior Managers in relevant Service departments. Quarterly updates are sent to HMICFRS for consideration.</p>
<p>Equalities (has an Equalities Impact Assessment been completed? If not, why not?)</p>	<p>An EIA is not required for this report. EIAs will be considered as appropriate when addressing the recommendations through the action plan.</p>
<p>Data Protection Impact Assessment (where personnel data is processed a DPIA must be completed to ensure compliant handling)</p>	<p>Impact assessments, if required, will be completed by the relevant Departments as needed for the specific actions related to the recommendations and action plan.</p>

Supporting Information

Appendix 1 – HMICFRS Values & Culture Spotlight Report - Recommendations

Appendix 2 – Values & Culture Recommendations and HWFRS Progress