# Overview of actions for Chief Fire Officer aligned to Recommendations within HMICFRS Values & Culture Report

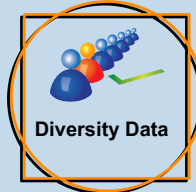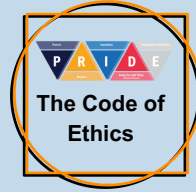| Category | Short Term (Q1 2023-2024) | Medium Term (Q2-Q3 2023-2024) | Long Term (Q4 2023- 2024 & 2024-2025) |
|---|---|---|---|
| **Raising Concerns** | 3.2 Consider the usage of NFCC 'Challenging Behaviours' Toolkit<br><br>4.1 Review systems for providing feedback for those who have raised concerns<br><br>4.2 Review current professional standards, explore external provision and to include senior officer<br><br>5.3 Develop clear accessible mechanisms to signpost the public to raise concerns | 1.1 Review our 'Raising Concern' guidance including existing Whistle Blowing, Grievance and Dignity at Work policies and procedures (& 3.1, 5.1)<br><br>1.2 Develop clear mechanisms to signpost staff to raise concerns in a confidential way<br><br>1.3 Strengthen the monitoring of arrangements to support the identification of any unreported concerns<br><br>1.4 Review internal safeguarding arrangements utilising NFCC toolkit | |
| **Background Checks** | 9.1 Review DBS policy to ensure that all background check arrangements are included and that they are 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 | 10.1 Work with Cleveland Police, establish formal arrangements within our Recruitment and Selection, Dignity at Work, Grievance and Discipline Policies to ensure that we are informed of and deal with identified incidents where the sharing of information would be appropriate under the Common Law Police Disclosure powers | |
| **Misconduct Handling** | 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<br><br>18.1 Chief Fire Officer to write to HMICFRS to give a copy of revised managing allegations guidance and assurance that all parties are supported in relation to on-going investigations | 14.1 Review the Brigade's Discipline Policy on receipt of any revised fire standard<br><br>14.2 Source independent investigation an hearing training for all supervisory, middle and senior managers | 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 |
| **Leadership** | 20.1 Undertake a gap analysis re Leading the Service Fire Standard<br>20.2 Undertake a gap analysis re Leading and Developing People Fire Standard<br>23.1 Review and, as appropriate, revise our staff engagement strategy<br>23.2 Enhance our current arrangements to conduct staff surveys<br>23.3 Conduct a staff culture survey<br>24.1 Develop and implement a suite of indicators to measure the culture in CFB at all levels<br>24.2 Develop a Dashboard on the Bridge to monitor watch and team cultures | 20.3 Develop and implement an action plan relating to the 'Leading the Service' Fire Standard<br><br>20.4 Develop and implement an action plan relating to the 'Leading and Developing People' Fire Standard<br><br>21.1 Continue to progress implementation of 360-degree feedback processes for ACFOs and above first, then all other leaders and managers (& 22.1)<br><br>23.4 Enhance our current arrangements to conduct independent staff surveys | 23.5 Implement actions against our staff engagement strategy |
| **Management & Leadership Development** | | 26.1 Enhance our leadership and development training to support managers in challenging inappropriate behaviours and handling difficult conversations<br>26.2 Introduce a leadership coaching scheme<br>26.3 Undertake a gap analysis against Level 4 Maturity model for leadership development and address any identified gaps<br>26.4 Review training and development arrangements for Elected Members | |
| **Diversity Data** | 28.1 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 | | |
| **Improving Diversity** | 32.3 Undertake a gap analysis of our recruitment arrangements against NFCC Recruitment Maturity Model Level 4<br><br>33.1 Evaluate our Development Gateway to ensure fairness in process<br><br>33.2 Introduce a career pathway for staff in non-operational roles | | 32.1 Identifying barriers to the recruitment and retention of staff to under-represented groups<br><br>32.2 Explore Direct Entry as a means of recruiting to senior positions |
| **The Code of Ethics** | 34.1 Review the implementation of the Core Code of Ethics to incorporate any good practice following the HMICFRS Round 2 inspections | | |