



VALUES AND CULTURE IN FIRE AND RESCUE SERVICES

REPORT BY ROY WILSHER OBE QFSM

HM INSPECTOR OF FIRE AND RESCUE SERVICES

30 March 2023

Self-Assessment

KEY	RESPONSIBILITY
	Chief Fire Officer
	NFCC/LGA/National employers
	Home Office/Government
	Fire Standards Board
	Chief Constables

Rec	National recommendation	Service position	RAG	Further required action	Lead & timescale	Preparedness
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.	<p>The Service has a defined and published confidential reporting procedure (Whistleblowing) that is accessible to all through the Service's well-structured Policies and Procedures mobile enabled database. This procedure is currently up to date and has an equality Impact assessment to sit alongside it.</p> <p>As part of the Services induction process, all new starters are required to review the confidential reporting procedure to ensure that they are aware of the arrangements in place. An e-learning package is also available to all staff to support understanding.</p>		The Service has had discussions with Crimestoppers to set up a further confidential reporting line. This will be progressed in July with a view to putting in place in September after the completion of the Independent Review. Further discussion will be required as the Crimestoppers line is anonymous and therefore could add complexities when investigating the concerns raised through the reporting line.	<p>Jenny Long</p> <p>September 2023 (Due to timing of Independent Cultural Review report)</p>	

		<p>This procedure sets out the arrangements that are in place and signposts to the range of options that are available to employees to raise concerns. This includes both internal and external options. The procedure is well advertised on a regular 6 monthly basis with an associated KPI to ensure this is maintained.</p> <p>Information on confidential reporting is also accessible through our internal 'CONNECT' intranet site.</p> <p>Our procedure advises that staff can raise a whistleblowing concern with a member of the Strategic Leadership Team (SLT). If individuals wished to raise the concerns to someone outside the SLT, individuals are directed to either our Internal Auditors or the Fire and Rescue Authority's Clerk and Monitoring Officer.</p> <p>Confidential reporting was covered as part of a malpractice internal audit in 2020/21 for which the Service received 'adequate' assurance. All recommendations raised as part of this audit have been accepted and fully implemented.</p> <p>A workforce concerns poster is displayed in all workplaces, which provides staff with various avenues of support available. This includes, line managers, trade unions, staff networks and HRBPs. The poster includes QR codes to relevant procedures (Bullying and Harassment, Whistle blowing) so that staff can access the information at a time and location that suits them.</p> <p>We have engaged with our BAME staff network representative who raised confidential reporting at the staff body meeting, and it was confirmed that no changes were required to strengthen arrangements.</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.			The Service will contribute to any requests for information arising out of this action. We will set in place a further confidential reporting line following the Independent Cultural Review	
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	<p>Individuals who raise such concerns are provided with the contact details for our confidential counselling support. Counselling support can be accessed through a self-referral basis. Our counselling service provide statistics with regards to number of staff accessing the counselling support.</p> <p>HR Business Partners (HRBP) are assigned to all stations and departments and can provide support and advice. We have an evaluation process where we seek feedback from everyone involved in a case regarding the support they receive throughout the process.</p>		<p>This is likely to be an outcome of the Independent Review. The support available to staff involved in Discipline and Grievances has already been strengthened and better linked to our counselling service. HRBPs are also 'on the ground' support to staff.</p> <p>Although we have an evaluation process where we seek feedback from everyone involved in a case regarding the support they receive throughout the process, responses are positive, but response rate is very low – we will need to review how to strengthen this process. We also need to strengthen associated trend analysis relating to sickness absence, welfare support and exit interviews.</p> <p>There is also a need to evaluate how supported staff feel and whether the health and wellbeing support provided is sufficient. In relation to this a business case setting out a range of options to enhance our mental health provision is being developed for</p>	<p>Carol Swan</p> <p>September 2023 (Due to timing of Independent Cultural Review report)</p>

				consideration by the Resources and Savings Programme in July 2023.		
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 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.	The Service's GDPR procedure and guidance provides for some levels of information to be shared where appropriate. We already publish anonymised outcomes on our staff intranet CONNECT and the Head of HR occasionally attends network meetings to provide further information and to build staff confidence.		Independent Review Terms of Reference states " <i>Validate the extent to which the Service currently communicates the outcomes of disciplinary procedures and make recommendations to promote increased transparency whilst maintaining compliance with employment law and legal requirements overseen by the Information Commissioners Office.</i> " Therefore, we need to consider the recommendations in relation to this and consider whether we need change the level of details in the communication of outcomes to those who have raised allegations. Currently individuals are advised 'appropriate management action has been taken'. The review may advise that there is a need to develop an agreed, case by case, context statement associated with this. Linked to this we need to promote the publication of data more openly and regularly around cases and outcomes.	Carol Swan September 2023 (Due to timing of Independent Cultural Review report)	
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.	Our whistleblowing procedure is published on our website, staff intranet and in all workplaces. This includes the ability to go through external parties such as Internal Auditors and the Authority's Clerk and Monitoring Officer. Workplace concerns posters are displayed in every workplace and have QR codes enabling individuals to access procedures at a time and location to suit them. The workplace concerns poster also provides information on points on contact/support available. The workplace concerns poster was acknowledged in our HMICFRS inspection report.		We are in discussion with Crimestoppers to set up a confidential reporting line.	Jenny Long September 2023 (Due to timing of Independent Cultural Review report)	
				Review related procedures (complaints handling, whistleblowing, grievance and bullying and harassment) to ensure our procedures clearly set out 'how concerns and allegations will be investigated' Our procedures also need to include a reference to notification of criminal conduct and the actions that the Service will take as a result.	Vikki Shearing June 2023	
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.	Whilst this would be welcomed there are cost implications that would need to be factored in. Currently all new members of staff are required to have a basic DBS check. We do not currently routinely review any basic DBS checks once the initial check has been carried out. Our procedure states which roles are required to have enhanced checks. The cost of a basic check is currently £18, and an enhanced check is £38. Any proposal to move from basic to standard checking would be cost neutral. There would be further additional costs if recheck arrangements needed to be set in place for all staff, part of which would be additional costs incurred through the need to carry out a 'one-off' exercise to recheck all existing staff.		The Rehabilitation of Offenders Act 1974 (Exceptions) (Amendment) (England and Wales) Order 2023 laid 23.04.23. FRS staff included in legislation. Proposal to change level of DBS from basic to standard checks for all FRS staff when legislation is passed. Guidance for consultation issued by NFCC and DBS re checks. Assess budgetary implications, delays in processing (for recruitment) and frequency of checking and re-checking (existing) Any resulting changes would have budgetary implications. There would also be impacts on HR processes, such as changes to contracts, lead in times for new starters and recruitment advertising. Our approach to our monitoring arrangements of the recheck service need to be strengthened but our discipline procedure is		

		<p>If we moved to enhanced checks, then the additional cost of the check (£20 pp) will apply plus the additional cost of £13pp per year to maintain re-checks through the update service.</p> <p>If we needed to introduce a broader re-checking programme, when staff were rechecked after a period (3 years) then this would have both resourcing and budgetary implications. We would also need to ensure our provider could accommodate the increase in the volume of checks.</p> <p>We do currently require those who need an enhance check to sign up to the 'up-date' service. This requires the individual themselves to sign up to this service when having their initial check. There is an annual charge of £13 for this in addition to the cost of the check itself.</p>		<p>clear that staff are required to report any criminal proceedings, including cautions or arrest.</p> <p>This legislation will be added to our internal legislation matrix to ensure compliance and review.</p>		
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			There would also be impacts on HR processes, in particular our recruitment and discipline processes. This will be added to our legislation matrix to ensure compliance and review once in place		
8	<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 underpinning guidance. It should:</p> <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. 			<p>Once the Fire Standard is released, we will carry out our normal Fire Standard implementation activities which includes a compliance gap analysis.</p> <p>Any resulting changes are likely to have budgetary implications. There would also be impacts on HR processes, such as changes to contracts, lead in times for new starters and recruitment advertising.</p>		
9	<p>By 1 January 2024, chief fire officers should:</p> <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. 	<p>Our procedure clearly sets out our approach to this. All members of staff are required to complete a Basic DBS check prior to commencement of employment. All recruitment adverts indicate the level of DBS check required for each role. This process is managed through the HR Department.</p> <p>The Service conducts Enhanced DBS checks on those individuals in posts who carry out any 'regulated' activity with vulnerable groups, as defined by the Safeguarding Vulnerable Groups Act 2006, for example, Safeguarding Lead, and members of staff members who work regularly with children such as Firesetters Advisors. DBS Checks are carried out online via a secure portal administered by our external service provider (currently Dorset Council).</p> <p>All applicants to the Service or existing staff requiring an Enhanced DBS check (as listed in the Eligible Roles for Enhanced DBS checks) will be required to sign up to the DBS Update Service and maintain this</p>		We will need to review our procedure following any changes and the publication of the Fire Standard. Any resulting changes will have budgetary implications.	<p>Carol Swan</p> <p>January 2024</p>	Not yet able to start

		<p>registration annually. All costs associated with this registration will be reimbursed by the Service on receipt of confirmation of registration.</p> <p>As the Training Centre is based on a Ministry of Defence (MOD) site at West Moors, anyone working permanently from the Training Centre will need to be Security Checked (to SC level) via the MoD. In addition, regular persons based onsite at WMTC must have SC clearance which is administered by MOD/WMTC. Therefore, non-Enhanced DBS roles at WMTC only need a Basic DBS check.</p> <p>We also have full Security Checked (to SC level) by the Home Office for several our officers and corporate staff depending on role undertaken. This includes Station Manager NILOs, all Group Managers and above, as well as other members of staff who are working within or supporting the Service Resilience Teams. This is centrally overseen.</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.			We have good liaison arrangements with both Dorset and Wiltshire Police Forces. If necessary, we will review any procedures or contracts of employment impacted by this change		
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.	<p>Existing Fire Standards that may be affected are:-</p> <ol style="list-style-type: none"> 1) The code of ethics 2) Safeguarding <p>Both standards have been implemented.</p>		If necessary, we will review any procedures impacted by this review		
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	Once the Fire Standard is released, we will carry out our normal FSB implementation activities to include compliance gap analysis.		The need to provide assurances from CFO to HMICFRS will be captured within the gap analysis and implementation. Relevant procedures will be reviewed to ensure alignment with the Fire Standard	Vikki Shearing/Carol Swan March 2024	Not yet able to start
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. 			Once the Fire Standard is released, we will carry out our normal FSB implementation activities to include compliance gap analysis. Relevant procedures will be reviewed to ensure alignment with the Fire Standard		
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.			Once the Fire Standard is released, we will carry out our normal FSB implementation activities to include compliance gap analysis.	Carol Swan March 2024	Not yet able to start

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.	The Scheme of Delegation has been reviewed and will be presented to the Fire and Rescue Authority for approval in June 2023		The discipline procedure has been reviewed to ensure it clearly sets out how misconduct against the CFO and other members of SLT are investigated.		
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 re-joining another service. After the College of Fire and Rescue has been established (see recommendation 25), it should take responsibility for managing the list.	We support the creation of this function		Once in place we will ensure this approach is reflected in relevant procedures. We will keep a confidential register recording this information.		
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 FRSs. are of a serious nature; or relate to assistant chief fire officers or those at equivalent or higher grades. 	When this situation occurred the HMICFRS's Service Liaison Lead was notified. The Discipline and Scheme of Delegation currently is being amended.		Our procedure will need to be reviewed to clearly set out what information will need to be provided and ensure processes are in place to support this. As part of this we need to consider the level of detail that we could make available externally to address FOI requests more proactively. Appropriate context statements/wording needs to be developed to ensure consistency of reporting, but to also ensure the Service does not breach confidentiality. Taking account of the above, we should keep a confidential register recording this information. This will need to be referenced in the relevant procedures.	Carol Swan June 2023	
18	By 1 August 2023, chief fire officers should provide assurances to HMICFRS that all parties are supported in relation to ongoing investigations	Support mechanisms in place. Those involved in process are advised of wellbeing arrangements (counselling)		A business case setting out a range of options to enhance mental health support arrangements is being developed. We are also considering the benefit of appointing contact officers or ensuring the relevant HRBP is fully aware of the circumstances and able to provide support.	Carol Swan August 2023	
19	By 1 July 2023, the Home Office should examine whether any appeal processes for fire and rescue misconduct cases are appropriate.					
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.	In progress, gap analysis is being undertaken with a deadline for completion by end May 2023		We are carrying carry out our normal FSB implementation activities to include compliance gap analysis. This will be completed by end of May 2023	Jason Moncrieff June 2023	
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.	SLT Development days have included 'facilitated' discussions so that team members are able to provide open and honest feedback to each other in a safe environment. Feedback was also sought from the managerial grades below, with actions recorded to ensure implementation. They have also looked at how they come across at corporate meetings and have received 1 to 1 feedback and coaching on their individual styles. SLT use the Insights 'Colourworks' profiles which enables individuals to be aware of their 'blind spots' and how		We are in the process of developing a process through Microsoft forms, with questions aligned to Code of Ethics	Jenny Long July 2023 workloads impacted by internal cultural review work	

		<p>they may be perceived by others so that individuals are aware, and changes set in place.</p> <p>Staff surveys collate feedback on how SLT/Managers are perceived by staff relating to several areas such as inclusion, managing poor performance, code of ethics etc. There are also feedback mechanisms at Bitesize Leaders Forum, Manager engagement days and Leadership Consultancy Group. There is evidence to show this feedback is actioned, for example Question Time feedback, and outcomes from the Supervisory Engagement days held in September 2022.</p>				
22	<p>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.</p>	<p>As above, SDT have similar development days as set out above and have individual colorworks profiles</p>		<p>Will develop a process through Microsoft forms, aligned to Code of Ethics</p>	<p>Jenny Long September 2023</p>	
23	<p>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.</p>	<p>As above. There are a range of mechanisms in place for staff to provide feedback. This includes pulse surveys, Bitesize Leaders Forum, Manager Engagement Days, Group/On-Call Question Time sessions.</p>		<p>This is likely to be an outcome of the Independent Review</p> <p>Will reintroduce staff surveys and ensure these 'climate' surveys have a particular focus on values, culture, fairness, and diversity.</p>	<p>Jenny Long/ Vikki Shearing September 2023</p>	
24	<p>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.</p>	<p>Our Service Delivery structure is currently being changed and creates a team who could look at this area of work. Part of the rationale for the restructure was to ensure greater visibility of the Station manager so that staff were able to have more regular contact to raise concerns. By the same token, station expectations have been developed so that Watch managers are aware of and are committed to the critical role they play in managing their teams.</p> <p>HRBPs are assigned to all stations/departments/teams to provide advice, guidance, and support and to help facilitate early intervention and resolution of low-level performance issues.</p> <p>Pulse surveys are undertaken at regular intervals and question time sessions have resulted in staff communications providing more detailed responses to questions posed.</p>		<p>This is likely to be an outcome of the Independent Review</p> <p>The Community Safety restructure that creates the 'Area Leadership Team' will ensure closer working with the Corporate Assurance team to ensure changes are implemented. Each of the Group Managers will act as the lead reference/point of contact for staff queries to ensure greater cohesion between station-based staff and those in non-station based roles.</p> <p>Once climate/staff surveys are set in place; there is a need for more 'direct manager' ownership for the outcomes and levels of engagement.</p> <p>The January SLT development day discussion paper referenced 'culture dashboard' . This dashboard is in development and therefore could also provide a mechanism that delivers this recommendation.</p>	<p>Jenny Long/ Vikki Shearing October 2023</p>	
25	<p>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.</p>					
26	<p>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</p>	<p>The Service has a strong Leadership Development Programme in place. We are also trialling the NFCC Leadership products, the development of which we contributed to. We ensure our leaders (AM & Corporate equivalents) apply for and attend the Executive Leadership Programme. Our strategic assessment of risk includes an assessment</p>		<p>Once the response to the white paper consultation has been published, we will assess the actions the Service needs to take to ensure that it is covered within our future plans.</p>	<p>Jenny Long October 2023</p>	

	authority members in respect of their assurance leadership roles and should ensure that opportunities are offered fairly across all staff groups.	against the McKinsey 7 S, and this includes actions that we intend to take to strengthen leadership development arrangements. A Members seminar programme is in place to ensure members professional development is maintained and recorded.				
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.	The Service has a robust and embedded process in place to complete Equality Impact Assessments (EIA). This is a two-stage process, based on the NFCC tool kit. Completion of EIAs is closely monitored and procedures cannot be published until the relevant stage EIA has been completed and approved. Equality Impact assessments were independently reviewed by the HMICFRS in the Service inspection that took place in 2022. Their assessment of our arrangements was: <i>"The service has an effective process in place to assess the equalities impact on existing and new processes. The equality impact assessments we reviewed were completed to a good standard and both internal and external equality groups were consulted"</i>		Good arrangements are in place, and we will review our approach as and when the need arises.	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	We collate a wide range of equality data for our staff, paying due regard to the NFCC EDI data toolkit. We publish our Annual Workforce Equality Data report alongside our annual report. This includes detailed analysis of our staff against some of the protected characteristics. The safe to say campaign resulted in people having an opportunity to update their equality data and improved the accuracy of our data but importantly still included a 'prefer not to say' category. Our data is benchmarked against other FRSs. We have developed Community profiles to ensure our community engagement activities are targeted. Our 'How's my Team Doing' dashboard enables community engagement activities to be recorded and should provide information as to the learning achieved from such events.		Continue to deliver our revised HR management information systems (HRMIS) A key focus of our HRMIS project is the ability to report data, in particular equality data. Whilst this data is already collated the HRMIS will result in the data reporting functionality being more streamlined	Carol Swan December 2023	
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.			Data is already collated with trend analysis undertaken. Further improvements are captured as part of HRMIS project The HRMIS project will ensure this reporting requirement aligns to the data processing in place.		
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.			The HRMIS project will ensure this reporting requirement aligns to the data processing in place.		
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.					
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.	Our People and EDI strategies both include plans to strengthen the diversity of our workforce, and this is a priority for the Service. A strategic workforce plan is also in place and aligns to the Strategic Assessment of Risk and our Community Safety Plan. Our workforce		The strategic workforce plan has a planned review imminently to cover the period 2023 – 2025 to ensure continued alignment with the Strategic Assessment of Risk. A focus of this plan will include actions to increase the diversity of our workforce.	Jenny Long July 2023	

		<p>planning arrangements were deemed as Outstanding by HMICFRS in 2022/23.</p> <p>Department succession plans are in place for every Directorate/Department. Heads of Department working closely with their HRBP review the plans on an annual basis, with a progress check in six months. The succession plans include tools such as the nine-box grid, FRS succession and a leavers risk matrix. These tools enable the service to identify talent and aid 1:1 review discussion.</p> <p>When vacancies occur discussion takes place regards whether it is a 'like for like' replacement or whether there are any opportunities for change which would support talent management. This was done at Strategic level, when the uniformed ACFO role was advertised as a uniformed ACFO or a corporate ACO role depending on the successful applicant. As the role become a corporate role the DACFO post was created which gave succession planning and development opportunities for Area Managers to work and gain experience on the Brigade Manager rota.</p> <p>Leadership Development programmes and development pathways are in place. Six females are currently undertaking the 'Our Time' progression scheme. Coaching and Mentoring arrangements are also in place.</p> <p>We are committed to the talent management of our staff and have a range of measures to break down barriers and increase diversity across our workforce, this includes a corporate target to improve the diversity of our workforce as a whole.</p>			
33	<p>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.</p>	<p>Staff in all staff groups who have line management responsibilities are required to attend the relevant leadership programme. Course attendance is drawn from all parts of the Service so that there is greater diversity of thinking to enhance cultural cohesion.</p> <p>Corporate staff have access to development pathways and other leadership development tools via our Learning Hub. Staff at Station Manager and corporate equivalent and above attend Leaders Forums where leadership topics are discussed to provide personal and professional development.</p> <p>All staff have access to coaching opportunities and 'open seats' are available for staff to attend key meetings.</p> <p>All uniformed staff are operational and required to maintain their operational licence, this is managed through our Competence Recording systems to ensure individuals are 'in date' and they are aware of when they need to attend operational licence courses (such as BA, Driving, Incident Command). In addition to this their maintenance of skills is also monitored. All staff are required to ensure their training records on the Competence recording system are up to date. The competence recording system is linked to our E Learning platform which ensures mandatory E Learning course completion is monitored.</p> <p>Depending on workforce planning needs, the Service undertakes 'transferability' processes to provide the opportunity for 'on call' staff to transfer to WDS roles. This is part of a blended approach consisting of WDS recruitment, Internal On Call to WDS transferability and Inter</p>	<p>This is continually reviewed to ensure good practice and alignment to NFCC products. It is likely that our Independent review will include improvements that will need to be addressed through our leadership and learning and development activities</p>	<p>Jenny Long Dec 2023</p>	

		Service transferability. Advertisements highlight our commitment to a diverse workforce.			
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.	<p>The code of ethics was implemented in the Service on 1st January 2022. Its introduction followed the creation of a Code of Ethics handbook and various articles and staff communications. All relevant procedures have been aligned to and reference the code of ethics and the Code of Ethics signage is displayed across our workplaces.</p> <p>The HMICFRS inspection report commented that almost all respondents to the HMICFRS staff survey (233 out of 234) were aware of service values. This demonstrates that the code of ethics is embedded in the workplace.</p> <p>Similarly, staff understanding of the code of ethics was positively acknowledged within the staff survey undertaken as part of the internal culture review arising out of the LFB culture report. This survey identified strong application of this service wide, across all staff groups. We have recently completed a Quality Assurance audit of our implementation of the code of ethics, as part of our QA of Fire Standards implementation .</p> <p>An evaluation of the code of ethics is included in our Service Delivery plans but we have been awaiting communication from the NFCC.</p>		<p>Work has also commenced to align the code of ethics to a 360-review process. A temperature check on the degree to which staff feel the Service works in alignment with the code of ethics will form part of the staff survey.</p> <p>We are also developing an E Learning course to ensure that whilst the Code of Ethics has embedded, focus on its importance is maintained. We have looked at good practice in other Services to identify ways our approach can be further strengthened.</p>	<p>Jenny Long September 2023</p>
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.	The Service will contribute to any consultation process when the Fire & Rescue National Framework is refreshed.		We will review the National Framework to ensure compliance.	