



Classification	Official – Sensitive, Commercial Sensitive		
Meeting	Performance and Resource Board	Agenda no.	9
Meeting Date	29 January 2024		
Report Authors:	Colette Black, Director of People Services		
Presented By	Colette Black, Director of People Services		
Subject	Update on response to HMICFRS Spotlight on Cultures and Values		
Type of Report:	Information		
Action Point No.		For Publication	Yes

RECOMMENDATIONS

The Performance and Resources Board are asked to:

1. Note an update on the actions resulting from the His Majesties Inspectorate of Fire and Rescue Service (HMICFRS) spotlight report on Culture and Values (appendix A).

EXECUTIVE SUMMARY

The Service has actioned the recommendations made by the HMICFRS in the spotlight report on Culture and Values published on 31 March 2023. The Service has regularly updated HMICFRS on progress (June 2023, October 2023, December 2023 and January 2024) using the Huddle system provided by HMICFRS.

The spotlight report made 35 recommendations. 18 of these recommendations were not for action by ECFRS. The remaining 17 recommendations led to 20 actions for ECFRS. Of these, 17 are complete, 2 are on track, 1 is delayed. Plans are in place to complete the one which is delayed by 31 January 2024.

BACKGROUND

On 31 March 2023, HMICFRS published a spotlight report which focused on the values and culture in all 44 fire and rescue services in England. In their report, they highlighted evidence collected from their second full round of inspections, which took place in 2021 and 2022.

The report stated that, 'Inspectors found examples of racist, homophobic and misogynistic behaviour in a quarter of fire and rescue services in England, with such

behaviour often excused as banter. There were allegations of bullying in all services, with some significantly worse than others.'

As a result of this HMICFRS made 35 recommendations for Fire and Rescue Services to action. Most had deadlines for completion in 2023.

OPTIONS AND ANALYSIS

All recommendations have been actioned as shown in appendix A.

RISKS AND MITIGATIONS

These actions are as directed by HMICFRS in relation to a national learning. They are potentially control measures for our people related risks, particularly:

- SRR150005 - Due to a lack of investment and planning there is a risk that the Service does not develop and manage its people effectively resulting in a failure to deliver against the Service's People Strategy. (Having the right people, in the right place, with the right skills, at the right time.)
- SRR150019 - There is a risk that the Service fails to provide a safe and inclusive culture which ensures the well-being of staff and contributes to attracting a diverse workforce.

LINKS TO FIRE AND RESCUE PLAN

This report and recommendations contribute to the current Fire and Rescue Plan objective of promoting a positive culture in the workplace and having a 'safe and diverse workforce who we enable to perform well in a supportive culture underpinned by excellent training'.

FINANCIAL IMPLICATIONS

There are no direct financial implications related to the recommendations.

LEGAL IMPLICATIONS

None directly.

STAFFING IMPLICATIONS

Additional resources recommended by review; these need to be considered.

EQUALITY AND DIVERSITY IMPLICATIONS

The actions being taken will not have a disproportionate impact on individuals with protected characteristics (as defined within the Equality Act 2010), when compared to all other individuals and will not disadvantage people with protected characteristics.

Race	no	Religion or belief	no
Sex	no	Gender reassignment	no
Age	no	Pregnancy & maternity	no
Disability	no	Marriage and Civil Partnership	no
Sexual orientation	no		

HEALTH AND SAFETY IMPLICATIONS

None directly.

CONSULTATION AND ENGAGEMENT

None directly.

FUTURE PLANS

We will continue to monitor implementation of the recommendations through the People Strategy Board.

LIST OF BACKGROUND PAPERS AND APPENDICES

- Appendix A – An update on the actions resulting from the HMICFRS spotlight report on Culture and Values

Appendix A - HMICFRS Culture and Values Report – summary of actions

The spotlight report made 35 recommendations. 18 of these recommendations were not for action by ECFRS. The remaining 17 recommendations led to 20 actions for ECFRS. Of these, 17 are complete, 2 are on track, 1 is delayed. Plans are in place to complete the one which is delayed by 31 January 2024.

Raising concerns				
	Action	By whom	By when	Status
1	Obtain data from 'Protect' to establish usage which might help to demonstrate staff awareness.	CB	31 May 2023	Complete
2	Undertake pulse survey to check in that staff are aware of how to share concerns.	CB	30 June 2023	Complete
3	Work with Staff Network leads to check in that staff are aware of how to share concerns.	CB	30 June 2023	Complete
4	Going forward, all employees that raise a concern will have a single point of contact from the HR team. Throughout the lifespan of a case, there will be qualitative 'check in' points to ensure that updates are being given and support is suitable. On conclusion of a case, a series of quantitative questions will be asked of the person who raised concerns. Questions will	CB	31 December 2023	Complete

	include satisfaction about the support provided. A report will be provided to the CFO and SLT in December 2023 which reflects the qualitative and quantitative feedback from this approach.			
5	Recommendations from 'Safer Together' will be incorporated into the People Strategy Action Plan 2022/23 and 2023/24 as appropriate.	CB	30 June 2023	Complete
6	Finalise draft role profile for a temporary Head of Professionalism who will be tasked with exploring options for creating a professional standards function.	CB	31 May 2023	Complete
7	The OPFCC website does not currently detail how Fire related complaints will be responded to.	CB	31 May 2023	Complete
8	Public perception survey to include a question about whether members of the public know how to raise concerns.	EC	31 December 2023.	Complete
Background checks				
9	Continue with implementation of additional DBS checks. CB and CP to revert to CFO and SLT with an update on 12 July 2023.	CB/CP	12 July 2023	Complete
10	By 31 March 2024 all members of staff will have a DBS check.	CB/CP	31 March 2024	On track
Leadership				
11	Gap analysis and commencement of actions relating to both Fire Standards to be provided to Continuous Improvement Board.	CB	1 September 2023	Complete
12	360-feedback, using the existing TLQ 360 tool will be utilised by all members of SLT within the organisation by 1 October 2023 (mid-year appraisal time).	CB	1 December 2023	Complete

13	360-feedback for the next level of the Service to be complete 31 March 2024.	CB	31 March 2024	On track
14	Additional pulse surveys to be run through June 2023 to further seek feedback.	CB	30 June 2023	Complete
15	A cultural dashboard is being developed to be produced 6-weekly for the SLT. The dashboard will include themes from Safe Share.	CB	31 October 2023	Complete
Diversity data				
16	Commission a follow up review to assess maturity level with enhanced PIA approach in place. PIA app to go live (pending user testing). Create a PIA quarterly review board for assurance and learning.	CB	1 October 2023.	Delayed 31/1/2024 to allow for PIA app to go live.
Improving diversity				
17	Next positive action plan due 1 September 2023. Succession plans to include direct link to diversity.	CB	1 September 2023	Complete
18	We will develop a series of case studies from existing non-operational colleagues who have accessed promotion, and which highlight the progression paths available.	CB	31 July 2023	Complete
19	We will launch 'Practice to Progress' to support development of all employees that are under represented within our Service.	CB	31 July 2023	Complete
Core Code of Ethics				
20	Provide review of implementation and audit feedback to CFO and SLT in July 2023.	CB	31 July 2023	Complete through AFI updates.