

Appendix 1

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

The Authority's People Strategy 2016 to 2020 seeks to 'optimise the contribution and well-being of our people' and places outstanding leadership, culture change through employee engagement, resourcing, diversity and talent management at the heart. The Executive Committee report, 'Fire Reform – delivering the Authority's workforce reform programme', presented at the 21 September 2016 meeting, summarised the achievements that Buckinghamshire and Milton Keynes Fire Authority (BMKFA) had delivered to that 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 recommendations set out in the 'Conditions of Service' report were carefully considered against the Authority's People Strategy 2016 to 2020 in November 2016, and a significant number were identified as supporting - and in some cases, could enhance - the plans already set out in the People Strategy and Corporate Plan.

The table below includes actions taken against the recommendations as at September 2017. More recent examples of actions taken in the last 12 months and priority plans for the remainder of 2018/19 have been added.

		Progress to date and next steps	
Recommendations		2017	2018/19
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.	In 2015 a cascade employee engagement programme, themed as "Looking to the Future" workshops were 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. The 12 themes have been translated into an	The customised Culture and Communications Survey was progressed in Autumn 2017. This survey was themed "Your Voice Matters", was open to all employees, and was supported by an external survey provider. The aim was to gauge how engaged employees are, the extent to which they are enabled and supported to carry out their roles to their full potential. 59 per cent of staff participated in the survey; an increase on previous surveys in 2012, and 2014. The headline outcomes were presented to the Leadership and Management Group

	Progress to date and next steps	
Recommendations	2017	2018/19
	<p>ongoing plan for management, stations, departments and individuals and progress is regularly reviewed.</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>(LMG) late March 2018. The main outcomes were:</p> <p>The Senior Management Team (SMT) identified their priority areas of focus from the survey results and feedback from the Managers. Managers also highlighted priority areas of focus for them.</p> <p>Follow up, and more frequent, themed workshops were agreed, with the first one late Summer to determine the roll out and action plan.</p> <p>A cross-function group is managing this process, and initial communications to managers and all employees have been actioned in July 2018</p> <p>In August 2018, the LMG will receive the detailed survey results for the organisation and more specifically their own departments, as well as face-to-face input on how to interpret the results. This will empower them to cascade the results and work with their teams to generate ideas and build a team/department action plan. The cross-functional team will continue to provide support, track, and communicate progress. A follow up 'like for like' survey is scheduled for 2019 to determine progress.</p> <p>Headline outcomes from the 2017 survey are built in to annual appraisal objectives, for example, improving communications is a specific objective for all staff from 2018.</p>

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Recommendations		2017	2018/19
			<p>The Equality, Diversity and Inclusion Advisory Group is now established, and continues to meet periodically, looking to challenge, advise and promote equality, diversity and inclusivity.</p> <p>The coaching scheme was launched on plan.</p>
2.	<p>Early engagement with employee representatives at the earliest opportunity should be a feature of all change programmes.</p>	<p>2017 & 2018: 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.</p> <p>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 representatives attend. The JCF plays a key role in continually improving our approach to employee engagement.</p>	<p>Policies are reviewed on an ongoing basis to ensure they are fit for purpose and reflective of legislation and best practice. Human Resources have a policy review plan to ensure this takes place. Consultation with employees and the recognised trade unions forms part of the plan and ensures effective engagement.</p> <p>A review of family-friendly policies and flexible working is planned for Autumn 2018.</p> <p>ED&I remains on the agenda for every JCF meeting, and continues to be a key aspect of all Authority reports.</p> <p>New and reviewed procedures have been consulted on, and agreed that they have a positive impact on ED&I.</p> <p>To ensure there is stakeholder scrutiny an ED&I Advisory Group has been set up and convened. This group has direct access to Strategic Management Board (SMB) members and a voice and influence in ED&I for the organisation.</p> <p>The Advisory Group is made up of people with particular interest and understanding, and supports and promotes inclusion and employee</p>

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Recommendations		2017	2018/19
			<p>engagement within Buckinghamshire Fire and Rescue Service (BFRS).</p> <p>The group and its members liaise with all colleagues to develop a working environment where individual diversity is valued, creating an inclusive workplace free from discrimination. The group and its members support delivery of the Authority's agreed objectives in Equality and Diversity and Inclusion (ED&I).</p> <p>Progress against recommendation 2 also fits with recommendation 1.</p>
3.	<p>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.</p> <p>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.</p> <p>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</p>	<p>Supervisory and middle management leadership programmes have been designed and are now delivered to all new managers going into role following their attendance at the 'Aspiring Leaders' Pathway assessment centre.</p> <p>These programmes were designed based on the Authority's policies and procedures.</p> <p>Learning outcomes include equipping newly appointed and/or newly promoted managers to effectively manage or improve:</p> <ul style="list-style-type: none"> - Performance Management/Appraisal processes - Difficult Conversations/Managing change - Financial and Budget Management - Motivation and Engagement of Teams/Communications <p>These programmes are a mix of formal group programmes, and coaching supported by refresher e-learning.</p>

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		<p>training.</p> <p>Individual appraisals also highlight 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>Plans are in place to offer individual coaching and mentoring based on identified individual development needs.</p>
4.	<p>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 has been in place since 2014. The Communication Team Audit Communications.</p> <p>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</p>	<p>Actions generated as a result of feedback from staff engagement sessions and the employee culture survey (see recommendation 1) are already being implemented.</p> <p>Improving communication within the organisation has been added as an annual business objective for all employees for the 2018/2019 appraisal period, as effective communication is the responsibility of all staff.</p> <p>The impacts of 'hard wiring' into the objectives will be reviewed in 2019.</p> <p>The feedback obtained is also being used to formulate an updated version of the Employee Communication Strategy, which is expected to be launched in Autumn 2018 – following the previous versions three-year review.</p> <p>The updated version will be fit for purpose, reflecting the needs of both the organisation and its employees, as a direct result of the areas highlighted as a priority through employee feedback.</p> <p>The reviewed document will provide employees with a framework which outlines the</p>

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		<p>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 behavioral 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>organisation's requirement for good, effective and efficient communication, and the requirement of them in helping to deliver it.</p> <p>SMT has already started the drive for this, and is leading by example. It is ensuring it provides regular, coordinated updates on its work streams, using multiple channels of communication, and implementing a layered approach to the information it provides. It is also seeking greater involvement from employees in helping to share the message, signpost colleagues to relevant information and asking for continued feedback.</p> <p>Employees are being encouraged to follow the same process, and to develop their role in communications.</p> <p>This forms a key element of the updated strategy which aims to focus on the process of developing existing communication channels, and suggesting, trialing and implementing new solutions, with the engagement of employees.</p> <p>A greater emphasis is being placed on employees helping to identify areas where training or assistance would be beneficial, and encouragement to raise these as suggestions or requirements through the appropriate channels.</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.	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.	Feedback obtained from employees has given us a better understanding of the preferred methods and mechanisms by which our employees obtain information and, as a result, has enabled us to implement measures to address areas identified

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			<p>as requiring more work.</p> <p>The philosophy of direct communication and the manager being the 'go-to' person remains the focus for our internal communication.</p> <p>Feedback identified that managers would benefit from improvements to mechanisms and systems that they and their employees rely on as their support and 'back up' to enable efficient communication, and direct access to the information they need.</p> <p>As a result, a programme is well underway to ensure that managers and employees can easily locate, identify and access up to date service information in a consistent way throughout the service.</p> <p>A key work stream is the review of the organisation's document management system which is hosted by the intranet.</p> <p>This programme also facilitates the Authority's work plan to ensure General Data Protection Regulation compliance (GDPR).</p> <p>There is also supporting work ongoing to restructure the intranet itself, and help employees make best use of the technological support functions the system provides.</p> <p>Information published on the intranet can be audited and tracks number of visits by locations and teams. This will enable the impacts of the programme to be measured, barriers to access</p>

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			<p>identified and processes adapted as required.</p> <p>In addition, a range of specific topic based information articles to improve our operational performance and share learning are in place. A key example is Operational Assurance updates.</p> <p>Debrief events (post incident and post exercise) also take place. Any learning points raised at these sessions, as well as any received from other internal, national and external sources are added to the Operational Assurance Improvement Plan. Actions against these points are monitored by the Operational Assurance Group. This includes any action points relating to the communication of operationally sensitive or relevant information.</p> <p>We have commissioned an external organisation to undertake an external audit and subsequently regular reviews. The audit was undertaken in 2016, with a review undertaken the following year, and a further review is scheduled for October 2018. Any learning outcomes or implications are monitored by the Operational Assurance Group, with supporting work being undertaken by other teams and departments as required.</p>
6.	Management performance objectives should be hard wired to the results of an annual employee engagement and communication survey.	<p>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</p>	<p>The appraisal process is reviewed annually and outcomes are reported to and scrutinised by the Performance Management Board, in addition to the ED&I objectives introduced in 2017, it now includes a communications objective for all employees.</p>

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		<p>survey will be available late 2017 so will inform the 2018/19 management objective setting process.</p>	<p>The other main themes from the culture survey; improving leadership, clarifying and improving promotional and career development processes have already been included in specific manager objectives.</p> <p>Employees are also encouraged to identify any training requirements or needs they have in relation to their work, role or objectives as part of the formal appraisal and objective setting process. These needs are then evaluated through the line manager approval process and eventually by the organisations training and development function, who will action as required.</p>
7.	<p>Unconscious bias training should be rolled out across the fire and rescue service.</p>	<p>2017 & 2018: 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.</p> <p>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. Unconscious Bias training now forms part of our leadership programmes as standard.</p>	<p>In 2017 the Authority trained all HR Staff in interviewing which included unconscious bias. Any new HR staff receive the same level of training.</p> <p>Our Senior Leadership Team (SMB) received unconscious bias training as part of an ED&I workshop delivered by The Employers Network for Equality and Inclusion (ENEI) during 2017.</p> <p>A roll out programme for the management cadre throughout the service is planned from 2019 onwards, over a two-year period and, where appropriate, delivery of this training and refreshers will be embedded in other training activity.</p>

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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>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.</p> <p>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>2017 National Position</p> <p><i>A Joint Local Government Association (LGA)/Chief Fire Officers Association (CFOA) Inclusive Group set up with an independent chair.</i></p> <p><i>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>The Memorandum of Understanding was agreed in early 2017 between the employers and employee sides of the NJC.</p> <p>Local arrangements have gone a step further by ensuring that Representative Bodies are engaged by ED&I being a standing item at each JCF and the setting up of a service wide, all inclusive, ED&I Advisory Group. This is attended by volunteers with an active interest in ED&I and Protected Characteristics.</p> <p>This group has direct access and influences Board and Fire Authority Members with an open agenda on any matter relating to ED&I.</p>
9.	Research should be directed at how the cadet scheme could be utilised to widen the 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>The Authority's current agreed focus is on firefighter, on-call and support service apprentice schemes to deliver the primary objective; which is a demand and risk led approach to refresh the workforce.</p> <p>The Apprenticeship scheme was approved by Members in summer 2015 and 26 apprentices</p>	<p>The Authority has recruited three groups of firefighter apprentices. The first group completed their apprenticeship programme in August 2018 and have all been offered substantive positions within The Authority.</p> <p>Specifically regarding cadets, we are closely tracking the government's drive to upskill 16 to</p>

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		<p>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.</p> <p>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 ED&I champions is in place with a Terms of reference which includes 'to challenge, advise and promote equality, increased diversity and inclusivity'.</p>	<p>19 year olds with Technical routes qualifications which were expected to be in place from 2019, however likely to be 2020 onwards. These routes mirror the 15 employer apprenticeships routes currently in place with Fire allocated to Protective Services alongside Police and Maritime Services.</p> <p>Our future approach to attracting young people into the Fire and Rescue Service will be determined during 2019 when the government building blocks and requirements become clearer. This may include the concept of cadets or other models of 'pre entry ' into the service. This forms part of the Thames Valley collaboration workforce programme which includes a joint approach to Apprenticeship and Operational recruitment.</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>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.</p> <p>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 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>The Secondary Employment procedure including a register of approvals was reviewed in July 2018 and is under consultation until September 2018. This forms part of our normal policy review programme. All secondary employment authorisations, authorisations with restrictions, or rejections, are maintained on a register in Human Resources. Secondary employment approval is valid for two years, then subject to re-application.</p> <p>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.</p> <p>Ongoing reviews are programmed every three years unless there is a need to review earlier, for</p>

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			example due to legislation changes or significant case management recommendations.
11.	Implement a single technological/equipment evaluation facility.	<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>We are working on the National contract for work wear uniform.</p> <p>Work is ongoing across the six national categories, i.e. IT, property, clothing, professional services, fleet and operational equipment.</p>
Documented conditions of service (see section 5 of the original report)			
12.	<p>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. **</p> <p>** Since the report was written Fire is now part of the Home Office</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>National Position</p> <p>This is a national initiative which we understand the Home Office is working on through with the NJC Inclusive Fire Services Group and NFCC.</p>	<p>A programme is well underway to provide national material for promoting Fire Service Careers.</p> <p>In addition, specific material was recently launched to promote On Call Fire Fighter careers, with postcode links so that any expressions of interest immediately pass to specific Fire and Rescue Services.</p> <p>In addition, the Authority became the first Fire and Rescue Service to join the National Apprenticeships Diversity Champions Network in February 2018.</p> <p>BMKFA played a lead role in designing a joint national Fire and Police event to promote careers in the services and presented the Authority's programme as a case study.</p>

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13.	<i>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.</i>	<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.</p> <p>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>National Position</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></p> <p><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>The Authority is continuing to introduce a range of contracts which ensure the service can meet resource demands and maintain resilience, without reducing key protections for fire fighters.</p> <p>This work supports the ongoing Operational Resourcing Programme and the current priority is to ensure our On Call proposition(s) are fit for purpose.</p>
14.	<i>Minimum night time shift hours should be removed from the Grey Book.</i>	<p>The Authority's Pay Policy Statement 2017/18 & 2018/19 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</p>	<p>The Authority's 2017 position continues.</p>

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		<p>initiatives and regularly pilot programmes on local terms and conditions and flexible contracts outside the Grey Book where appropriate.</p> <p>The Authority's focus is on revised duty systems to meet local demand and risk model requirements; to date these include 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>National Position</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>	
15.	<i>Disagreements regarding additional payments, collaboration and use of new technology should be removed from the Grey Book and made subject to local negotiation.</i>	<p>The Authority's focus is on revised duty systems to meet local demand and risk model requirements; to date these include 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</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>

		Progress to date and next steps	
Recommendations		2017	2018/19
		the safest places to live, work and travel.	
16.	<i>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>There is a Joint Consultation Forum in place with an agreement on approach to consultation and negotiation in place with Representative Bodies. Joint protocols on industrial relations are 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>	As per 2017.
17.	<i>The ability to compulsorily move an individual from the flexible duty system (FDS) should be introduced</i>	<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><i>National Position</i></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>	As per 2017
Industrial relations (see section 6 of the original report)			
18.	<i>The National Joint Council should be 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</i>	<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</p>	The Pay Policy Statement 2018 19 is consistent with the 2017 18 position.

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	acquiring competences beyond 'safe to ride'.	<p>include more local or regional pay bargaining if desirable or necessary, in line with its standard procedures.</p> <p>National Position</p> <p>The National People Strategy (page 30) includes an 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 wait for the outcomes of the five current NJC work streams."</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>As above; local terms and conditions already in place across some roles.</p> <p>National Position</p> <p>The national strategy position is set out in response to recommendation 17.</p>	As per 2017
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 out with the Grey Book locally and this will not significantly increase	<p>ACAS is already added into our local protocols as an alternative to TAP and RAP panels.</p> <p>National Position</p> <p>This is for national consideration.</p>	As per 2017

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<i>workload or cost – in fact the Knight review suggested that local negotiations save money.</i>			
21.	<i>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.</i>	<p>This may reduce the likelihood of local strike action.</p> <p>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 experience of the 2013 to early 2015 industrial action has helped inform updated Business Continuity Plans.</p> <p>National Position</p> <p><i>The Trade Union Act 2016 was enacted in May 2016. Whilst it did refer to balloting turnout and a minimum of a 40 percent yes vote, from all of those entitled to vote it did not contain restrictions on emergency workers strike action, it did require 50 percent</i></p>	<p>The Trade Union Act came into force in March 2017, ensuring any industrial action will only be as a result of a clear democratic decision from union members due to the introduction of tougher ballot thresholds.</p> <p>Ballots will have to achieve at least a 50 per cent turnout of eligible union members, with a majority voting in favour of industrial action. The fire service, amongst other public services have an additional threshold of 40 per cent of support from all eligible members in order for the action to be legal.</p>
22.	<i>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.</i>	As above.	As above

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Recommendations		2017	2018/19
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>	<i>National Position</i> <i>A national recommendation, not for local action.</i>	As per 2017
Retained duty system(see section 7 of the original report)			
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>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 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.</p>	<p>The Authority operate strategic projected longer term workforce planning which informs day to day response models.</p> <p>In October 2016 Buckinghamshire Fire & Rescue Service (BFRS) published its Operational Resourcing Guidance. The guidance document outlines the methodology that will be applied to maintain the required operational cover to meet our known risk and demand when managing BFRS appliance availability.</p> <p>BFRS plan to deliver a minimum availability of 15 fire appliances each day and night. BFRS also have developed a number of flexible crewing arrangements to support this appliance availability.</p> <p>In addition to this we are developing a resource management system bespoke to our organisation to assist in providing the</p>

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	<p>The programme concludes in the autumn 2017 and will inform the Operational Resource Management Strategy and subsequent resourcing and employment proposition plans.</p> <p>National Position</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.</i></p> <p><i>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>tiered/phased response which includes the following availability options:</p> <ol style="list-style-type: none"> i. Immediate response ii. 2nd line availability (up to 20 mins) iii. 3rd line availability (up to 60 mins) iv. 4th line availability (up to 3 hours) <p>This is achieved by the use of a number flexible approaches to crewing.</p> <p>A Strategic Review of Operational Resourcing Project was undertaken (May – Sept 2017) which involved all staff. This analysed the operational availability the Authority currently has in place for providing emergency cover, and created a new proposal that is more appropriate to meet existing and future risks and demands placed upon operational crews. This included a review of resources across existing terms and conditions to ensure the Service's Operational Resourcing model is resilient and within the funding set out in the MTFP.</p> <p>This review has now been completed and the project has now been reset to a delivery programme with four key areas of focus. The programme has now been renamed to reflect the revised direction and is now known as Development of Operational Resourcing Programme.</p> <p>key areas of focus (KoF):</p> <p>KoF 1: Improving standards on immediate response appliances KoF 2: Develop the role of the On Call firefighter KoF 3: Increase availability of frontline appliances</p>	

		Progress to date and next steps	
Recommendations		2017	2018/19
			KoF 4: Increase availability of specialist / support appliances
25.	<p>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>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 2017/18.</p> <p>National Position</p> <p>The national People Strategy (page 29) sets out:</p> <p><i>" 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>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".</p>	<p>The Operational Resourcing Strategy continues to be implemented. A range of contracts are developed for different On Call propositions across Buckinghamshire and Milton Keynes, to ensure demand and risk is better matched to availability.</p> <p>The Authority's 2017 position continues:</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>Statistics are currently being collected by the HMICFRS from individual FRSs, and annual statistics on On Call and other work groups are collated by the Home Office.</p>
26.	<p>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</p>	<p>We have increasingly mixed crewed appliances for several years and regularly have on-call and whole time staff working together. Opportunities are available to all staff equally.</p>	<p>As per 2017</p>

		Progress to date and next steps	
Recommendations	2017	2018/19	
whole time personnel.	<p>National Position</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>		
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).	This is a national issue.	This is a national issue.	
28. A national awareness programme for retained duty system personnel should be produced.	<p>This would potentially assist with local recruitment difficulties.</p> <p>NFCC are providing on-call marketing material to all FRS' in August 2018 to ensure a consistent message is communicated. We plan to monitor the interest that we receive via the NFCC.</p> <p>National Position</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>The national awareness material was launched early August 2018. This will be used locally and reinforced by our new e- Recruitment portal and collaborative working on awareness across the Thames Valley.</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.	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,	As per 2018 update on recommendation 24.	

		Progress to date and next steps	
Recommendations		2017	2018/19
		flexibility and a range of employment contracts to fit with our 'once size doesn't fit all' concept.	
Management of the Fire and Rescue Service (see section 8 of the original report)			
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>The Authority reduced the number of members on the Fire Authority from 21 to 17 in 2011.</p> <p>This was reviewed again in 2017 and it was agreed to maintain at the current level, there are no plans to review again at this time.</p>	As per 2017.
31.	Recruitment and selection academic standards should be immediately raised.	<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>National Position</p> <p>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.</p> <p>A National Professional Standards Body is being developed which will include guidance on academic standards and qualifications.</p> <p>The Fire and Rescue Sector is developing</p>	<p>Ongoing recruitment activity mainly involving apprentices and On Call fire fighters continues to produce a good standard of fire fighters.</p> <p>A review is underway locally with the Institute of Fire Engineers to ensure our operational academic standards are of a high order.</p> <p>Academic standards for non-sector specific support services role are based on the standards within the relevant professional bodies.</p> <p>The National Professional Standards Body is being set up with the recruitment of the independent external chair underway.</p> <p>Two sector specific trailblazer apprenticeships standards are in place (Fire Fighter and Business Fire Safety Advisor) and others e.g Fire Inspector, Fire Engineer, Community Safety Advisor are under</p>

		Progress to date and next steps	
Recommendations		2017	2018/19
		<i>new apprenticeship trailblazer standards for a range of operational roles which will impact on academic standards in the near future.</i>	development. These standards are employer led, high quality and subject to OFSTED level scrutiny and independent assurance .
32.	Fire and rescue services should create critical mass by collaborating in recruitment including lateral recruitment into 'fast track' management programmes.	<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 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 our collaborative approach to resourcing, taking on board learn from other services where this approach led to key learns.</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>National Position</p> <p><i>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</i></p>	<p>The Thames Valley collaboration project seeks to develop a common recruitment process for Whole-time and On-Call fire fighters across the Thames Valley to improve the efficiency and consistency of the process and enable more effective use of resources.</p> <p>Delivery of a joint Thames valley operational recruit course, that fits with workforce planning and procurement requirements with new entrants employed on the Buckinghamshire Apprenticeship model is a medium term objective, currently being considered.</p> <p>Buckinghamshire FRS is currently exploring a talent identification model which could help to determine candidates suitable for fast tracking management programmes. The aim is to introduce as a pilot in early 2019.</p>

		Progress to date and next steps	
Recommendations		2017	2018/19
		<i>routes to take account if this issue.</i>	
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>We already have in place succession and critical role plans. These will be reviewed annually and the next update presented to the Authority September 2018.</p> <p>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 beyond the sector to help develop the senior leadership for the future.</p> <p>National Position</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.</p>	<p>A collaborative programme across the Thames Valley covering Operational alignment, risk modeling, recruitment, Apprenticeships and Protection is well underway. A joint report covering the three FRSs, TV Police and SCAS sets out a three phase programme, with later phases including consideration of sharing senior officers.</p> <p>In Autumn 2017 the three FRSs consider Executive Leadership Programme nominations collectively. A middle management development programme has been set up by RBFRS and managers from all three FRSs are benefiting from collaborative working and networking within this programme.</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, succession and development.	This is for national consideration.	This is for national consideration.
35.	Fire and rescue services should maintain an up-to-date strategic workforce plan.	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.	The Authority has an integrated workforce plan which seeks to improve workforce diversity and ensure the service has the capabilities, capacity, resilience and flexibility to deliver its community

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		For example, recent Pension scheme changes for firefighters increased retirement ages significantly. The authority's People Strategy incorporates these plans and risk assessment.	services. A report on Business Continuity and resilience in relation to Succession planning is presented at this Executive Committee.
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.	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.	An in depth review of the Authority's approach to career development is underway; the priority being to ensure the fit for purposes processes are in place to attract and retain high performing, motivated people. The promotional process has been adapted following feedback. The Institute of Fire Engineering review mentioned earlier and a review of the Aspiring Leaders pilot from 2017 has identified some key points to improve the next process. A review of Protection roles is set to open up opportunities to support services staff for some traditional 'grey book' roles.
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'.	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. 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 activities.	The maintaining competence project has made significant progress. During May 2018, notable improvements were made within the Hub of Education and Training (HEAT) system, in terms of content and functionality, designed to support staff in maintaining operational competence over a defined period of two years. The initial focus has been toward ensuring an appropriate competency framework was in place for all operational staff in the roles of Firefighter up to Watch Commander.

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		<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>Once this framework has been appropriately embedded, attention will then turn towards developing comparable competency frameworks for staff performing specialist roles, Station and Group Commanders, as well as Principal Officers.</p> <p>All operational information, performance criteria and training material contained with HEAT corresponds with accepted guidance and standards that relate to operational competence across the UKFRS, namely;</p> <ul style="list-style-type: none"> • National Operational Guidance (NOG) and associated Training Specifications. • Fire Professional Framework and associated National Occupational Standards (NOS). <p>This will ensure all operational firefighters and commanders within BFRS, have the necessary skills and knowledge, in order to fulfil the vast array of operational demands placed upon them, both at operational incidents and in realistic simulation.</p>
38.	<p><i>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).</i></p>	<p>Local terms and conditions are already available to recognise some different approaches to work.</p> <p><i>National Position</i></p> <p><i>This is a matter for national consideration.</i></p>	<p>As per 2017</p>
39.	<p><i>To create and maintain (in the face of decreasing numbers) a cadre of</i></p>	<p>We have invested considerably in leadership and aspiring leader programmes locally.</p>	<p>The local leadership framework on which the Aspiring Leaders model is based is that of the</p>

		Progress to date and next steps	
Recommendations		2017	2018/19
	<i>managers capable of becoming future fire and rescue service leaders, a standardised industry wide approach to leadership development should be adopted.</i>	<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><i>National Position</i></p> <p><i>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).</i></p> <p><i>It also makes reference to 'direct entry '. Senior Leadership development is a key priority within the 2017/18 Workforce programme.</i></p>	<p>Chartered Management Institute standard.</p> <p>This position aligns well with the national leadership framework currently out for wide consultation until end September 2018.</p> <p>In addition, a leadership Development Career pathway which where appropriate aligns with Apprenticeships is supporting the leadership framework. Buckinghamshire FRS are playing a key role in the development of this pathway, for own use and to support FRSs. Estimated target date for the scope is October 2018.</p>
40.	Fire and rescue services not using the Executive Leadership Programme should reconsider doing so.	<p>2017 & 2018:</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>	The Authority has one candidate starting the programme in October 2018 and future nominations are included in the annual succession planning / management training needs analysis process.
41.	<i>A lateral, industry wide, recruitment scheme should be created. This will fast track managers through the experiential requirements and into senior roles.</i>	This is a matter for national consideration and coordination.	This is a matter for national consideration and coordination.
42.	The Gold Book (conditions of service for	The Authority introduced a Hay job evaluation for	In line with best practice, the current senior

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	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>all Gold book roles in 2012.</p> <p>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>National Position</p> <p>Consideration of this recommendation is a national issue.</p>	management methodology is scheduled for review autumn 2018, and completion February 2018, as part of the 2018 independent review of senior management performance.
43.	All fire and rescue services and fire authorities should review the accessibility of their pay policy statements.	As part of transparency code process we publish our Pay Policy statement on our website and we review it annually.	As per 2017.
44.	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.	<p>National Position</p> <p>This is a specific recommendation for CFOA which has formed part of the transition plan and introduction of the NFCC.</p>	As per 2017.
45	Finally, all participants in the fire industry should adopt the principle of: - "Where change is common sense it should become common practice. "	This has been adopted.	This has been adopted.