

## 14. Recommendations

### a. Initial phase (1 – 3 months)

Communications Action Plan	
1.	Internally and externally address report findings and recommendations in communications
2.	Use report and recommendations to start to build positive cultural change from the outset
3.	Devise an action plan with respect to these Recommendations, inviting staff input, particularly from under-represented groups, and communicate it to staff
4.	Provide regular monthly updates on plans for cultural change for, at least, 12 months
Values and Standards	
1.	Review and streamline statement of values, having particular regard to report and recommendations, including “professional, respectful, caring, accountable”
2.	Set clear behavioural standards, including examples of what is not tolerated
3.	Set culture targets, including examples of goals
4.	Demonstrate clear leadership commitment, including express public declarations (both verbally and in writing) relating to values, equality and diversity, standards and culture
5.	Campaign to make it clear that: sexual harassment of female members of staff through inappropriate comments and/or messaging on social media or otherwise is unacceptable, should be reported, will be investigated and will be disciplined; and the posting of sexualised images on social media of

	or by people associated with the Service, where they are identifiable as Service members, is forbidden
<b>Leadership</b>	
<b>1.</b>	Arrange independent review of ELT performance, to include advice on training required
<b>2.</b>	Pro-actively encourage external and non-uniformed applicants to SMT and ELT roles
<b>3.</b>	Involve independent body in all SMT and ELT appointments for, at least, the next 18 months
<b>4.</b>	All SMT and ELT staff sign conflict of interest declarations including reference to memberships of other organisations, family relationships or social connections; declarations to be published online, and updated when a new potential interest arises
<b>5.</b>	CFO to participate in disciplinary/grievance/whistle-blowing oversight committee meetings in the immediate term
<b>Connecting People</b>	
<b>1.</b>	Create safe spaces within the Service for staff to share experiences and views, and learn from each other
<b>2.</b>	Create networks within the Service to promote cross-sectional communication
<b>3.</b>	CFO to visit Joint Control Room, and Training Centre, engage with staff there, and write report on their culture and action plan to improve it

4.	Continue visits by Human Resources and Principal Officers to stations, including group discussions and 1:1 surgeries, and document follow up to issues raised at these visits
<b>Speaking Up</b>	
1.	Expressly refer to and encourage speaking up in actions under the headings Communications Action Plan, and Values and Standards
2.	As part of the policy review (see below), ensure inclusion of references to encouragement of, and responsibility to, speak up
3.	Support staff that speak up and keep them safe both at and outside of work, both in accordance with the National Framework (see para.30 of Appendix 2 to the Report) and more generally, including a zero tolerance approach to retaliation/victimisation
4.	Expand (if this is not already the case) the role of the disciplinary oversight committee to include grievances and whistle-blowing
5.	Continue Crimestoppers FRS Speak Up line, initiate appropriate investigations, take actions and record all of the same
6.	Exit interviews to be conducted by an independent person and/or someone from HR (not the individual's line manager), and appropriate investigations and actions are to take place in relation to any concerns raised, appropriately documenting all of the same
<b>Policies and Procedures</b>	
1.	Instruct specialist employment lawyers to review policies and procedures, and to assist in drafting a set which are clear and accessible
2.	Abolish P12s

<b>Temporary Promotion</b>	
<b>1.</b>	Pause use of temporary promotion for any period in excess of six months
<b>2.</b>	Immediate review of any current temporary promotion with record of reasons why, exceptionally, it should be permitted to continue beyond six months, and plan to end it
<b>Fire Authority</b>	
<b>1.</b>	Review their statutory functions, as set out in Appendix 2 to the Report, and publish a report on proposals for their use in order to facilitate these Recommendations

**b. Second phase (3 – 9 months)**

<b>Change management process</b>	
<b>1.</b>	Ensure consultation with members of the Service at an early stage before change
<b>Policies</b>	
<b>1.</b>	Redraft all policies and procedures with the benefit of specialist legal advice, taking account of the comments made, for example, in the following paragraphs of the Report: paras.108-110 (working from home); para.152 (personal relationships at work); para.162 (drugs and alcohol testing); paras.187-191 (standards, policies and procedures); para.343 (family-friendly policies); para.352 (gender identity policy); para.357-359 (reasonable adjustments)
<b>2.</b>	Review proposed new policies and procedures with EDI officer
<b>3.</b>	Initiate staff engagement on proposed new policies and procedures, both directly and via Trade Unions

4.	Ensure compliance of policies and procedures with the law on equality, and national frameworks on violence against women and girls and on race
5.	Ensure the sending of a clear and unambiguous message of zero tolerance of harassment at work (especially sexual harassment), and comprehensive understanding of what amounts to harassment, throughout the Service
6.	Provide external training to managers on the new policies and procedures, including, in particular, training for all those involved in disciplinary and grievance processes on the identification of misconduct and the operation of those processes
7.	Implement new policies and procedures
<b>Procedures</b>	
1.	Engage external independent body to be part of disciplinary and grievance processes for, at least, the next 18 months
2.	Once a grievance or whistleblowing complaint is raised, agree with the complainant a list of issues to be addressed
3.	Ensure complainants are regularly updated on the progress of their grievance/complaint
4.	Appropriately investigate anonymous complaints and/or those with little detail, adequately document the same, and take appropriate action
5.	Provide template documents to guide managers through the things they need to consider in relation to, and record their reasoning for: suspensions, findings of fact on allegations of misconduct and grievance allegations, and disciplinary sanctions

6.	Ensure there is a full written grievance outcome which mirrors original grievance and/or addresses each issue in the list of issues agreed with the complainant so that that all allegations are addressed
7.	Ensure full written findings of fact and reasons for sanction in each disciplinary case
8.	When a member of the Service is involved in criminal conduct, ensure prompt internal action is taken, and ensure such action is selected having regard to the culture of the Service and the impact on internal and external trust and confidence of the alleged offending
9.	Aim to address all grievance and disciplinary cases within 1-3 months, including those where the individual leaves the Service's employment (whether through resignation, retirement and/or ill-health), and adequately document any reasons for delay outside of this timeframe
<b>Recruitment and promotion</b>	
1.	Review fairness and transparency in promotion processes, and implement change
2.	Devise fair and transparent process for "acting up" in place of temporary promotion
3.	Ensure all vacancies are advertised swiftly, both internally and externally, including senior non-operational roles being advertised to both uniformed and non-uniformed members of staff
4.	Engage external independent body to be part of promotion and recruitment processes for, at least, the next 18 months
5.	Ensure at least one female member of staff and/or one member of staff from an ethnic minority group sits on each promotion/recruitment panel

6.	Consider whether the promotion and transfer lists should be published, and if a decision is made not to do so, record the reasons for the decision, and whether any other steps might be taken to improve transparency and confidence in the process
7.	Provide written feedback to all candidates for promotion and recruitment (including retained firefighters applying for the wholetime duty system)
8.	Reach out to religious and other leaders within the community and build stronger connections in order to better understand whether any barriers to diversity exist and how they can be removed
<b>Training</b>	
1.	Review training of new recruits, including explicit values and standards training
2.	Implement EDI training – in person and interactive – across the Service
3.	Roll out the training given to new recruits in relation to domestic abuse and sexual violence to all members of the Service
4.	Implement leadership training – its content to be informed by the performance review referred to at recommendation 1 in the ‘Leadership’ section of the ‘Initial phase’ above, but to include role-modelling, communication, transparency, self-reflection, accountability, and recognition of EDI at core of leadership
5.	Implement an equitable mentoring scheme across the Service, including external mentors for ELT and SMT, as well as specific mentoring for members from underrepresented groups to encourage career progression
6.	Set a training plan in accordance with para.198 of the Report, ensuring sufficient budget allocated for training goals

<b>7.</b>	Explicit values and standards training for recruits and those who work at the Training Centre
<b>8.</b>	Teacher training for instructors at the Training Centre, and fire cadet instructors, to include training in relation to the identification and prevention of bullying, harassment and inappropriate communications, and the positive communication of values and standards
<b>9.</b>	Consider appointing an EDI champion at each station or department
<b>10.</b>	Implement Work with Me passports' provision within a reasonable period of time
<b>Human Resources</b>	
<b>1.</b>	Introduce effective document management system
<b>2.</b>	Review structure of HR and devise and implement more holistic structure
<b>3.</b>	Occupational health to be removed from HR function and to have its own Head of Service
<b>Diversity Monitoring</b>	
<b>1.</b>	Encourage staff to provide accurate EDI information
<b>2.</b>	Institute two yearly EDI information collection
<b>Staff review</b>	
<b>1.</b>	Seek disclosure of criminal convictions of all operational staff, and review in light of the role they have in the Service



<b>2.</b>	Identify specific individual at Training Centre to whom any new recruit or trainee may bring concerns in confidence, and publicise their name to anyone attending the Centre
-----------	--

**c. Third phase (9 to 18 months)**

<b>Staff engagement</b>	
<b>1.</b>	10KV Event, with follow-up action plan based on comments received
<b>2.</b>	Ensure ELT and SMT evidence how staff feedback is promoted, managed and acted upon in their area of responsibility
<b>3.</b>	Where leaders are not able to provide satisfactory evidence, provide targeted support for improvement
<b>Leadership</b>	
<b>1.</b>	Before the end of the 18 month period, follow up earlier performance review of ELT under the same headings (see recommendation 1 in the 'Leadership' section of the 'Initial phase' above), and carry out similar assessment of any new appointees
<b>2.</b>	Restructure corporate departments, with the assistance of independent external input, to ensure non-operational managerial roles are held by those with the best skills and experience for the role, whether uniformed or non-uniformed, and aim to improve diversity within such roles
<b>3.</b>	Seek and promote opportunities to work in a structure other than a command and control model
<b>Facilities</b>	
<b>1.</b>	Assess all facilities, equipment and uniform and take steps to ensure that it is fully inclusive based on all protected characteristics where possible

**d. Annually**

<b>1.</b>	10KV Event for different sections of the workforce (not just managers), with follow-up action plan based on comments received
<b>2.</b>	External performance review of ELT
<b>3.</b>	Carry out compliance training in accordance with para.199 of the Report
<b>4.</b>	Culture assessment, possibly by external independent body, to track progress in relation to culture targets identified in initial phase, and review of need to modify targets