

Independent review of conditions of service for fire and rescue staff in England – Progress update on recommendations

(NB Recommendations are set out in the report in the Executive Summary and Key findings section of the original report pages 14 to 18)

The Authority's workforce reform programme places outstanding leadership, culture change through employee engagement supported by fit for purpose efficient and effective systems and processes at the heart of the reform strategy. The Executive Committee report 'Fire Reform – delivering the Authority's workforce reform programme' presented at the 21 September 2016 meeting summarised the workforce reform that Buckinghamshire and Milton Keynes Fire Authority (BMKFA) has delivered to date since embarking on a Service wide integrated continuous improvement and transformation programme in 2010. The report also set out the Authority's current and future programme for innovative, cultural reform to support delivery of the 2015 to 2020 Corporate and Public Safety plans.

The table below provides more recent examples of progress and next steps which relate to the 45 specific recommendations of the 'Conditions of Service' report.

Recommendations	Progress to date and next steps
The working environment (see section 4 of the original report)	
1. Culture and trust are at the centre of many of the changes required to create a high performing service aligned to the needs of the people it serves. A consistent employee engagement survey should be developed and deployed across the service (allowing inter authority comparisons) and 'hard wired' into management objectives.	<p>In 2015 a cascade employee engagement programme, themed as "Looking to the Future" workshops was introduced. A team of volunteer facilitators were trained which included a Fire Brigade Union (FBU) representative. The facilitators ran over 30 workshops covering all employees. Over 1800 responses were fed back. These responses were collated into 12 themes which included the 8 themes of the 'Top 100 Company' best practice approach.</p> <p>The 12 themes have been translated into an ongoing plan for management, stations, departments and individuals and progress is regularly reviewed.</p>

<p>2. Early engagement with employee representatives at the earliest opportunity should be a feature of all change programmes.</p>	<p>In September 2017 a Customised Culture and Communications survey is scheduled. This will provide further feedback on progress against the 12 themes action plan and help determine any gaps in best practice, benchmarked against the 'Top 100 Company' approach. Outcomes will be 'hard wired' into management objectives as appropriate. We already operate this type of 'hard wiring'. In 2017 all employees now have an objective to demonstrate how they will improve equality and diversity.</p> <p>An Equality Diversity and Inclusion Advisory Group was set up in spring 2017 with its own terms of reference to challenge, advise and promote equality, increased diversity and inclusivity. The Group is supported by the Lead Member People, Equality and Diversity.</p> <p>In collaboration with Buckinghamshire County Council (BCC) we have trained a team of coaches, representative of all staff, across all levels within organisation. The Coaching scheme is being launched September 2017 with access to all.</p> <p>Early engagement is built into the Authority's Managing Business Change procedure which has been in place since 2010. The procedure has been used many times and has evolved taking on board feedback and legislative changes. A Joint Consultation Forum (JCF) has been in place since 2014 with a full clear Terms of Reference and Consultation and Negotiation Procedure agreed; all representative bodies and non-union staff reps attend. The JCF plays a key role in continually improving our approach to employee engagement.</p>
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<p>3. Fire and rescue services should deploy training in effective change management, leadership and employee engagement in addition to Industrial Relations.</p>	<p>Leadership and change management training was introduced and rolled out from 2011 to ensure leaders at all levels were equipped to lead the Authority's reform programme. The initial programme was top down; Directors through to first line management. Elements of this programme are refreshed. Employee Relations Procedural Training was rolled out for middle and supervisory managers during 2015/16 & 17 – to ensure manager were dealing fairly with best practice Capability, Discipline, Grievance and Anti-Bullying and Harassment. Leadership masterclasses involving external speakers have taken place on related subjects with ongoing plans for 2017/18.</p> <p>The Culture and Communications survey planned for September 2017, mentioned above is expected to highlight areas for consideration for future management training. Individual appraisals also highlights such requirements. Outcomes from the survey and annual management appraisals will feed into the Training Strategy Group considerations to recommend future priorities and build into the budgeting process.</p>
<p>4. Increased importance should be placed by fire and rescue services on employee communication – appropriate management training and processes (direct to employee) should be implemented.</p>	<p>Employee communication is a core element of the Authority's People Strategy 2015 to 2020 and the recently revised Communications Policy and Strategy. A range of employee communication methods are in place, including direct face to face and written covering individual and group communications. This is supported by an intranet which publishes and stores key communications and allows for feedback.</p> <p>For example a cascade Core brief in place since 2014. The</p>

<p>5. Fire and rescue services should instigate audits of the flow of management information reaching the workforce with the aim of improving the flow of information to the frontline firefighter.</p> <p>6. Management performance objectives should be hard wired to the results of an annual employee engagement and communication</p>	<p>Communication Team Audit Communications. Strategic Management Board members regularly publish blogs and communicate face to face on station and department visits. Direct communication and engagement is programmed as part of all change initiatives.</p> <p>In 2016 the Chief Fire Officer introduced birthday forums, where groups of employees are invited to 'breakfast' forums in their birthday month.</p> <p>An in depth employee engagement and communication exercise is underway with each station and support functions focusing on evolving risk and demand resource models and seeking ideas from crews and support staff on ongoing improvement.</p> <p>Communication is a key part of the behavioural element review of annual performance reviews for managers and any training is identified and actioned as required.</p> <p>This recommendation will be followed when the outcomes of the Culture and Communications survey outlined above are known; likely January 2018.</p> <p>A fit for purpose Communications policy and revised strategy is in place based on philosophy of direct communication and the manager as the 'go-to' person. The appraisal process is reviewed annually and is managed more closely; it now includes Equality, Diversity and Inclusion (EDI) objectives for all employees.</p> <p>Results from planned Culture and Communication survey will be available late 2017 so will inform the 2018/19 management objective setting process.</p>
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<p>survey.</p> <p>7. Unconscious bias training should be rolled out across the fire and rescue service.</p> <p>8. <i>The leadership of the Fire and Rescue Service (represented by the Local Government Association and Chief Fire Officers Association) and the employee representatives together with special interest groups representing woman and black and minority ethnic firefighters should publish a memorandum of understanding as to how people will be treated.</i></p> <p>9. Research should be directed at how the cadet scheme could be utilised to widen the</p>	<p>The report author, Adrian Thomas delivered an unconscious bias masterclass to the leadership group in September 2016. Recent interview training for managers' also included unconscious bias input and this is will be ongoing. The Authority now has a number of trained competent interviewers with an awareness of the potential effects of unconscious bias with HR staff also engaged in interview panels.</p> <p><i>A Joint Local Government Association (LGA)/Chief Fire Officers Association (CFOA) Inclusive Group set up with an independent chair. A memorandum of understanding (MOU) is in place between the LGA/National Joint Council (NJC) Fire and Rescue Services via the National Fire Chiefs Council (NFCC) and trade unions to take this work forward.</i></p> <p>BMKFA has contributed to date via a comprehensive national survey. Results from the survey have now been published and a series of Inclusive Strategies were proposed. Each Fire and Rescue Service was asked to respond by the end July 2017. BMKFA have responded with a position which supports the strategies.</p> <p>A more detailed update on the Authority's contribution to this work will be presented to the Fire Authority as part of the annual update on EDI at the October 2017 meeting.</p> <p>The Authority's current agreed focus is on firefighter, on-call and support service apprentice schemes to deliver the primary</p>
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<p>diversity of the service and how the interest in supporting the fire service can be maintained when the cadets leave the scheme (impacting both equality and potentially the retained duty system).</p>	<p>objective; which is a demand and risk led approach to refresh the workforce. The Apprenticeship scheme was approved by Members in summer 2015 and 26 apprentices was recruited in 2016; well ahead of the government's reform agenda which commenced April 2017. A second firefighter apprentice campaign is underway in 2017 supported by a blended approach to recruitment. Already the apprenticeship recruitment is impacting favourably on the employee age profile and the approach to recruitment builds in opportunities to improve the diversity of the service. As mentioned earlier a new Equality, Diversity and Inclusion Group with volunteer EDI champions is in place with a Terms of reference which includes 'to challenge, advise and promote equality, increased diversity and inclusivity'.</p> <p>Specifically regarding cadets, we are closely tracking the government's drive to upskill 16 to 19 year olds with Technical routes qualifications which are expected to be in place from 2019. These routes mirror the 15 employer apprenticeships routes currently in place with Fire allocated to Protective Services. Our future approach to attracting young people into the Fire and Rescue Service will be determined during 2018 when the government building blocks and requirements are in place. This may include the concept of cadets.</p>
<p>10. Each fire and rescue service should maintain an active register of firefighters with second jobs. A refusal or failure to declare a second job should be treated as a serious disciplinary matter.</p>	<p>Secondary Employment procedures including a register of approvals are in place. Permissions are withdrawn where the application does not meet the criteria or upon management concern. A major review of these procedures reflecting best practice was undertaken in 2013. In line with normal practice the procedure is monitored by Human Resources and any issues arising are reported to the Director of People & Organisational Development. Ongoing reviews are</p>

<p>11. <i>Implement a single technological/equipment evaluation facility.</i></p>	<p>programmed every three years unless there is a need to review earlier, for example due to legislation changes or significant case management rulings.</p> <p>A national Research and Development Hub has been established via the National Fire Chief's Council, to which we contribute to and engage with.</p> <p>A collaborative and integrated approach on technology and equipment is adopted by the Authority, supporting appropriate national initiatives such as the recent PPE procurement and across the Thames Valley Fire Services, fleet strategies and replacement.</p>
<p>Documented conditions of service (see section 5 of the original report)</p>	
<p>12. <i>The fire and rescue services in conjunction with the Department for Communities and Local Government **should create a national communication programme highlighting the range of activities and skills beyond fighting fires currently undertaken by firefighters. The aim of this would be to raise public awareness that creating a flexible fire and rescue service aligned to prevention is key to increasing safety in the local community.</i></p> <p>** Since the report was written Fire is now part of the Home Office</p>	<p><i>This is a national initiative which we understand the Home Office is working on through with the NJC Inclusive Fire Services Group and NFCC.</i></p> <p>The BMKFA focus is local delivery of the Authority's diversification of services strategy e.g. medical response, community care. This is reflected in the People Strategy and is displayed online.</p> <p>As noted earlier we have responded to the Inclusive Strategies Survey supporting this initiative and will provide updates accordingly.</p>

<p>13. Slim down and modernise the Grey Book, removing duty systems and reference to role maps and national occupational standards and replace with contracts of employment.</p>	<p><i>The National Fire and Rescue People Strategy 2017 to 2022 includes "updating the 'Grey Book'* recognising emerging emphasis on a move to contract types and job descriptions; as part of the Way of Working that are able to respond to service needs aim".</i> <i>*National Joint Council for Local Authority Fire & Rescue Services Scheme of Conditions of Service Sixth Edition 2004 (known as the 'Grey Book').</i></p> <p>Our local procedures take precedent over areas of the 'Grey Book' e.g. grievance, discipline, capability. A local review of the 'Grey Book' has been completed and local agreements/arrangements summarised. The majority of the non-pay related elements of the 'Grey book' have been replaced with local procedures. New contracts on local terms and conditions outside the 'Grey Book' have been developed and are in place, without reducing key protections for firefighters.</p>
<p>14. Minimum night time shift hours should be removed from the Grey Book.</p>	<p><i>The National People Strategy aims to 'Create more flexible and adaptive services by shifting emphasis from fixed duty systems to contract types which help create a more flexible response'.</i></p> <p>The Authority's Pay Policy Statement 2017/18 and Employee Proposition programme outlined in the BMKFA People Strategy sets out a move to local terms and conditions where appropriate. We have undertaken local initiatives and regularly pilot programmes on local terms and conditions and flexible contracts outside the Grey Book where appropriate.</p>
<p>15. Disagreements regarding additional payments, collaboration and use of new</p>	<p>The Authority's focus is on revised duty systems to meet local demand and risk model requirements; to date these include</p>

<p><i>technology should be removed from the Grey Book and made subject to local negotiation.</i></p> <p><i>16. The national employers, government and employee representatives should, at an appropriate time following the current dispute and in support of establishing a changed culture (as detailed earlier) meet and agree a re-defined national joint protocol on industrial relations.</i></p> <p><i>17. The ability to compulsorily move an individual from the flexible duty system (FDS) should be introduced.</i></p>	<p>Flexi Firefighters, following a successful pilot, the Bank System, On Call requirements including pay and Operations pool working.</p> <p>We continue with local agreements, piloting new ways of working and flexible, resilient working arrangements, always focusing on our primary aim to Make Buckinghamshire and Milton Keynes the safest places to live, work and travel.</p> <p>Joint Consultation Forum in place with an agreement on approach to consultation and negotiation in place with Representative Bodies. Joint protocol on industrial relations contained within a local Consultation and Negotiation Procedure.</p> <p>Local resilience agreements are in place e.g. Urban Search and Rescue (USAR) Flexi Firefighters, and robust Business Continuity plans.</p> <p><i>The National People Fire Strategy (page 28) states "We agree that the Thomas recommendation that if competence issues become clear or some other reason than we should have the ability to remove someone from the FDS system with clear consultation and process".</i></p> <p>Until a national decision is made, if this issue were to arise locally this would need to be considered on a case by case basis.</p>
<p>Industrial relations (see section 6 of the original report)</p>	
<p><i>18. The National Joint Council should be</i></p>	<p><i>The National People Strategy (page 30) includes an</i></p>

<p><i>retained for the purposes of national pay bargaining for basic pay whilst reforming itself to represent employers and employees on a more local basis for all other conditions of service including incremental pay for acquiring competences beyond 'safe to ride'.</i></p> <p>19. The National Joint Council should consider operating regionally to reflect the requirements of the different fire authorities whilst retaining a national umbrella with respect to basic pay.</p> <p>20. Remove Technical Advisory Panels (TAP) and Resolution Advisory Panel (RAP) and replace with a direct to ACAS approach. Fire and Rescue Authorities are undertaking a significant amount of local negotiation as they agree positions</p>	<p>objective:- "Working with the NJC to ensure reform and changes can be introduced more effectively".</p> <p>"We support changes to the NJC so it has a focus on national pay and key issues on Reward. Increasingly agreements on many terms and conditions are agreed locally and we can facilitate change by formally accepting that position. We will work together to define this more. We await for the outcomes of the five current NJC work streams."</p> <p>The Authority continues to focus on delivering its approved Corporate plans which include workforce reform. BMKFA's current position on pay is declared and published in its Pay Policy Statement 2017/18.</p> <p>In the event of national reform the Authority would consider revised proposals which may include more local or regional pay bargaining if desirable or necessary, in line with its standard procedures.</p> <p>The national strategy position is set out in response to recommendation 18.</p> <p>As above; local terms and conditions already in place across some roles.</p> <p>This is for national consideration.</p> <p>ACAS is already added into our local protocols as an alternative to TAP and RAP panels.</p>
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<p>out with the Grey Book locally and this will not significantly increase workload or cost – in fact the Knight review suggested that local negotiations save money.</p> <p>21. The Government should recognise the increasing view that the current right to withdraw labour (take strike action) is incompatible with the expectations that the public has of an emergency service. As such Government should bring forward appropriate legislation to remove the protection afforded under the Act to unions when their collective strike action, or action short of strike, impedes the fire and rescue service from making an emergency response. The right to strike being retained for non-emergency activities.</p> <p>22. If the government determines not to bring forward legislation to restrict the right to strike then Government should instigate consultation with a view to agreeing with employees impacted a no strike agreement in emergency situations. The right to strike being retained for non-emergency activities.</p>	<p>The Trade Union Act 2016 was enacted in May 2016. Whilst it did not contain restrictions on emergency workers strike action, it did require 50 percent balloting turnout and a minimum of a 40 percent yes vote, from all of those entitled to vote.</p> <p>This may reduce the likelihood of local strike action. Local resilience arrangements are in place which aim to ensure operational service delivery is maintained, these include a number of local resilience contractual arrangements. The recent experience of the 2013 to early 2015 industrial action has helped inform updated Business Continuity Plans.</p> <p>As above.</p>
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<p>23. <i>The chair of the National Joint Council should instigate an independent review of the structure and representative make-up of the National Joint Council to enable it to perform effectively at both a local and national level – noting that a number of contributors, from both the employers and the representatives, felt that they were excluded from the council.</i></p>	<p>A national recommendation, not for local action.</p>
<p>Retained duty system(see section 7 of the original report)</p>	
<p>24. Fire and Rescue Authorities should adopt duty systems and staffing which align fire fighter availability to the planned work load (e.g. community safety) whilst providing response cover appropriate to the Integrated Risk Management plan should be encouraged.</p>	<p><i>The National People Strategy states (page 27) "Ideally we should align fire availability to the planned workload (e.g. community safety) whilst providing cover appropriate to the local Service Delivery model. It also sets out to "promote the use of flexible rostering" which is becoming more widespread and is effective in reducing costs and offering more flexibility for people.</i></p> <p><i>A national event on flexible rostering is arranged in October 2017 to promote 'co designing with crews' as an approach and sharing system design documents.</i></p> <p>Buckinghamshire FRS already operate co designing with crews as an approach where appropriate and we will be represented at the national event to share.</p> <p>Flexi firefighters referred to earlier provide a flexible</p>

<p>25. Fire and rescue authorities should be required to provide an annual statement on the use of retained firefighters. Any decision not to use or to cease to use retained firefighters should be communicated in this statement and underpinned with operational evidence provided by the fire and rescue service.</p>	<p>deployment, and local geographical reviews have introduced different work patterns aligned to risk and demand modelling. A Resource Management Team is in place and Flexible Firefighter contracts allow for the shifting of resources to meet demand across the geographical area. Mixed crewing arrangements allow the response to “get big quick” in the event of a major event.</p> <p>A full engagement programme covering all employees is underway to seek feedback on evolving resource modelling arrangements. The feedback, contribution and ideas put forward so far are very encouraging. The programme concludes in the autumn 2017 and will inform the Operational Resource Management Strategy and subsequent resourcing and employment proposition plans.</p> <p><i>The national People Strategy (page 29) sets out: “We want to promote use of On Call wherever feasible and make the system effective where it contributes to the local delivery model”.</i></p> <p><i>A national On Call Group is in place which is “pooling knowledge on the various contracts and approaches to the RDS systems in use across the UK, identifying innovation and good practice beyond the Operational”.</i></p> <p>We continue to recruit and deploy on-call staff, and have no intention of ceasing to use on-call/retained staff.</p> <p>Revising elements of our On Call model which include reviewing contracts of employment to ensure we have the required flexibility to maintain resilience is a key element of our Operational Resourcing Strategy and priority for 2017.</p>
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<p>26. As part of the annual statement fire and rescue services should be required to provide an annual commentary on the number and use of retained firefighters. And in particular to report on the level of mixed crewing or co-working with wholetime personnel.</p> <p>27. Legislation should be brought forward to provide employment protection to fire fighters employed on the Retained Duty System. This legislation is already in place for other groups (military reservists, magistrates and so on).</p> <p>28. A national awareness programme for retained duty system personnel should be produced.</p> <p>29. Trial and evaluate, in a limited number of fire and rescue services, the use of an annual bounty payment for employers of retained firefighters.</p>	<p><i>The national People Strategy refers to "We can carry out an annual audit of how many On Call each fire service has in context of other changes to workforce so we can see emerging patterns i.e. moves toward different contract types".</i></p> <p>We have increasingly mix crewed appliances for several years and regularly have on-call and wholetime staff working together. Opportunities are available to all staff equally.</p> <p>This is a national issue.</p> <p><i>This is a national issue and forms part of the remit of On Call group referred to earlier and it is understood forms part of the 2017/18 Workforce programme.</i></p> <p>This would potentially assist with local recruitment difficulties.</p> <p>Whilst the specific bounty payment issue is for national consideration; we are reviewing all aspects of On-call employment arrangements as part of the Strategic Review of Operational Resourcing, including pay arrangements, flexibility and a range of employment contracts to fit with our 'once size doesn't fit all' concept.</p>
<p>Management of the Fire and Rescue Service</p>	

(see section 8 of the original report)	
<p>30. Fire authorities should keep the number and level of commitment of fire authority elected members under review. The right number may differ by authority but should be large enough to allow scrutiny without becoming burdensome on operational delivery.</p>	<p>The Authority reduced the number of members on the Fire Authority from 21 to 17 in 2011. This was reviewed again in 2017 and it was agreed to maintain at the current level.</p>
<p>31. Recruitment and selection academic standards should be immediately raised.</p>	<p><i>Nationally Occupational standards (NOS) are in place for specific operational roles and generic support role such as Finance. National Occupational Guidance (NOG) has been developed for operational roles and are now being translated into training specifications. A National Professional Standards Body is being developed which will include guidance on academic standards and qualifications.</i></p> <p><i>The Fire and Rescue Sector is developing new apprenticeship trailblazer standards for a range of operational roles which will impact on academic standards in the near future.</i></p>
<p>32. Fire and rescue services should create critical mass by collaborating in recruitment including lateral recruitment into 'fast track' management programmes.</p>	<p>The Authority builds on the national standards and guidance and uses to ensure high standards are set locally, which include meeting apprentice requirements; the main full time operational recruitment since 2009. Recent recruitment activity and the processes and standards followed have produced a good standard of Firefighters.</p> <p>To date with limited operational recruitment since 2009 across fire and rescue services resulting in limited opportunity to collaborate; our apprenticeship approach has differed from the more traditional methods adopted by others. That said we have recently agreed to consider and establish joint</p>

<p>33. Fire and rescue services should explore a collaborative approach to the creation of succession plans and senior leader programmes with more cross authority developmental moves.</p> <p>34. Where collaboration could lead to more formal mergers, Government should find transformational funding to support the creation of larger fire and rescue services that offer critical mass in areas of technology introduction, recruitment,</p>	<p>recruitment processes for apprenticeships and whole-time fire fighters from 2018. This programme is currently being scoped out for approval in September 2017.</p> <p>We will consider opportunities for fast track management programmes with Thames Valley Partners as part of our collaborative approach to resourcing, taking on board learn from other services where this approach led to key learns.</p> <p>The National People Strategy commits through the NFCC "Workforce Committee to exploring and promoting fast track into management and graduate entry schemes", acknowledging the need to design career routes to take account of this issue.</p> <p>The Director People and Organisational Development leads on the National Apprenticeship Strategy and as part of establishing shared recruitment, selection, procurement and development opportunities collaborates with all fire and rescue services, police and emerging opportunities are evolving with Health.</p> <p>Work is underway nationally with Police initially at Executive Development level with opportunities to be explored at other leadership levels from the autumn. We already have in place succession and critical role plans. These will be reviewed annually and the next update presented to the Authority late 2017. Senior staff with identified Staff attend senior leadership programmes across the Fire Sector, Cross Sector involving other blue light services as well as externally.</p> <p>We operate internal and external secondments within and</p>
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<p><i>succession and development.</i></p> <p>35. Fire and rescue services should maintain an up-to-date strategic workforce plan.</p> <p>36. Fire and rescue services that cannot offer promotional opportunities away from the original place of work/watch then preparatory management training should be available as part of a strategic workforce development plan.</p> <p>37. The expectation that all fire fighters attain the same, maximum, level of competency should be removed. The wide and increasing range of roles and activities undertaken by fire fighters calls for a more sophisticated alignment of capability with the activity required in support of the local Integrated Risk Management Plan than can be provided by the view that 'a fire fighter is a fire fighter'.</p>	<p>beyond the sector to help develop the senior leadership for the future.</p> <p>This is for national consideration.</p> <p>We introduced strategic workforce planning in 2010 and is regularly reviewed as external strategic drivers which impacts on future skills, flexible working and diversifying services evolve. For example recent Pension scheme changes for firefighters increased retirement ages significantly. The authority's People Strategy incorporates these plans and risk assessment.</p> <p>Our Career Development Procedure allows a variety of routes for development and preparation for promotion, including the current Aspiring Leaders Programme. This also forms part of the Strategic Review of Resourcing as it seeks to use all staff, including support staff in innovative ways to meet the changing demands of the Service.</p> <p>We currently require a core level of competency to be maintained, with additional specialist skills as necessary. Our workforce and resourcing plans also include training requirements. We have already identified and built in new activities and this is an iterative process.</p> <p>Our approach to resourcing and flexibility outlined earlier allow for increased opportunity for firefighters to practice their skills. The Authority approved new approach to training which includes external validation also provides further scrutiny of our alignment of capabilities with an increasing range of</p>
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<p>38. Training and pay should reflect a 'safe to ride' measure – basic core skills and core pay followed by competency based increments as required (which in the event of losing that competency means that the fire fighter retains their job albeit without that competency).</p> <p>39. To create and maintain (in the face of decreasing numbers) a cadre of managers capable of becoming future fire and rescue service leaders, a standardised industry wide approach to leadership development should be adopted.</p> <p>40. Fire and rescue services not using the Executive Leadership Programme should reconsider doing so.</p> <p>41. A lateral, industry wide, recruitment scheme should be created. This will fast</p>	<p>activities.</p> <p>Maintaining competence is a key ongoing objective for all managements, the Training function and individuals who have responsibilities regarding maintaining competence and fitness, with support.</p> <p>This is a matter for national consideration.</p> <p>Local terms and conditions are already available to recognise some different approaches to work.</p> <p>The National People Strategy sets out a comprehensive, flexible approach to leadership development, including the statement 'We need to attract the best people to lead our services' (page 22).</p> <p>It also makes reference to 'direct entry'. Senior Leadership development is a key priority within the 2017/18 Workforce programme.</p> <p>We have invested considerably in leadership and aspiring leader programmes locally.</p> <p>We would be happy to consider a standardised industry wide approach, which we believe is a likely outcome from the Professional Standards Body work and collaboration work with the Police.</p> <p>The Authority has always supported the Executive Leadership Programme (ELP), including for current SMB members and regularly nominates candidates for the assessment gateway process. We continue to support the ELP and are currently exploring the merits of a Thames Valley approach.</p>
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<p><i>track managers through the experiential requirements and into senior roles.</i></p> <p>42.The Gold Book (conditions of service for principal officers) should be removed along with that for Brigade Managers. With pay and conditions of service agreed locally subject to the introduction of a more sophisticated job evaluation programme that better reflects job size, role complexity and other duties in a way which allows inter authority comparison.</p> <p>43.All fire and rescue services and fire authorities should review the accessibility of their pay policy statements.</p> <p>44.<i>The Chief Fire Officers Association (CFOA) should consider increasing the term of office for the role of president from 1 year to 2 or 3 years – to provide increased stability of leadership.</i></p> <p>45.Finally all participants in the fire industry should adopt the principle of: -</p> <p>“Where change is common sense it should become common practice.”</p>	<p>This is a matter for national consideration and coordination.</p> <p><i>Consideration of this recommendation is a national issue.</i></p> <p>The Authority introduced a Hay job evaluation for all Gold book roles in 2012. An independent review of local Senior management performance and remuneration is conducted annually, and is used to determine local pay rates at this senior level.</p> <p>As part of transparency code process we publish our Pay Policy statement on our website and review it annually.</p> <p><i>This is a specific recommendation for CFOA which has formed part of the transition plan and introduction of the NFCC.</i></p> <p>This recommendation is supported.</p>
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