



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

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HMI Roy Wilsher
His Majesty's Inspector of Fire and
Rescue Services

Chief Fire Officers
Chairs of Fire Authorities
Police, Fire and Crime Commissioners
Lead Fire Authority Members
Locally elected Mayors
Other FRS interested parties

2 October 2023

Dear colleague,

Fire and Rescue Service Update

Misconduct Thematic Inspection

I write to inform you on the progress of our first thematic inspection of fire and rescue services (FRSs).

To date three external reference group sessions have been carried out with representatives from the fire sector, HR experts, union and staff association leads. These meetings have been held to specifically consult with and inform colleagues on our plans for the misconduct thematic inspection. Additionally are holding an event for the Service Liaison Officers in all services to share information about the thematic and broader inspection programme on 18 October 2023.

Further engagement will take place as we progress through the inspection schedule and following that on our emerging findings and recommendations.

I would also like to take this opportunity to thank you all for your continued support and feedback.

Value and Culture Spotlight Recommendations

We continue monitor the progress being made against the recommendations detailed in our ['Values and culture in fire and rescue services' spotlight report](#). We ask that services continue to provide updates to each recommendation by the relevant deadlines. With that in mind the following are due:

- 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
- 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
- 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.
- 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.

Please note that it is inappropriate to provide details of specific misconduct allegations, or any personal or sensitive information within these updates. Please notify your HMI directly of information of this nature.

Should you wish to discuss any of the above detail please contact either me or your Chief of Staff, Mick Mason, michael.mason1@hmicfrs.gov.uk or Jo Hayden, jo.hayden1@hmicfrs.gov.uk.

Yours sincerely,



HMI Roy Wilsher OBE QFSM

His Majesty's Inspector of Constabulary
His Majesty's Inspector of Fire & Rescue Services