

Appendix B

	Recommendation	In Progress	Complete	Not Started	Comments
1	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.		Yes		
3	By 1 June 2023, chief fire officers should review the support available for those who have raised concerns and take any action needed to make sure these provisions are suitable.		Yes		
4	By 1 June 2023, 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 a 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.		Yes		
5	By 1 June 2023, 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 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.		Yes		
9	By 1 January 2024, chief fire officers should: <ul style="list-style-type: none"> immediately review their current background checks arrangements, and make sure that suitable and sufficient background checks are in place to 	Yes			This work has been completed with a decision being taken by the Strategic Leadership Team that all staff will be subject to a standard check and that risk assessed roles will be checked at

	<p>safeguard their staff and communities they serve; and</p> <ul style="list-style-type: none"> • make sure that appropriate DBS check requests have been submitted for all existing, new staff, and volunteers, according to their roles as identified by the Fire Standards Board. 				enhanced level. The policy and procedures to support this approach have been produced. Work is now being completed on the roll out plan
10	By 1 September 2023, chief constables should make sure they are appropriately using their Common Law Police Disclosure powers in circumstances involving employees of fire and rescue services.		Yes		
12	This work has been completed with a decision being taken by the Strategic Leadership Team that all staff will be subject to a standard check and that risk assessed roles will be checked at enhanced level. The policy and procedures to support this approach have been produced. Work is now being completed on the roll out plan	Yes			Effective wellbeing support is available for ALL those involved in the process. The new policy, currently out for negotiation details the support arrangements. All support is independent from the investigation. Ensuring the workforce are confident to raise concerns and trust the reporting processes and that action will be taken as a result:
14	By 1 March 2024, chief fire officers should provide assurances to HMICFRS that they have implemented the standard on misconduct allegations and outcomes handling.	Yes			Our policies are clear and consistent with ACAS guidance. Oracle houses our 10 to 3 packages, a suite of short videos which support managers through the investigation process.
17	With immediate effect, chief fire officers should notify HMICFRS of any allegations that have the potential to constitute staff gross misconduct that: <ul style="list-style-type: none"> • 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. 		Yes		
18	By 1 August 2023, chief fire officers should provide assurances to HMICFRS that all parties are supported in relation to ongoing investigations.		Yes		
20	By 1 June 2023, chief fire officers should have plans in place to ensure they meet the Fire Standards Board's leading the service standard and its leading and developing people standard.	Yes			The service largely has the leading the service and developing people standards in place. We will be implementing a revised promotions process in the autumn which aligns to the standard along with transition from our existing behavioural

					competencies to those of the Leadership Framework. Leading the Service, Initial scoping of current level of maturity and future requirements has started and ready for next steps of Stakeholder engagement.
21	By 1 June 2023, chief fire officers should make sure 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.		Yes		
22	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.	Yes			Leadership Team. There is provision within our on line learning system for all employees to seek out 360 feedback with guidance on how to progress this including a questionnaire and pro forma. We have not actioned this further as yet. It will be available as an option for colleagues to use through our Oracle system in 2024 but we do not yet have the capacity or organisational maturity to role out further in a meaningful way
23	By 1 June 2023, chief fire officers should seek regular 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.		Yes		
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.	Yes			We have undertaken an independent internal cultural survey along with further independent review of our culture. We are in the process of developing an action plan as an outcome of these reviews. Additionally, we are making changes to our staff engagement activities which will see engagement events planned throughout the year to gather feedback. This will continue to form a theme for monitoring of information. The People Programme of work will action the survey actions and monitor progress and cultural performance. First People Programme Board took place October 2023 and are now scheduled in. In addition, the AM POD uses the information for performance management of the departmental plans

27	By 1 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 National Fire Chiefs Council equality impact assessment toolkit.	Yes			Recent meetings held and this is being led by AM Community Risk with support from Safeguarding, HR and EDI Manager. Discussions are taking place between stakeholders and at Safeguarding Board. EIA Practitioner Training being rolled out. EIA Strategic awareness training has been delivered to SLT.
28	By 1 June 2023, 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.	Yes			EDI Manager is reviewing what information is collected and how this is used to improve understanding and appropriate use. A review on equality monitoring data and questions are being reviewed.
32	By 1 June 2023, 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.	Yes			We are one of the pilot early adopters for the Direct Entry scheme and will look for opportunity to enhance this going forwards however funding may become a challenge. DE scheme completed and 2 successful candidates will start with LFRS in January 2024. Our recruitment officer will work with the EDI manger to understand our data post the wholetime recruitment and establish a strategy for development.
33	By 1 August 2023, 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.	Yes			A overarching strategic plan is being worked on and at present we provide numerous development opportunities for non operational employees specifically in relation to qualifications and management development. We have a number of case studies whereby people have progressed in their career.
34	With immediate effect, chief fire officers should review their implementation of the Core Code of Ethics and make sure it is being applied across their services.		Yes		