

HMICFRS Values and Culture in Fire & Rescue Services

No.	Recommendation	Owner	Due Date	Status	April '24 Update (Final Update provided to HMICFRS)
Raising concerns					
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.	BFRS	01-Oct-23	Complete	<p>We have had a Whistleblowing line in place for a number of years, which is run by an external organisation. However, we recognise we need to do more to give staff the confidence to speak up. We are now working with several service providers to introduce a dedicated confidential reporting line. This will be supported by a strong marketing 'Speak up' campaign to highlight this to BFRS staff.</p> <p>Our current confidential Whistleblowing line will be rebranded and promoted through the 'Speak up' campaign, to ensure a single number for staff to report concerns.</p> <p>Speak up Campaign went live at the start of November 2023</p>
2	By 1 October 2023, National Employers, the Local Government Association and the National Fire Chiefs Council should review any current independent arrangements whereby staff can raise concerns outside their FRS. They should then ensure that all FRS staff have access to an independent reporting line that can be used as a confidential way to raise concerns outside their own FRS.	National Employers, LGA, NFCC	01-Oct-23	Not owned by BFRS	BMKFA and BFRS will fully engage and support the delivery of this recommendation
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.	BFRS	01-Jun-23	Complete	<p>We have a range of support in place for those that raise concerns inc</p> <ul style="list-style-type: none"> - Welfare Officer - Occupational Health - Allocating a point of contact that's not part of the investigation <p>We will continue to review what our staff and public have available to them, ensuring it works for them. Our processes will document the support available.</p>
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.	BFRS	01-Jun-23	Complete	<p>The Service has in place processes that ensure updates are provided to those that have raised concerns, inc face to face meetings/different locations or in writing.</p> <p>We are reviewing different options of how a professional standards function could work at BFRS including. Options include collaboration with other Services or external suppliers.</p> <p>All grievances and disciplines are reviewed the Deputy Chief Fire officer on a fortnightly basis to ensure they are conducted in a fair and transparent way.</p>
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.	BFRS	01-Jun-23	Complete	<p>We have a whistleblowing procedure in place and are working on a campaign to encourage staff to speak up.</p> <p>We will review our procedure to ensure they are written in an accessible way, easy for staff and public to understand.</p> <p>The public can raise concerns via a number of channels all documented on our website. We have a complaints procedure in place.</p> <p>Both compliments and complaints are part of our performance measures that are reported on quarterly. These actions will support recommendation 31</p>

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Background checks					
6	By 1 January 2024, the Home Office, working with the Ministry of Justice, should make sure that the Government incorporates fire and rescue authority employees within the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 so that they are eligible for the appropriate DBS checks.	Home Office	01-Jan-24	Not owned by BFRS	BMKFA and BFRS will fully engage and support the delivery of this recommendation
7	By 1 May 2024, the Home Office, working with the fire and rescue sector, should make sure that the Police Act 1997 (Criminal Records) Regulations 2002, or a similar appropriate legislatively enabled solution, makes detailed provisions for fire and rescue services.	Home Office	01-May-24	Not owned by BFRS	BMKFA and BFRS will fully engage and support the delivery of this recommendation
8	By 1 December 2023, the Fire Standards Board, in liaison with the National Fire Chiefs Council, should review the existing relevant standard(s) and underpinning guidance. It should: <ul style="list-style-type: none"> • clearly state the requirements for background checks undertaken by services; • clarify the minimum requirements (including levels of DBS checks) for all roles, particularly roles where staff have access to vulnerable members of the public; • define the standards required to embed a culture across fire and rescue services that empowers all members of staff and local communities to report concerns; and • be subject to review following any legislative change 	Fire Standards Board	01-Dec-23	Not owned by BFRS	BMKFA and BFRS will fully engage and support the delivery of this recommendation
9	By 1 January 2024, chief fire officers should: <ul style="list-style-type: none"> • immediately review their current background checks arrangements, and make sure that suitable and sufficient background checks are in place to safeguard their staff and communities they serve; and • make sure that appropriate DBS check requests have been submitted for all existing, new staff, and volunteers, according to their roles as identified by the Fire Standards Board. 	BFRS	01-Jan-24	Complete	<p>Since 2016 we have completed DBS checks on all relevant staff including all frontline staff. In 2019 we increased our vetting and moved to the annual 'Enhanced with barred list' DBS. We believe this is leading practice in the way Fire & Rescue Services should vet their staff, and have lobbied the Home Office to make it mandatory for Fire and Rescue services. We welcome the focus on this from HMICFRS.</p> <p>We also carry out other background and vetting checks including</p> <ol style="list-style-type: none"> a. Right to work in the UK b. References <p>Some roles require external agencies to carry out further security clearance checks. For example, NILO, Prevent panel, CTLP Liaison, National Security Vetting</p> <p>DBS Procedure has been reviewed and consulted on. Legislation that came into force July 2023, means the procedure will published and communicated before a further review. All Fire Service employees need a minimum of a standard DBS; all roles have been reviewed for DBS levels against the new legislation. DBS across all staff is now implemented.</p>
10	By 1 September 2023, chief constables should make sure they are appropriately using their Common Law Police Disclosure powers in circumstances involving employees of fire and rescue services.	Police	01-Sep-23	Not owned by BFRS	BMKFA and BFRS will fully engage and support the delivery of this recommendation

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Misconduct handling					
11	By 1 December 2023, the Fire Standards Board, in liaison with the National Fire Chiefs Council, should review the existing relevant standard(s) and supporting guidance to clearly state how services should handle staff disclosures, complaints and grievances	Fire Standards Board	01-Dec-23	Not owned by BFRS	BMKFA and BFRS will fully engage and support the delivery of this recommendation
12	By 1 March 2024, chief fire officers should provide assurances to HMICFRS that they have implemented the standard on staff disclosure, complaint and grievance handling.	BFRS	01-Mar-24	Complete	<p>On the 9th February 2024, the following 3 standards have been revised:</p> <ul style="list-style-type: none"> - Leading the Service - Leading and Developing People - Safeguarding <p>The Service has reviewed the revised standard and updated our gap analysis. We are also working with the NFCC Implementation team to support the review and any further work needed.</p> <p>We continue to provide investigation training to staff and have invested in Case management refresher training for 23/24.</p> <p>Investigation training took place during September '23. Hearing manager training was delivered to the Senior Management team in June 2023 and Group/Station Commanders and equivalent during Q3.</p> <p>We are liaising with other services to explore a shared PSD to promote improved consistency, clarity and impartiality through independent investigations.</p> <p>Following the release of the WFRS report we have carried out a SWOT analysis to ensure all our policies are fit for purpose and up to date</p>
13	<p>By 1 December 2023, the Fire Standards Board, in liaison with the National Fire Chiefs Council, should review the existing relevant standard(s) and supporting guidance to clearly state how services should handle misconduct and safeguarding-related allegations and outcomes. These should include requirements to:</p> <ul style="list-style-type: none"> • conduct and complete investigations, whether or not the staff member under investigation leaves; • consider whether the incident requires immediate dismissal; • provide training for staff who are carrying out investigations; and • ensure the diversity/neutrality of the investigation panel/person. 	Fire Standards Board	01-Dec-23	Not owned by BFRS	BMKFA and BFRS will fully engage and support the delivery of this recommendation
14	By 1 March 2024, chief fire officers should provide assurances to HMICFRS that they have implemented the standard on misconduct allegations and outcomes handling.	BFRS	01-Mar-24	Complete	<p>On the 9th February 2024, the following 3 standards have been revised:</p> <ul style="list-style-type: none"> - Leading the Service - Leading and Developing People - Safeguarding <p>The Service has reviewed the revised standard and updated our gap analysis. We are also working with the NFCC Implementation team to support the review and any further work needed.</p> <p>We continue to provide investigation training to staff and have invested in Case management refresher training for 23/24.</p> <p>Investigation training took place during September '23. Hearing manager training was delivered to the Senior Management team in June 2023 and Group/Station Commanders and equivalent during Q3.</p> <p>We are liaising with other services to explore a shared PSD to promote improved consistency, clarity and impartiality through independent investigations.</p> <p>Following the release of the WFRS report we have carried out a SWOT analysis to ensure all our policies are fit for purpose and up to date</p>

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15	By 1 October 2023, the Home Office should work with the National Fire Chiefs Council and fire and rescue service employers to make sure there is a process to handle misconduct allegations against chief fire officers. The Home Office should immediately notify HMICFRS of any allegations and outcomes that it is aware of	Home Office	01-Oct-23	Not owned by BFRS	BMKFA and BFRS will fully engage and support the delivery of this recommendation
16	By 1 October 2023, the National Fire Chiefs Council should develop and manage a national barred list that holds details of staff who have been dismissed for gross misconduct (including staff who have already left services). It should ensure that this list is referred to in all appointment processes to prevent those who are barred from rejoining another service. After the College of Fire and Rescue has been established (see recommendation 25), it should take responsibility for managing the list.	NFCC	01-Oct-23	Not owned by BFRS	BMKFA and BFRS will fully engage and support the delivery of this recommendation
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"> • involve allegations of a criminal nature that have the potential to affect public confidence in FRs; • are of a serious nature; or • relate to assistant chief fire officers or those at equivalent or higher grades. 	BFRS	Immediate	Complete	We will comply with this requirement with immediate effect in providing disclosures in line with the non-identifiable case histories provided previously to HMICFRS. We are seeking clarification from HMICFRS on any more detailed reporting it requires, to enable us to ensure that we are also compliant with our GDPR obligations
18	By 1 August 2023, chief fire officers should provide assurances to HMICFRS that all parties are supported in relation to ongoing investigations.	BFRS	01-Aug-23	Complete	We have a range of support in place for those that raise concerns inc <ul style="list-style-type: none"> - Welfare Officer - Occupational Health - Allocating a point of contact that's not part of the investigation But we will continue to review what our staff have available to them and if it works for them and ensure our processes document the support available. Our processes will be shared with HMICFRS in our round 3 inspection Investigation training is taking place during September. Hearing manager training was delivered to the Senior Management team in June 2023. Work is in progress to deliver this to Group/Station Commanders and
19	By 1 July 2023, the Home Office should examine whether any appeal processes for fire and rescue misconduct cases are appropriate.	Home Office	01-Jul-23	Not owned by BFRS	BMKFA and BFRS will fully engage and support the delivery of this recommendation
Leadership					
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.	BFRS	01-Jun-23	Complete	The 2 standards were released at the end of Jan '23. An initial gap analysis for leading the Service and Leading & developing people has been completed. The standards are feeding into our BFRS staff development pathway project, this is at project mandate phase with a plan being built
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.	BFRS	01-Jun-23	Complete	We have reviewed the suppliers sourced by NFCC and have aligned our 360 to the Leadership framework. We are training our Organisational development team to deliver the 360 feedback. The 360 feedback process is now in place.
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	BFRS	01-Sep-23	Complete	We have reviewed the suppliers sourced by NFCC and have aligned our 360 to the Leadership framework. We are training our Organisational development team to deliver the 360 feedback. The 360 feedback process is now in place.

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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.	BFRS	01-Jun-23	Complete	<p>We have completed Bi-Annual staff surveys since 2017 with response rates of over 65% allowing staff to raise their feedback on a broad range of topics anonymously. BMKFA provided funding for this survey to move to annually from 2023/24.</p> <p>Our staff participated in the HMICFRS round 3 inspection, we will review the outcomes when the report is released later in the year.</p> <p>Our next staff survey will take place in April 2024.</p>
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.	BFRS	01-Oct-23	Complete	<p>This is linked to recommendation 23.</p> <p>Alongside moving to annual staff survey, the following measures form part of our Quarterly Performance reports presented to members:</p> <ul style="list-style-type: none"> - % Staff turnover - % Absence - Welfare and Support - Employee engagement - Grievance and disciplines processed - Employee Assistance Programme contact - Appraisal completion - Mandatory training

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Management and leadership training and development					
25	By 1 January 2025, the Government should establish a College of Fire and Rescue, as proposed by the White Paper Reforming our Fire and Rescue Service. There should be no further delay to its implementation.	Government	01-Jan-25	Not owned by BFRS	BMKFA and BFRS will fully engage and support the delivery of this recommendation
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.	NFCC	01-Oct-23	Complete	<p>Two key workstreams being developed as part of the Development and Assessment Pathway Project are a Behavioural and Values Framework and a Leadership and Management Development Pathway. The Behavioural and Values framework aims to provide a consistent set of behaviours across BFRS when undertaking recruitment, assessment, and development. The framework is made up of our Values, the NFCC Leadership Framework and the NFCC Code of Ethics – all translated into defined expected behaviours at different levels across the service.</p> <p>The Behavioural and Values Framework will form how BFRS assess and ensure that we identify, develop, and promote the best possible talent in a fair and inclusive way and embedded into our Development Centres and Selection Processes. We will do this by providing consistency for all, removing barriers, and ensuring compliance against employment legislation and good practice.</p> <p>The behavioural and values framework will also feed into our Appraisal process supporting the objective setting and PDP.</p> <p>As detailed in the 2 recommendations for 360 feedback, this is being rolled out to staff as part of the pathway project. The 360 is designed around the NFCC leadership framework.</p> <p>Alongside the 360 feedback the Strategic Management Team are also completing Clarity 4D to help us develop how we interact with each other and our teams.</p> <p>The Leadership and Management Development Pathway sets out our approach to leadership and management development for all staff at different levels across the service. It contains mandatory and complementary learning and development required at each level. This will bring consistency across roles and ensures we are developing the workforce to the highest professional standards possible.</p> <p>The Behavioural and Values Framework and the Leadership and Management Development Pathway are inclusive of all staff and will form the foundation of our talent management processes moving forward. These include; development centres, appraisals, succession planning and personal development</p>
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.	BFRS	01-Jun-23	Complete	A thorough review of the existing Equality Impact Assessments took place in 2022 which led to the update of the template and supporting guidance. A e-learning package was created and face to face support available across the service. This remains a key focus when items are presented at our governance meetings.
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.	BFRS	01-Jun-23	Complete	<p>While we've always been able to capture equality and diversity data in our systems, we acknowledged that the level of data in our HR system was low. We have completed a campaign to increase awareness of the importance of completing the information and encouraging our staff to update their protected characteristics.</p> <p>We report on our Workforce EDI data annually to the FA. This work will support recommendation 29</p>
29	By 1 December 2023, the Home Office should publish greater detail on the protected characteristic data it collects about FRS staff, including joiners and leavers, by rank and role.	Home Office	01-Dec-23	Not owned by BFRS	BMKFA and BFRS will fully engage and support the delivery of this recommendation
30	By 30 December 2024, the Home Office should align the data it collects on protected characteristics with the Office for National Statistics harmonised standard and publish this data.	Home Office	30-Dec-24	Not owned by BFRS	BMKFA and BFRS will fully engage and support the delivery of this recommendation

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31	By 1 December 2024, the Home Office should collect and publish experimental statistics on public complaints and conduct matters in relation to FRS staff, similar to that which it currently publishes on police forces in England and Wales.	Home Office	01-Dec-24	Not owned by BFRS	BMKFA and BFRS will fully engage and support the delivery of this recommendation

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Improving diversity					
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.	BFRS	01-Jun-23	Complete	<p>A key aim of our workforce resourcing and development strategy is regular systematic and rigorous strategic workforce and succession planning processes, which incorporate current Public Safety Plan requirements and horizon scanning of likely future external and internal challenges. Outcomes from these processes are subsequently translated into timely interventions and development programmes to ensure the Authority continues to meet workforce capacity requirements and build resilience.</p> <p>In addition, it provides opportunity to refresh the workforce through the identification of people; internal and where required external to fill identified key positions.</p> <p>An increase in positive action activities are being utilised to encourage those from an under-represented staff groups to apply for promotion and development and continue the conversation on what the barriers may be for them to do this.</p> <p>The appointments Board is being reviewed and processes updated to ensure that any vacancy (internally or externally) is EIA and reviewed against positive action policies.</p> <p>Workshops were held with Members to look at succession for the CFO and DCFO roles, an external agency was engaged to facilitate the CFO process. The role was advertised for Operational and Non Operational applicants. SMT and Staff engagement with applicants was part of the process to ensure the most diverse candidate was sourced. Approval for the appointment was given by Members. The SMT structure is due to be reviewed in 2024/2025.</p>
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	BFRS	01-Aug-23	Complete	<p>In 20/21 we restructured SMT to meet the needs of the service and broaden the views at the table.</p> <p>The NFCC Executive Leadership Programme is open to all Senior managers, two SMT members have recently completed the programme and one has just started. We have developed a Leadership and Management development programme, based on the NFCC leadership framework, that has been delivered via face-to-face training to all managers across the service, Supervisory or above.</p> <p>The next phase of this is the BFRS Staff development pathway project that will cover all staff. this is at project mandate phase with a plan being built</p>
The Core Code of Ethics					
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.	BFRS	Immediate	Complete	<p>Our Values have been in place since 2011 and are embedded in our Service. The NFCC Core Code of Ethics was released in 2021 The final document complements and supports our own vision and values, which forms part of everything we do.</p> <p>In March 2023, we reviewed our Code of conduct and chose to add in the Code of Ethics alongside our values.</p> <p>Our People strategy update to October 2023 Fire Authority recommends our approach to reviewing our Values in line with the Core Code of Ethics and the timetable to do so</p>
The Fire and Rescue National Framework for England					
35	By the end of this Parliament, the Government should consider the findings and recommendations in this report when refreshing the Fire and Rescue National Framework for England	Government	End of this parliament	Not owned by BFRS	BMKFA and BFRS will fully engage and support the delivery of this recommendation