

Ref No	HMICFRS Recommendation	Timescales	CFB Self Assessment of Current Status	Status	CFB Action	IOP Ref	Lead
1	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.	01/10/2023	As part of our staff engagement and communications strategy, we have reviewed our mechanisms for signposting staff to our approved processes for them to raise concerns in a confidential way. The review resulted in enhancements to our existing provision which are a confidential independent reporting line (Safecall) and an easy to access internal reporting tool. These were launched across the workforce and are promoted to staff regularly through traditional methods such as news letters and notice boards as well as innovative methods such as QR codes and digital applications. CFB has well-established Whistleblowing, Grievance and Dignity at Work Policy and Procedures which have recently been reviewed to ensure that the existing and new mechanisms for raising a concern are clear.		Review our internal safeguarding arrangements utilising NFCC Safeguarding Self-Assessment Toolkit S2 Managing Allegations Guidance for staff in all roles and at all levels	PPP 147	RT
2	National Employers, Local Government Association and the Fire Chiefs Council should review any current independent arrangements whereby staff can raise concerns outside their FRS. They should 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 FRS.	01/10/2023	Whilst recommendation is not applicable to CFB directly, the 'independent reporting line' was identified gap and has now been addressed as per Recommendation 1 above				
3	Chief Fire Officers should review the support available for those who have raised concerns and take any action needed to make sure those provisions are suitable	01/06/2023	Our Whistleblowing, Grievance and Dignity at Work policies and procedures all signpost individuals to sources of support and advice for those staff who have raised a concern; these being where appropriate the appointment of a welfare officer, signposting to professional help (e.g. Brigade's Occupational Health and/or Counselling Services), formalising a system for maintaining communications, re-locating workplace of either party and offering mediation.		3.2: Consider the use of NFCC Challenging Behaviours toolkit	PPP 72	CC
4	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.	01/06/2023	Our feedback arrangements have been clarified within our review of our Whistleblowing, Dignity at Work, and Grievance policies. The internal HR team carries out the 'professional standards function' for the Brigade. This includes the appointment of a HR professional to each case who ensures that the process is carried out in line with policy and is applied consistently. This person is the single point of contact for the case and is responsible for ensuring that the individual raising the concern is regularly updated on progress. We are considering enhancing our current arrangements and have commenced a project to explore our options. Given the work and research required to successfully carry out this project a sensible completion date is Mar 2024.		4.2: Review current 'professional standards' arrangements for staff; explore external, independent provision of these standards and expand to include staff at senior officer levels.  4.3 Strengthen trend analysis of staff concerns to identify any areas of weakness in service processes	EDI 8  EDI 32	CC  CC

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5	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 that 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.	01/06/2023	<p>Our external website, independently assessed as being 'accessibility compliant' gives access to people with visual impairment or people where English is not their first language.</p> <p>The landing page of our external website gives quick access for <b>members of the public to raise a concern</b> about a member of staff or service. Easy to follow instructions are provided on how to make a complaint via the most suitable mechanism e.g., website, telephone, email, in writing or in person. The instructions set out the expectations and timescales for completion of each stage of the complaints process and provide a link to the Local Government Ombudsman should the complainant be dissatisfied with the outcome or how the complaint was handled. The public are provided with similar guidance on how to make a complaint against an Elected Member of the Fire Authority. Our 'whistleblowing' policy is available on the website.</p> <p>We continuously analyse complaints from the public through ELT as part of our performance management arrangements. This helps to identify trends and areas for improvement.</p> <p>The Dignity at Work, Grievance and Whistleblowing policies are always accessible for <b>staff to raise a concern</b> via the Brigade's intranet site. They set out details of the process including how confidentiality and independence will be assured and the expectations and timelines associated with every stage.</p> <p>Our key systems such as H&amp;S Reporting and Occupational Health Referral allow staff to report any concerns relating to individual health, safety and wellbeing. The EAP and other services such as counselling, Samaritans, and MIND are signposted throughout the Brigade on various noticeboards.</p> <p>Our face-to-face communications further facilitates staff to raise concerns; these include:</p> <ul style="list-style-type: none"> <li>•Principal Officers visits</li> <li>•Line Managers</li> <li>•BDRs including wellbeing conversations</li> <li>•Peers</li> <li>•Staff Networks (Women, Disability, Cultural Diversity, LGBT+)</li> <li>•Mental Health Champions</li> <li>•TRIMS Assessors</li> <li>•Buddies</li> <li>•Staff Surveys</li> <li>•Exit Interviews</li> <li>•Trade Unions</li> </ul>		5.3 As part of our community engagement and communications strategy, develop clear, accessible mechanisms to signpost approved processes for the public to raise concerns linked to our current complaints policy.	EDI 9.1	RT
6	The Home Office, working with the Ministry of Justice, should make sure 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	01/01/2024					
7	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.	01/05/2024					

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8	The Fire Standards Board, in liaison with the National Fire Chiefs Council should review the existing relevant standards and underpinning guidance. It should: 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	01/12/2023					
9	Chief Fire Officers should 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 Chief Fire Officers should make sure that appropriate DBS check requests have been submitted for all existing staff, new staff, and volunteers, according to their roles as identified by the Fire Standards Board	01/01/2024	Following the changes to the Rehabilitation of Offender's Act 1974 we have reviewed our arrangements to make sure that we have suitable and sufficient background checks in place to safeguard our staff and the communities we serve. This includes a review of our DBS policy, role profiles, and person specification requirements. Our new arrangements are currently being implemented and will apply to all existing and new staff.		9.1: Review DBS policy to ensure that all background check arrangements are included, suitable and sufficient. Publish Policy externally and internally and confirm compliance. Make it clear on all role profiles and job adverts what standards we are applying	PPP 102	ED
10	Chief Constables should make sure they are appropriately using their Common Law Police Disclosure powers in circumstances involving employees of fire and rescue services.	01/09/2023	Action for Chief Constables but keeping a watching brief for implications to FRSs. On 21st Feb 2023, the Chief Fire Officer wrote to the Chief Constable of Cleveland Police to re-iterate that the fire and rescue service should be a recognised occupation for Common Law Police Disclosure purposes and clarified the Brigade's point of contacts in such instances.		The Brigade's Discipline Policy has been amended to reflect our potential actions with regard to Disclosure and a HR departmental procedure note has been produced in relation to point of contacts and subsequent actions.	PPP 134	CC
11	The Fire Standards Board, in liaison with the National Fire Chiefs Council, should review the existing standards and supporting guidance to clearly state how services should handle staff disclosures, complaints and grievances.	01/12/2023	This action is for the Fire Standards Board and NFCC but we will keep a watching brief for any new areas of good practice and adopt this as appropriate.		None until the issue of any revised standards	N/A	CC
12	Chief Fire Officers should provide assurances to HMICFRS that they have implemented the standard on staff disclosure, complaint and grievance handling.	01/03/2024	Any new Fire Standard is implemented through our Internal Fire Standards Board; this is how we will capture the criteria against which we can assess our current practices to give us a gap analysis.		12.1: Undertake a gap analysis on our current policies against the new Fire Standard relating to staff disclosure, complaint, and grievance. Address any identified gaps.	PPP 135	CC

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13	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: <ul style="list-style-type: none"> <li>•conduct and complete investigations, whether or not the staff member under investigation leaves.</li> <li>•consider whether the incident requires immediate dismissal.</li> <li>•provide training for staff who are carrying out investigations.</li> <li>•ensure the diversity/neutrality of the investigation panel/person.</li> </ul>	01/12/2023	This action is for the Fire Standards Board and NFCC but we will keep a watching brief for any new areas of good practice and adopt this as appropriate. CFB's Discipline policy states that: 'If a member of staff submits their resignation whilst they are under investigation or prior to their disciplinary hearing, they are expected to serve a period of notice as set out in their terms and conditions of service. Every effort should be made to conclude the investigation and any disciplinary hearing prior to the employee's last day of service. Where the disciplinary process cannot be concluded prior to the employee's last day of service, the investigation or disciplinary process may continue past the last day of the employee's service. Any such outcome would be reflected in an employment reference'. In practice we have been investigating and hearing the cases of individuals who have been subject to allegations of misconduct regardless of whether or not they resign or retire. With regard to incidents requiring immediate dismissal the Discipline Policy states 'In cases of gross misconduct, an employee may be dismissed without notice. Where employment is terminated for gross misconduct; no payment in lieu of notice will be made.' Training relating to investigations is currently undertaken by the HR team. Our Discipline Policy Page 10 sets out clear roles/levels for those carrying out investigations, hearings and appeals at Levels 1,2 and 3.		13.1: Review the Brigade's Discipline Policy on receipt of any revised fire standard	PPP 136	CC
					13.2: Source independent investigation and hearing training for all supervisory, middle, and senior managers	PPP 137	CC
14	Chief Fire Officers should provide assurances to HMICFRS that they have implemented the standard on misconduct allegations and outcomes handling.	01/03/2024	Any new Fire Standard is implemented through our Internal Fire Standards Board; this is how we will capture the criteria against which we can assess our current practices to give us a gap analysis.		14.1: Review the Brigade's Discipline Policy on receipt of any revised fire standard Linked to recommendation 13.1 above	PPP 136	CC
					14.2: Source independent investigation and hearing training for all supervisory, middle and senior managers (PPP137) Linked to recommendation 13.2 above	PPP 137	CC

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15	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.	01/10/2023	There is currently a process to handle misconduct allegations against the chief fire officer. These are captured within the Discipline Policy and give requirements for an independent investigation with the Executive Committee of the Fire Authority having responsibility to hear the case and the Audit and Governance Committee having responsibility for hearing the appeal.  We will keep a watching brief on Home Office future work and reflect any identified good practice within our existing arrangements.		None until the new process is issued	N/A	CC
					See Recommendation 1.4 re Managing Allegations - Safeguarding	PPP 147	ED
16	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.	01/10/2023	This recommendation relates to work required by NFCC and we will support this work as necessary		None until the new system is established.	N/A	
17	With immediate effect Chief Fire Officers should notify HMICFRS of any allegations that have the potential to constitute staff gross misconduct that: •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.	With immediate effect	For the last three months we have been sending monthly information to the HMICFRS re staff gross misconduct and we have put a system in place to ensure we update this information monthly moving forward. Our Discipline and Grievance policies have been updated to reflect the responsibilities of the Chief Fire Officer and to formalise the system for reporting allegations that have the potential to constitute staff gross misconduct.		17.1: Formalise the arrangements for notifying the HMICFRS re staff gross misconduct through an amendment to the Brigade's Discipline Policy re responsibilities and process. On 19th July 2023, HMI Wiltshire advised that the returns were to be sent to HMI Michelle Skeer with immediate effect. He also went on to thank us for keeping him updated on the disciplines and related issues in a 'regular and comprehensive manner'.	PPP 138	CC
18	Chief Fire Officers should provide assurances to HMICFRS that all parties are supported in relation to ongoing investigations	01/08/2023	For individuals making allegations against another individual and for individuals under investigation we would, where appropriate: appoint a welfare officer, signpost to professional help (e.g. Brigade's Occupational Health and/or Counselling Services), formalise a system for maintaining communications, re-locating workplace of either party and offer mediation.  Support for individuals carrying out the investigation/hearing includes: appropriate training in investigation and hearing manager responsibilities, the appointment of an HR case advisor re process, and signposting to professional help (e.g. Brigade's Occupational Health and/or Counselling services). On 21st Jun 2023 a letter was sent to HMICFRS from CFO giving assurances on the		18.1: Chief Fire Officer to write to HMICFRS to give assurance that all parties are supported in relation to on-going investigations	PPP 139	CC
19	The Home Office should examine whether any appeal processes for fire and rescue misconduct cases are appropriate	01/07/2023	This recommendation relates to work required by HO and we will support this work as necessary		None unless Home Office advises of any gaps in appeals processes.	N/A	N/A
20	Chief Fire Officers should have plans in place to ensure they meet the Fire Standards Board's leading the service standard and developing people standard.	01/06/2023	The 'Gap Analysis' relating to the Fire Standards re Leading the Service and Leading and Developing People are scheduled for completion to the Internal Fire Standards Board in Oct 2023. Following on from here an action plan will be produced to address any agreed gaps.		20.1: Undertake a 'gap analysis' re Leading the Service Fire Standard	PPP 140	CC
					20.2: Undertake a 'gap analysis' re Leading and Developing People Fire Standard	PPP 141	CC
					20.3: Develop and implement an action plan relating to the 'Leading the Service' Fire Standard	PPP 142	CC
					20.4: Develop and implement an action plan relating to the 'Leading and Developing People' Fire Standard	PPP 143	CC

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21	Chief Fire Officers should make sure that 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.	01/06/2023	We have a project in place (PPP 35.1) to explore and introduce 360-degree feedback for all managers within CFB and the project runs from Apr 2023 - Mar 2024. We are currently considering how 360 feedback will link into our existing leadership development arrangements. We have engaged with an NFCC recommended supplier for the introduction of 360 appraisals into the Brigade and we are currently entering the procurement process.		21.1: Continue with current Project PPP35.1 and, if appropriate, progress implementation of 360-degree feedback processes for ACFOs and above, first.	PPP 35.1	CC
22	Chief Fire Officers should make sure that there is a full, 360-degree feedback process in place for all other leaders and managers in the service. The process should include gathering feedback from a wide range of sources including colleagues and direct reports	01/09/2023	We have a project in place (PPP 35.1) to explore and introduce 360-degree feedback for all managers within CFB and the project runs from Apr 2023 - Mar 2024. We are currently considering how 360 feedback will link into our existing leadership development arrangements. We have engaged with an NFCC recommended supplier for the introduction of 360 appraisals into the Brigade and we are currently entering the procurement process.		22.1: Continue with current Project PPP35.1 and progress implementation of 360-degree feedback processes for all other leaders and managers. Linked to recommendation 13.2 above	PPP 35.1	CC
23	Chief Fire Officers should seek 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	01/06/2023	<p>Our Corporate Plans were developed following extensive consultation with staff and TUs; encouraging buy-in and consensus to the Authority's strategic direction.</p> <p>Our embedded Meetings and Decision-Making Framework gives opportunity for feedback at all levels. The HWB, H&amp;S and EDI Boards are forums where staff meet with senior managers and TUs to drive strategies and discuss areas of concern e.g., values and ethical behaviours, cause for concerns.</p> <p>We have good industrial relations working constructively with TUs to support our people. Facilities time is provided. At tactical level, ERG deals with operational issues; issues that cannot be resolved are fed into strategic level.</p> <p>Our Recruitment and Selection Policy, developed through staff engagement, embeds our values and behaviours; providing applicants' opportunities to receive feedback at each stage. Candidates concerned over any aspect of the process are directed to the Grievance Policy.</p> <p>Our Grievance, Dignity at Work and Discipline Policies provide opportunity for staff to receive feedback and offer the right of appeal against any decision made.</p> <p>Our Staff engagement strategy includes:</p> <ul style="list-style-type: none"> <li>•Principal Officers visit stations/departments to engage and seek staff feedback</li> <li>•Leadership events provide opportunity for leaders to network, develop and exchange views on topical matters.</li> <li>•Staff Networks (Women, Disability, Cultural Diversity, LGBT+) provide opportunities for staff to express views on matters through the EDI Board.</li> <li>•Weekly Staff Communications Forum provides opportunity for two-way feedback with POs</li> <li>•Undertake Staff Surveys to gain feedback on specific topics e.g., ICT training needs</li> <li>•Staff Suggestion Scheme allows staff to submit suggestions for service improvements and includes a feedback mechanism.</li> </ul> <p>PDRs including wellbeing conversations ensure that managers speak to staff regularly and facilitate discussions on areas of concern.</p> <p>We undertake exit interviews to gain information relating to all aspects of the work environment which is analysed to establish trends. Immediate resolutions are actioned for</p>		<p>23.1: Review and, as appropriate, revise our staff engagement strategy</p> <p>23.2: Enhance our current arrangements to conduct staff surveys.</p> <p>23.3: Conduct a staff culture survey</p> <p>23.4: Enhance our current arrangements to conduct independent staff surveys.</p> <p>23.5: Implement actions against our staff engagement strategy</p>	<p>PPP 38.1</p> <p>PPP 1.1</p> <p>PPP 1.2</p> <p>PPP 148</p> <p>PPP 38.2</p>	<p>RT</p> <p>RT</p> <p>RT</p> <p>RT</p> <p>RT</p>

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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.	01/10/2023	We have a project in place (PPP38.1) to review our current staff engagement strategy and arrangements and the project is to commence in Apr 2023 and conclude in Jun 2023. The review will include monitoring arrangements that are already in place and how these might be enhanced.		24.1: Develop and implement a suite of indicators to measure the culture in CFB at all levels 24.2: Develop a dashboard on The Bridge to monitor watch and team cultures taking cognisance of the NFCC methodology for a cultural dashboard which is scheduled for consultation in Jan/Feb 2024.	PPP 149.1 PPP 149.2	
25	By 1 January 2025 the government should establish a College of Fire & Rescue, as proposed by the White Paper Reforming our Fire & Rescue Service. There should be no further delay to its implementation	01/01/2025	Action for the Government				
26	By 1 October 2023, as a precursor to the development of the College of Fire and Rescue, Chief Fire Officers and the National Chief 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	01/10/2023	<p>CFB has aligned the development of leaders in all roles and at all levels to the NFCC Leadership Model and Core Learning Pathway. This includes delivery of leadership and managements qualifications using the Apprenticeship Framework and people modules such as health, safety, and wellbeing, challenging inappropriate behaviours and equality, diversity, and inclusion. Going forward into 2024/25 we will enhance our training programme to include all staff in respect of challenging behaviours and EDI.</p> <p>CFB has access to the NFCC Coaching network portal. Currently we are building into the training need analysis 2024/25 a financial bid to procure coaching training from an external provider. We have made enquiries with London Fire Brigade who NFCC state are a good example of introducing coaching into the service. They have offered us to free places on their next course for 'train the trainer' coaching. Once we have some CFB staff trained as coaches and on the national register, we will communicate this out to staff as part of their leadership development/on promotion/gateway applicants.</p> <p>We invest in leadership development through our staff conference events which to date have focussed on leadership, EDI and Health and Wellbeing. Our 2023/24 programme of events includes a health and wellbeing conference (EDI 1.2) scheduled for Feb 2024 the outcomes from which will contribute to 'Making CFB a Great Place to Work'.</p> <p>Member development is mostly undertaken within Members' constituent councils. Specific training is provided on issues relating to the Fire Authority e.g., values and behaviour and code of ethics. Elected member development is aligned to role profiles which includes induction training which is given to all new Members and a rolling programme of maintenance training. The Fire Authority approve a Member Development Plan each year</p>				
27	By 1st 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 NFCC Equality Impact Assessment Toolkit	01/06/2023	<p>EQIA's are a requirement in the development of all CFB policies and our processes are well-embedded and aligned to the NFCC EQIA toolkit.</p> <p>HMICFRS 2021/22 (Page 44) CFB has an effective process in place to assess equality impact. Our inspection found a comprehensive approach to equality impact assessments and people impact assessment with all published policies and procedures having assessments in date and completed.</p>				

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28	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.	01/06/2023	<p>We have an accessible digital platform relating to the diversity profile of our workforce and community – Project PPP7.1. These profiles are based on the most current publicly available sources of data. The workforce data is aligned to the protected characteristics (Equalities Act 2010). The profile can be analysed by duty system and role. Temporal analysis provides crucial insight on trends. The data within the Community Profile is aligned to the protected characteristics and is sourced from ONS. The profile can be analysed at Brigade, District and Ward level with the ability to analyse at a more granular level if required. Our interactive toolkit allows us to compare workforce diversity against community diversity and supports the targeting of community safety initiatives, engagement with hard-to-reach groups and positive action recruitment.</p> <p>Other sources of EDI community data are obtained from partners and users of our services. For staff these include grievances, disciplines, staff turnover, and promotions.</p> <p>All data collected and published by the Brigade is compliant with the Data Protection Act 2018.</p> <p>Monitoring of performance is well embedded and Audit and Governance and Executive Leadership Team receive regular reports on progress against EDI indicators. Reports are widely published on the Brigade's website and Intranet. EDI performance is regularly communicated with staff. Project PPP6.1 reviewed existing performance indicators providing more focussed measurements against the strategic outcomes for EDI. As a result of this work our existing suite of indicators were expanded in Apr 2023 and these will be evaluated after first year (PPP 6.2).</p> <p>We have for many years, in line with our statutory duty, published a PSED, and Gender Pay Gap Reports. In addition, we have voluntary reported on Disability, Mental Health and Wellbeing and Ethnicity Pay Gap.</p> <p>EQIA's are a requirement in the development of all CFB policies and our processes are well -embedded.</p>		Evaluate our new suite of equality, diversity and inclusion indicators using good practice guidance and aligning to the requirements of NFCC toolkit and others to better support us in identifying and addressing disproportionality across our recruitment, retention, and progression arrangements	PPP 6.2 due Jun 2024	CC
29	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.	01/12/2023	Not applicable for CFB		Monitor progress of Home Office Data Publications.	N/A	N/A
30	The Home Office should align the data it collects on protected characteristics with the Office for National Statistics harmonised standard and publish this data.	30/12/2024	Not applicable for CFB		Monitor progress of Home Office Data Publications.	N/A	N/A
31	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.	01/12/2024	Not applicable for CFB		Monitor progress of Home Office Data Publications.	N/A	N/A

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32	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	01/06/2023	<p>CFB has a Workforce Plan and a Succession Plan in place which covers our intentions relating to improving skills, capabilities, and the diversity of our workforce across all levels - this was acknowledge by HMICFRS 2021/22 Page 40. The well-embedded workforce and succession planning arrangements are strategically led by the Executive Leadership Team. On going projects to support the diversification of our workforce include:</p> <ul style="list-style-type: none"> <li>• new approach to positive action (core work)</li> <li>• development of a CFB recruitment brand (Project PPP15.1)</li> <li>• identifying barriers to the recruitment and retention of staff to under-represented groups (Project PPP14.2)</li> <li>• explore Direct Entry as a means of recruiting to senior positions (Project PPP16)</li> <li>• undertake a gap analysis of our recruitment arrangements against NFCC Recruitment Maturity Model Level 4 (Project PPP25.2)</li> </ul> <p>Our integrated Talent Management Framework includes opportunity for staff to be developed beyond role. The Development Gateway seeks to provide all staff, regardless of role and level, with the opportunity to reach their potential and be the best they can be. Following a pilot, a full roll out of the Gateway commenced in Apr 2023.</p>		None		
33	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.	01/08/2023	<p>As confirmed by HMICFRS 2021/22 Pages 45 and 46 we have processes for promotion and progression are fair, comprehensive, understood by staff and cover opportunities in all roles. We have improved at identifying, developing, and supporting talent and leadership skills at all levels.</p> <p>Our integrated Talent Management Framework includes opportunity for staff to be developed beyond role. The Development Gateway seeks to provide all staff, regardless of role and level, with the opportunity to reach their potential and be the best they can be. Following a pilot, a full roll out of the Gateway commenced in Apr 2023.</p>				

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34	Chief Fire Officer should review their implementation of the Core Code of Ethics and make sure it is being applied across their services.	Immediate effect	<p><b>Employee Code of Conduct</b>  Following the publication of the Fire Standard 'Code of Ethics' in May 2021, we undertook a gap analysis to help us identify any areas for improvement. The outcome from this work, was minor amendments to our existing Values and Behaviours Framework and Employee's Code of Conduct. Together these set out the standards that uphold our organisational culture. HMICFRS Inspection 2021/22 Page 37: 'CFB is good at promoting its values and culture ..... Brigade values are established, and its culture continues to improve'.  HMICFRS acknowledged that the Brigade had carried out an analysis of our values to implement the new national Core Code of Ethics confirming this work had been completed and that the Brigade values were aligned to the National Code. In addition, 79% of survey respondents agreed that senior leaders consistently modelled the Brigade's values. Moreover, it was found that staff were empowered and willing to challenge poor behaviours. HMICFRS 20221/22 Page 37.</p> <p>We were assessed as 'good' by HMICFRS Inspection team in relation to this area. Staff survey findings within the inspection show that over 92% of respondents agreed that line managers and colleagues consistently demonstrate the Brigade's values.</p>		<p><b>Employee Code of Conduct</b>  In June 2023 we reviewed our Code of Conduct and reformatted the layout of the document to make our standards and values and behaviours more explicit. This review considered Codes of Conduct from other organisations, including the Police.</p>	N/A	CC
			<p><b>Communicating, Promoting and Enforcing the Code of Conduct</b>  Our Employee Code of Conduct is provided and signed for by all new staff on induction and all newly promoted staff on appointment. It also easily accessed via the Brigade's intranet site (A-Z).  To promote the Code of Conduct and Values &amp; Ethical Behaviours Framework, we display them on notice boards, screensavers, reception areas and monthly through the Brigade's newsletter 'Firewire'.  To further embed our values and ethical behaviours over the last three years we have:</p> <ul style="list-style-type: none"> <li>• embedded them into our recruitment, selection, and promotion arrangements</li> <li>• enhanced our induction process to ensure that new employees and newly promoted members of staff are fully aware of their values and behaviours and associated responsibilities</li> <li>• better aligned our learning and development arrangements to the framework through annual e-learning and Personal Development Review processes</li> <li>• improved our procurement arrangements by mainstreaming equality considerations</li> </ul>		Introduce 'Integrity Health Check' within our existing annual Personal Development Review process	PPP 153	CC
35	The Government should consider the findings and recommendations in this report when refreshing the Fire and Rescue National Framework for England	End of this Parliament			Monitor progress of review of FRS National Framework document.	N/A	N/A