



HMICFRS



His Majesty's Inspectorate of Constabulary
and Fire & Rescue Services

Promoting improvements
in policing and fire & rescue
services to make everyone safer

Values And Culture

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Background:

- Our findings since 2018 have been concerning.
- We recommended that a code of ethics should be introduced.
- Our Round 2 (2021-22) findings highlighted issues, led to 2 services being placed into *Engage*.
- Independent Culture Review of London Fire Brigade.



Values and Culture Spotlight Report

This report focuses on:

- bullying, harassment, and discrimination;
- lack of fairness and diversity; and
- reporting and handling of concerns, including allegations of misconduct.



Our Round 2 Inspection Findings

In our most recent inspections, we continued to find problems with:

- culture
- equality, diversity and inclusion
- progression opportunities for staff



Bullying, Harassment and Discrimination

- Bullying, harassment and discrimination are, to varying degrees, still reported problems in all services
- Evidence of racism, sexism and homophobia in a quarter of services – and staff not confident to challenge



Staff Misconduct

- Bullying and harassment associated with protected characteristics accounted for more than half of misconduct cases
- Individuals accused of misconduct allowed to leave through retirement or resignation



Subgroups

- Informal sub-cultures have led expectations that staff will conform to certain ways of behaving
- Some watches have normalised unacceptable behaviours



Raising Concerns

- Some staff feel unable to report bad behaviour
- Staff from ethnic minority backgrounds are less likely to report bullying or harassment than White members of staff
- Some managers are unable to deal with inappropriate behaviours



Background Checks

- There is currently no legal obligation for services to run background checks
- Background check arrangements are inconsistent



Equality, Diversity and Inclusion

- Firefighters are the least diverse public sector workforce
- Some groups of staff are more likely to experience bullying and harassment
- Processes can lead to unfairness



Leadership and Management

- Leaders don't always model service values
- Many services don't provide appropriate or timely training to newly promoted staff



Recommendations

We have issued 35 recommendations, relating to:

- raising concerns;
- background checks;
- misconduct handling;
- leadership;
- management and leadership training and development;
- diversity data;
- improving diversity;
- the Core Code of Ethics; and
- the fire and rescue national framework.



Monitoring The Recommendations

We have asked services and authorities to:

- prepare;
- update; and
- regularly publish

an action plan detailing how the recommendations are being actioned.



Questions?

