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| **Number & Area** | **Recommendation** | **Deadline** |
| 1  Raising Concerns | By 1 October 2023, CFOs should make sure their services provide a confidential way for staff to raise concerns and that staff are aware of whistleblowing processes. | 1st  October  2023 |
| 3  Raising Concerns | By 1 June 2023, CFOs should review the support available for those who have raised concerns and take any action needed to make sure these provisions are suitable. | 1st  June  2023 |
| 4  Raising Concerns | By 1 June 2023, CFOs 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. | 1st  June  2023 |
| 5  Raising Concerns | By 1 June 2023, CFOs 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).  CFOs 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. | 1st  June  2023 |
| 9  Background Checks | By 1 January 2024, CFOs 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 * 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. | 1st  January  2024 |
| 12  Misconduct | By 1 March 2024, CFOs should provide assurances to HMICFRS that they have implemented the standard on staff disclosure, complaint and grievance handling. | 1st  March  2024 |
| 14  Misconduct | By 1 March 2024, CFOs should provide assurances to HMICFRS that they have implemented the standard on misconduct allegations and outcomes handling. | 1st  March  2024 |
| 17  Misconduct | With immediate effect, CFOs 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 CFOs or those at equivalent or higher grades | **Immediate** |
| 18  Misconduct | By 1 August 2023, CFOs should provide assurances to HMICFRS that all parties are supported in relation to ongoing investigations. | 1st  August  2023 |
| 20  Leadership | By 1 June 2023, CFOs 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. | 1st  June  2023 |
| 21  Leadership | By 1 June 2023, CFOs should make sure there is a full, 360-degree feedback process in place for all senior leaders and managers (ACFO equivalent and above) in service. | 1st  June  2023 |
| 22  Leadership | By 1 September 2023, CFOs 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. | 1st  September  2023 |
| 23  Leadership | By 1 June 2023, CFOs 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. | 1st  June  2023 |
| 24  Leadership | By 1 October 2023, CFOs 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. | 1st  October  2023 |
| 27  Diversity Data | By 1 June 2023, CFOs 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. | 1st  June  2023 |
| 28  Diversity Data | By 1 June 2023, CFOs 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 NFCC equality, diversity and inclusion data toolkit. | 1st  June  2023 |
| 32  Improving Diversity | By 1 June 2023, CFOs 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. | 1st  June  2023 |
| 33  Improving Diversity | By 1 August 2023, CFOs 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. | 1st  August  2023 |
| 34  Core Code of Ethics | With immediate effect, CFOs should review their implementation of the Core Code of Ethics and make sure it is being applied across their services. | **Immediate** |