

Report Heading	Ref	Recommendation	Level	GFRS Action	complete
Raising concerns	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 .	local	GCC whistleblowing policy is embedded and well understood within GFRS. There is evidence of its continual use. Evidence of comms is also available over the past 18 months and regular reminders/ comms release are scheduled. Whistleblowing is now a specific element in the Service Career Pathways, which are compulsory for all levels and areas of the workforce. Whistleblowing procedures also now form an integral element of our staff inductions (including manager inductions). We also send a copy of the whistleblowing policy to every new starter within the organisation. This recommendation is complete, however GFRS are going beyond this to provide further confidence in reporting confidentially as it is now using external independent reporting line (Crimestoppers)	Yes
	2	By 1 October 2023, National Employers, the Local Government Association and the National Fire Chiefs Council should review any current independent arrangements whereby staff can raise concerns outside their FRS. They should then 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 own FRS .	national	None at this time	No
	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 .	local	A stress risk assessment tool has been compiled and a staff handbook regarding welfare provisions is also available. GFRS also ensure that a welfare officer is assigned to somebody who is raising a concern. The Grievance policy has been reviewed and includes a welfare prompt Manager's guidance note 'how to be a welfare officer'. In addition, the service has also commissioned an external organisation (Crimestoppers) to provide another independent reporting line that can be accessed by any staff member.	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.	local	GFRS already have a system in place with GCC HR which ensures that disciplinary and grievance cases are dealt with confidentially and professionally. However, this relies on managers providing advice as they go and can often lead to a single point of failure due to the high turnover of managers. A new system has been introduced to mitigate this, detailed below: 1. Introduction of a process chart into the Discipline and Grievance policy which provides a map for managers to follow to ensure cases are dealt with in a consistent manner and particular actions are taken in all cases. 2. Within the process chart, a welfare officer is designated for both the individual raising the concern AND the parties being investigated. 3. Included are contact record forms, which should be filled out and documented to offer transparency over updates. 4. A discipline and Grievance performance management report is submitted to SLTs quarterly performance management meetings. This offers oversight and scrutiny on the number and progress of current cases. Certain assurances are provided to the SLT that contact has been made and updates given to the person raising the concern. The report also provides assurance that welfare has been addressed etc.	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.	local	GFRS already have a complaints mechanism which is accessible to the public via the website allowing for concerns to be raised. Staff handbook	Yes

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Background checks	6	By 1 January 2024, the Home Office, working with the Ministry of Justice, should make sure that 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.	external	None at this time	No
	7	By 1 May 2024, 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 .	external	None at this time	No
	8	By 1 December 2023, the Fire Standards Board, in liaison with the National Fire Chiefs Council, should review the existing relevant standard(s) and underpinning guidance. It should: <ul style="list-style-type: none"> • 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. 	external	None at this time	No
	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 safeguard their staff and communities they serve; and • 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. 	local	All grey book members of staff have been getting enhanced DBS checks (or other levels above this) for some years. Update from HR Business Partner 11.03.24-we do Standard DBS checks on all our Green Book staff. There is a small number of staff who were employed before the introduction of the standard and these are being retrospectively checked.	Yes
	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 .	external	None at this time	No

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Misconduct handling	11	By 1 December 2023, 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 staff disclosures, complaints and grievances .	external	None at this time	No
	12	By 1 March 2024, chief fire officers should provide assurances to HMICFRS that they have implemented the standard on staff disclosure, complaint and grievance handling .	local	The Standard - Leading the Service, (Standard 5 section "I" "Put in place transparent controls for Disciplinary, Grievance, Complaints, Staff Disclosures and Whistle Blowing") has been updated and fully completed with 7 criteria that have been fully signed off as fully compliant by GCC. This includes up to date policies for: Whistle Blowing Disciplinary Complaints Grievance Crimestoppers Training and CPD is undertaken by staff. policies are reviewed yearly.	Yes
	13	By 1 December 2023, 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: • conduct and complete investigations, whether or not the staff member under investigation leaves; • consider whether the incident requires immediate dismissal; • provide training for staff who are carrying out investigations; and • ensure the diversity/neutralty of the investigation panel/person.	external	None at this time	No
	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 .	local	GFRS have implemented the relevant provisions of Leading the Service Standard, (Standard 5 section "I" Put in place Transparent controls for Disciplinary-Misconduct). The policy outlines step by step flow chart and the process to follow. The standard has been updated with the relevant evidence.	Yes
	15	By 1 October 2023, 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.	external	None at this time	No
	16	By 1 October 2023, 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 rejoining another service . After the College of Fire and Rescue has been established (see recommendation 25), it should take responsibility for managing the list.	external	None at this time	No
	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 FRs ; • are of a serious nature; or • relate to assistant chief fire officers or those at equivalent or higher grades .	local	This recommendation is complete as there is already a process in place to notify CFO and HMICFRS of incidents regarding this nature through nominated SPOC in GFRS. To improve this further, there is a process map to ensure consistency and eliminate a single point of failure.	Yes
	18	By 1 August 2023, chief fire officers should provide assurances to HMICFRS that all parties are supported in relation to ongoing investigations .	local	Performance management reports are presented to SLT on a quarterly basis as mentioned in recommendation 4 of this chart. The details of welfare officers and contact record forms can be supplied to HMICFRS via the SPOC. The first report went to SLT on 30.10.23 and are now provided on a quarterly basis.	Yes
	19	By 1 July 2023, the Home Office should examine whether any appeal processes for fire and rescue misconduct cases are appropriate.	external	None at this time	No

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Leadership	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 .	local	A schematic has been developed for implementation of all fire standards but the service is yet to implement Leading the Service or Leading and Developing People Fire Standards in full. The implementation tool has been started with progress for each of the standards being checked by the owner of the standard with allocated work checked for progression.	Yes
	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.	local	This recommendation is complete through the Police Leadership course, as all managers up to SM undergo a 360 degree feedback process and there is a 360 feedback question in the new electronic appraisal system on PDRpro, which we introduced in May 2023. This provides direct reports with an opportunity to provide feedback to their manager.	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.	local	As part of the Police Leadership programme, all managers up to SM will undergo a 360 degree feedback process.	Yes
	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 .	local	<ul style="list-style-type: none"> The People Plan has been formulated on the premise of feedback received from an intensive round of engagement visits conducted by SLT. An extensive consultation document has been formulated which captures staff feedback. Our Workplace charter has also been specifically put together to represent staff's views on how we treat each other day to day. You said, we did is included in editions of Ever Forward We have increased frequency of feedback staff surveys to measure and monitor feedback and actions resultant. SIGMUB and EDI Allies have exist to represent staff opinions and views. 	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.	local	<ul style="list-style-type: none"> Implementation of People Plan GCC staff survey SLT roadshows Whistleblowing policy arrangements EDI Allies & SIGMUB Confidential reporting line (Independent-Crimestoppers) HMICFRS surveys Regular meetings between senior managers and underrepresented groups 	Yes
Management and leadership training and development	25	By 1 January 2025, the Government should establish a College of Fire and Rescue, as proposed by the White Paper Reforming our Fire and Rescue Service. There should be no further delay to its implementation.	external	None at this time	No
	26	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.	local	<ul style="list-style-type: none"> Career Pathways are now implemented in full Full use of apprenticeship levy for managerial higher level education. ELP, Supervisory and Middle-Manager NFCC development programmes are included within GFRS pathways. Joint leadership training being undertaken with Police. Mentoring and Coaching (aligned to and supported by NFCC Coaching and Mentoring Portal) 	Yes

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Diversity data	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	local	GFRS have already adopted the NFCC EQIA toolkit. All managers above the role of SM and equivalent green book have attended training provided by the NFCC. An SLT report has been produced and signed off supporting the use of these EQIAs. SLT Corporate paper templates have been adapted to now include EQIA consideration. New EQIA process is now embedded in the service and these are being completed routinely. Larger and more in depth EQIAs are available through GCC procedures which are appropriate for larger work streams such as CRMP etc.	Yes
	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 .	local	This has been achieved in part but we have more work to do in this area and working with GCC on improving this in the wider council. GFRS aim is to collect and analyse data on the diversity of its workforce and have a deeper understanding of people and lived experiences of their employees. We are hoping to use this data to identify any existing biases, gaps or issues and work towards improving recruitment retention and progression and create a culture of inclusion. The response for declaration has been low after some communication campaign. Working in collaboration with GCC we are looking to understand the reasons for low declaration of staff diversity information and consider plan with further discussions at the ED&I Allies and staff networks.	No
	29	By 1 December 2023, 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	external	None at this time	No
	30	By 30 December 2024, the Home Office should align the data it collects on protected characteristics with the Office for National Statistics harmonised standard and publish this data .	external	None at this time	No
	31	By 1 December 2024, 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.	external	None at this time	No
Improving diversity	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 .	local	<ul style="list-style-type: none"> Increased resources in our data management team to ensure data collection is in line with NFCC and is used to shape and improve future recruitment and progression, including gap analyses and positive action. People Plan. Revised promotion policy to place emphasis on values which has already demonstrated progress with leadership diversity. Working with P2P to provide internal positive action, that will support under represented groups to progress into leadership roles. We already have a non-ops to ops pathways into a leadership position (SM) and we will be adopting direct entry scheme. 	Yes
	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 .	local	<ul style="list-style-type: none"> EQIAs in place Non ops to ops pathway available Career pathways for all (ops and non ops) SLT commitment to evaluate whether a role is green or grey before advertising each time a vacancy arises Promotions policy Internal positive action scheme P2P Revised appraisal process to include non ops staff 	Yes
The Core Code of Ethics	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.	local	<ul style="list-style-type: none"> GFRS values align with the Core Code of Ethics in all that we do Workplace charter underpinned by code of ethics. Code of ethics has guided and influenced the People Plan Code of ethics training (eLearning package) already rolled out and completion is tracked. Code of ethics forms part of selection and promotion Code of ethics linked to CRMP. 	Yes
The Fire and Rescue National Framework for England	35	By the end of this Parliament, the Government should consider the findings and recommendations in this report when refreshing the Fire and Rescue National Framework for England	external	None at this time	No