



**DORSET & WILTSHIRE  
FIRE AND RESCUE  
AUTHORITY**

Item 05

MEETING	Policy and Resources Committee
DATE OF MEETING	29 November 2016
SUBJECT OF THE REPORT	Independent review of conditions of service for fire and rescue staff in England.
STATUS OF REPORT	For Publication
PURPOSE OF REPORT	For information and discussion
EXECUTIVE SUMMARY	<p>On 3 November 2016 the Minister of State for Policing and Fire, Brandon Lewis MP, released the Independent review of conditions of service for fire and rescue staff in England. The report was launched in October 2-14 and authored by Adrian Thomas. Whilst the report has been dormant for nearly 2 years it states it has been 'amended where appropriate for the passage of time'. The report follows on from a previous report by Sir Ken Knight and the overarching propose is stated as investigating the barriers to change, particularly those associated to terms and conditions. The report provides a total of 45 recommendations originating from five key areas:</p> <ul style="list-style-type: none"> <li>• The working environment</li> <li>• Documented conditions of service</li> <li>• Industrial relations</li> <li>• Duty systems</li> <li>• Management of the fire and rescue service</li> </ul> <p>Appendix A provides a copy of the executive summary to the report and appendix B provides an initial gap analysis of our position against relevant recommendations and further actions necessary in our Service Transformation Plan to address any issue.</p> <p>It is interesting that in the covering letter the Minster states that the government has no intention of removing the right to strike, but indicates the recommendations are another aspect of the fire reform agenda and should be pursued by Fire Authorities and wider stakeholders.</p>

RISK ASSESSMENT	Failure to consider the report and incorporate any local deficiencies within our Service Transformation Programme may make the Service vulnerable in respect of ongoing assurance and any future inspection focus.
COMMUNITY IMPACTS	None for the purpose of this report.
BUDGET IMPLICATIONS	None for the purpose of this report.
RECOMMENDATIONS	It is recommended that Members discuss the findings of the report and consider our initial gap analysis against each of the 45 recommendations.
BACKGROUND PAPERS	Independent review of conditions of service for fire and rescue staff in England <a href="https://www.gov.uk/government/publications/conditions-of-service-for-fire-and-rescue-staff-independent-review">https://www.gov.uk/government/publications/conditions-of-service-for-fire-and-rescue-staff-independent-review</a>
APPENDICES	A: Executive summary and key findings B: Initial gap analysis
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## Item 05 Appendix A

# Executive summary and Key findings

## Executive Summary

Conditions of service underpin the employment of the workforce. As employment costs typically make up a significant (and usually the majority) of any organisation's resources and budget it is unsurprising that focus should fall on the effectiveness of the workforce in delivering the strategic intent. If change needs to happen it usually needs to happen quickly so that systems and processes can be improved and benefits realised.

Conditions of service also affect people directly. Most people end up living, organising their life and spending in alignment to their work and income. Any change to this can be felt not just by the worker but their family as well. As such there is sensitivity, and much legality, around how conditions of service are deployed and any desire to change them.

In this report I have followed conditions of service and the areas of the employment and operational relationships that they impact. I have come to conclusions, findings and recommendations that impact on:

- The working environment
- Documented conditions of service
- Industrial relations
- Duty systems
- Management of the fire and rescue service

These conclusions, findings and recommendations are contained within the commentary of the review and extracted below. First, however I have extracted what I believe should be the initial priorities. These are: -

- I. There is much re-building to be done around **culture and trust**, including addressing the concerns around bullying and harassment. This also has an obvious relationship with equality and diversity. Everyone deserves a work place free from bullying where employment and progression is on merit and free from bias. The fire service needs inspirational leaders able to deliver a high performing, engaged workforce. Where I found these leaders during my fieldwork visits I also found positive industrial relations. Understanding and surfacing the differing levels of industrial relations culture and trust is vital to moving forward in these areas. A service wide engagement survey focused on culture, equality and trust should be conducted on an annual basis. Management performance objectives should be 'hard wired' into this survey. Whilst embedding changes in management culture may take time, I believe the implementation of employee engagement surveys and amendments to management objectives could be taken forward by each fire and rescue authority and implemented relatively quickly.
- II. The **retained duty system** offers significant opportunity to align resources to risk at a significantly lower cost than maintaining full time cover at times of low level risk and activity. However the difficulties in recruiting retained duty system fire fighters were repeatedly communicated to me. In addition to supporting a national recruitment and communication programme Government should bring forward legislation that extends employment protection

(as enjoyed by military reservists) to fire fighters engaged on retained duty systems and part-time contracts.

- III. Conditions of service are currently documented in the Green, Grey and Gold books. My review makes no recommendation as to the Green Book. However, I find very little value in capturing conditions of service in the **Gold and Grey Books**. I found the Gold Book to be redundant, unread and unused in virtually every authority I visited or which responded to my questionnaire. I recommend that the Gold Book is discontinued and that the employers and representative bodies implement this recommendation as soon as is reasonably practicable. The Grey Book is held by fire fighters as a key foundation or anchor for their conditions of service, even though in most fire and rescue services there are local derivations away from the national provisions contained within it. Employers repeatedly pointed out to me either that the Grey Book was a barrier to alignment of conditions of service with local delivery or that they had managed to change locally the conditions of service despite the Grey Book. Either way it appears to me that the Grey Book should be slimmed down. Consideration should be given by the employers, in consultation with representative bodies, as to replacing the Grey Book with a contract of employment at the local level, supported by an employee handbook. Base Pay (see section on training) should remain national but all other conditions of service should have a more regional/local flavour and I recommend that the national joint council takes action to explore how such a system could operate in practical terms.
- IV. The description of **role maps and duty systems** in the Grey Book creates inflexibility in the deployment of fire fighters in support of the local Integrated Risk Management Plan. Role maps are too restrictive and duty systems within the Grey Book in many fire and rescue services do not reflect the changing activity from response to prevention. Both the list of role maps and the pre-determined duty systems should be removed from the Grey Book by the employers, in consultation with representative bodies.

## Key findings

These key findings are lifted from the end of each section and listed here for convenience and ease of reference. The evidence and context behind the recommendation is provided in the relevant section.

### • The working environment (section 4)

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.
2. Early engagement with employee representatives at the earliest opportunity should be a feature of all change programmes.
3. Fire and rescue services should deploy training in effective change management, leadership and employee engagement in addition to Industrial Relations.
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.

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
6. Management performance objectives should be hard wired to the results of an annual employee engagement and communication survey.
7. Unconscious bias training should be rolled out across the fire and rescue service.
8. 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.
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).
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.
11. Implement a single technological/equipment evaluation facility.

• **Documented conditions of service (section 5)**

12. The fire and rescue services in conjunction with the 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.
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.
14. Minimum night time shift hours should be removed from the Grey Book
15. Disagreements regarding additional payments, collaborations or implementation of new technologies and working practices should be resolved locally without resort to the national advisory panels.
16. The national employers, government and employee representatives should, in support of establishing a changed culture (as detailed earlier), meet and agree a re-defined national joint protocol on industrial relations.
17. The ability to compulsorily move an individual from the flexible duty system should be introduced.

• **Industrial relations (section 6)**

18. 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 acquiring competences beyond 'safe to ride'.
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

20. Remove Technical Advisory Panels and Resolution Advisory Panel 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 workload or cost – in fact the Knight review suggested that local negotiations save money.
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.
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.
23. 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.

#### • Retained Duty systems (section 7)

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.
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.
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 whole-time personnel.
27. Legislation should be brought forward to provide employment protection to firefighters employed on the Retained Duty System. This legislation is already in place for other groups (military reservists, magistrates and so on).
28. A national awareness programme for retained duty system personnel should be produced.
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.

#### • Management of the Fire and Rescue Service (section 8)

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.
31. Recruitment and selection academic standards should be immediately raised.

32. Fire and rescue services should create critical mass by collaborating in recruitment including lateral recruitment into 'fast track' management programmes.
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
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.
35. Fire and rescue services should maintain an up-to-date strategic workforce plan.
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.
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'.
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).
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.
40. Fire and rescue services not using the Executive Leadership Programme should reconsider doing so.
41. A lateral, industry wide, recruitment scheme should be created. This will fast track managers through the experiential requirements and into senior roles.
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.
43. All fire and rescue services and fire authorities should review the accessibility of their pay policy statements.
44. The Chief Fire Officers Association 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.
45. Finally all participants in the fire industry should adopt the principal of:

“Where change is **common sense** it should become **common practice**”

## Item 05 Appendix B

<b>Independent review of conditions of service for fire and rescue staff in England February 2015</b>			
<b>Number</b>	<b>Report Recommendation</b>	<b>DWFRS Position</b>	<b>DWFRS Action</b>
<b>Section 4 - The Working Environment</b>			
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.	First survey and continuous process being put in place. The survey will provide a baseline for staff attitudes against the Service's RESPECT values framework from which we will monitor progress. The outcomes of the survey will help to shape our approach to leadership and staff development and help to provide context for the on-going refinement of our community safety plan	DWFRS are currently finalising their first staff survey. This will be repeated at predetermined intervals and will be aligned to the wider Cultural Change contained within the Service Transformation Programme (STP).
2	Early engagement with employee representatives at the earliest opportunity should be a feature of all change programmes.	This has been a principle that we adopted through the Combination process and we will continue to focus on this as a key process as we move forward. The employee communication and engagement strategy identifies regular opportunities for staff engagement and the delivery plan is monitored by the Strategic Leadership team on a quarterly basis.	Ensure the employee communication engagement strategy adequately addresses all issues within STP.



Number	Report Recommendation	DWFRS Position	DWFRS Action
3	Fire and rescue services should deploy training in effective change management, leadership and employee engagement in addition to Industrial Relations.	This has been done on an ad-hoc basis dependant on particular initiatives.	Key part of 'Our People' area of STP will be a leadership development strategy where this can be addressed. Understanding effective change management and an awareness of how to conduct effective industrial awareness will also be considered as we develop our skills pathway for all managers.
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.	DWFRS have developed an internal communication and engagement strategy. This identifies regular corporate opportunities for staff communication and engagement as well as opportunities for key initiatives to feed into the strategic delivery plan. This helps us to ensure a coordinated and consistent approach. For example we operate a change forum which provides a useful sounding board for managers developing new initiatives and for resolving issues. It also helps the Service understand the effectiveness of the communications and engagement strategy with its staff. Managers have all participated in a leadership support programme since combination to support the delivery of change in their teams.	Keep strategy under review and ensure initiatives are evaluated and learning informs future strategy.

Number	Report Recommendation	DWFRS Position	DWFRS Action
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 fire-fighter.	The two previous Services had internal management audit processes.	Ensure that the staff survey validates the effectiveness of our communications and access to management information for front line staff. Conduct annual audits of the implementation of new procedures to ensure the communication and understanding of these is effective for front line staff.
6	Management performance objectives should be hard wired to the results of an annual employee engagement and communication survey.	First survey and continuous process being put in place.	Ensure 'you said – we are planning to...' forms part of the refresh of annual Community Safety Plan and review of the employee communications and engagement strategy.
7	Unconscious bias training should be rolled out across the fire and rescue service.	This is currently not delivered in DW Fire.	This will be evaluated for inclusion in the skills pathway for managers.
8	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 fire-fighters should publish a memorandum of understanding as to how people will be treated.	National action required.	Whilst this is a nationally driven initiative we will ensure through DWFRA representation that we continue to lobby for this
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).	Both previous Services run very successful cadet schemes and wider youth intervention programmes.	Going forward we will look at how the targeting and recruitment of cadets can add to our diverse workforce and wider community awareness with a focus on apprenticeships.
10	Each fire and rescue service should maintain an active register of fire-fighters with second jobs. A refusal or failure to declare a second job should be treated as a serious disciplinary matter.	Both previous Services maintained a register.	This will be maintained going forward and proportionate action considered for any failure to comply with procedures.

Number	Report Recommendation	DWFRS Position	DWFRS Action
11	Implement a single technological/equipment evaluation facility.	This is a national action and is being addressed by a national Research and Development hub that DWFRS have supported.	No local action.
<b>Section 5 - Documented Conditions of Service</b>			
12	The fire and rescue service in conjunction with the Government should create a national communication programme highlighting the range of activities and skills beyond fighting fires currently undertaken by fire-fighters. 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.	This is a national action.	DWFRS will continue its use of national communications and awareness campaigns to raise knowledge of the FRS and the careers it offers.
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.	This is a national action.	At a local level DWFRS is well represented by Cllr Knox on the NJC. We will continue to foster effective local industrial relations to optimise working arrangements.
14	Minimum night time shift hours should be removed from the Grey Book.	This is a national action.	As above.
15	Disagreements regarding additional payments, collaborations or implementation of new technologies and working practices should be resolved locally without resort to the national advisory panels.	This is a national action.	As above.

Number	Report Recommendation	DWFRS Position	DWFRS Action
16	The national employers, government and employee representatives should, in support of establishing a changed culture (as detailed earlier), meet and agree a re-defined national joint protocol in industrial relations.	This is a national action.	We continue to use the existing protocol as a reference point for helping us improve local relationships.
17	The ability to compulsorily move an individual from the flexible duty system should be introduced.	This is a national action.	We will continue to ensure we have fair practices for redeployment, capability and discipline as appropriate.
<b>Section 6 - Industrial Relations</b>			
18	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 acquiring competences beyond 'safe to ride'.	This is a national action.	At a local level DWFRS is well represented by Cllr Knox on the NJC. We will continue to foster effective local industrial relations to support the development and competence of our staff.
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.	This is a national action.	We are unsure of the merit of regional negotiations, but support the notion of central collective pay agreements.
20	Remove Technical Advisory Panels and Resolution Advisory Panel 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 workload or cost – in fact the Knight review suggested that local negotiations save money.	This is a national action.	No local action – other than to monitor developments.

Number	Report Recommendation	DWFRS Position	DWFRS Action
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.	This is a national action.	We will continue to monitor and test our business continuity arrangements.
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 employee impacted a no strike agreement in emergency situations. The right to strike being retained for non-emergency activities.	This is a national action.	As for 21 above.
23	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.	This is a national action.	At a local level DWFRS is well represented by Cllr Knox on the NJC. We will continue to foster effective local industrial relations to optimise working arrangements.

Number	Report Recommendation	DWFRS Position	DWFRS Action
<b>Section 7 – Retained Duty Systems</b>			
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.	We currently have a range of whole-time, day crewed, nucleus and retained arrangements. We already have over 85% of frontline fire engines crewed by retained. DWFRS enable mixed crewing to support our operational response arrangements where shortfalls are identified.	We will continue to use the most effective shift arrangements congruent to risk and available resources. We are developing proposals for a more sustained retained shift system which will be actively consulted on with staff..
25	Fire and rescue authorities should be required to provide an annual statement on the use of retained fire-fighters. Any decision not to use or to cease to use retained fire-fighters should be communicated in this statement and underpinned with operational evidence provided by the fire and rescue service	We currently provide an Annual Statement Of Assurance which specifically outlines Operational Assurance – it would be relatively straight forward to incorporate this requirement.	Include break down of shift arrangements in the Annual Statement.
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 fire-fighters. And in particular to report on the level of mixed crewing or co-working with whole-time personnel.	As above for 25.	As above for 25.
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).	RDS currently have protection in relation to The Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000. It may be more appropriate to consider incentivising employers to support and release RDS	Continue to work with local employers to promote the awareness and benefits of RDS.

Number	Report Recommendation	DWFRS Position	DWFRS Action
28	A national awareness programme for retained duty system personnel should be produced.	This is a national action.	As above for 27.
29	Trial and evaluate, in a limited number of fire and rescue services, the use of an annual bounty payment for employers of retained fire-fighters.	This would place a new burden on FRS – a more appropriate incentive may be some form of tax relief for employers.	Continue to monitor national developments
<b>Section 8 – Management of the Fire and Rescue Service</b>			
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.	The current Governance arrangements of DWFRA are currently under review and a report will be considered by the DWFRA in early 2017.	Continue to evaluate the working of Committee Structures and in particular Local Performance and Scrutiny Committees.

Number	Report Recommendation	DWFRS Position	DWFRS Action
31	Recruitment and selection academic standards should be immediately raised.	Previously both Services complied with national guidance in relation to selection and Assessment and Development Centres. Any introduction of new qualifications and standards should have proven justification in terms of evidence based reliability and validity – otherwise it could act as an artificial barrier to entry and to improving the diversity of our workforce. A good example here is apprenticeships which are specifically targeted at people with lower qualifications. Any increase in the level of academic standards for retained firefighters would in all likelihood have a detrimental effect on recruitment levels as there is by definition a restricted pool of potential recruits.	Continue to monitor entry standards based on proven validity of criteria.
32	Fire and rescue services should create critical mass by collaborating in recruitment including lateral recruitment into 'fast track' management programmes.	It is unclear whether this refers to all staff groups. In terms of whole time operational staff, local recruitment campaigns have proven very effective, albeit the diversity of applicants is still disappointing.	Continue to monitor recruitment strategies and effectiveness of applicants.



Number	Report Recommendation	DWFRS Position	DWFRS Action
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.	Currently DWFRS are looking to support 3 senior staff Members complete the Executive Leadership Programme over the next 2 years. The mix across and within sectors of senior staff would be welcome.	Continue to support leadership development through ELP and ensure Leadership Development Strategy addresses this going forward.
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.	We continue to offer lessons learned to Government on the success of our Combination not only in terms of sustainability but also moving towards a new Vision of a modern FRS.	Continue to share learning and good practice regarding the benefits of larger FRS.
35	Fire and rescue services should maintain an up-to-date strategic workforce plan.	Previously both FRS undertook succession planning but over a differing timeframe. This has now been formalised with a new process and regular workforce planning meetings.	Ensure the future workforce plan aligns to the MTFP and the future skills requirements of the FRS. A strategic workforce plan and process should be a key part of the STP.
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.	This is currently being developed as part of workforce planning and development requirements. For operational staff the key area will be more concise role development programmes. For corporate staff we need to develop skills pathways that enable staff greater clarity, opportunity and access to self-development.	Monitor as part of employee development within the STP and look for opportunities to work with partners in developing our approach across the public and voluntary sector.

Number	Report Recommendation	DWFRS Position	DWFRS Action
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'.	With 85% reliance on RDS and the necessity to allow for flexibility and movement in relation to maintaining strategic fire cover, then a level of core competence is required. We would contend that 'a competent firefighter is a competent firefighter'. We ensure that all firefighters have an operational licence which covers key risk areas that are independently assessed at a set frequency. This is a corner stone of our maintenance of competence for operational staff.	Going forward we will examine the basic core competence requirements and what additional skills/knowledge operational staff may need for more specific activities (e.g. safe and well visits, emergency medical response etc.)
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).	Currently we have different arrangements in place for progression in respect of the firefighter development programme.	This will be addressed over the next 12 months and as part of the STP.
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.	Historically both Services have supported staff (both corporate and uniformed) on the Executive Leadership Programme. This has also included the CFO acting as programme director for the ELP.	Continue to support staff on the ELP and support the development of future national strategies.
40	Fire and rescue services not using the Executive Leadership Programme should reconsider doing so.	This is supported by DWFRS.	Continue to support.
41	A lateral, industry wide, recruitment scheme should be created. This will fast track managers through the experiential requirements and into senior roles.	This is a national action.	Support as appropriate.

Number	Report Recommendation	DWFRS Position	DWFRS Action
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.	As a result of a new top team in 2015 some Gold Book conditions of service were removed for Members of the Senior Leadership Team.	Continue to ensure pay is regularly evaluated and that there are no restrictive practices as a consequence of any remaining 'Gold Book' conditions of service.
43	All fire and rescue services and fire authorities should review the accessibility of their pay policy statements.	A new Pay Policy was adopted by the Fire Authority in 2015.	Continue to monitor its effectiveness.
44	The Chief Fire Officers Association 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.	This is a national issue.	Continue to monitor.
45	Finally all participants in the fire industry should adopt the principal of: - "Where change is common sense it should become common practice"	We will continue to ensure our IRMP and wider STP is reviewed regularly.	Continue to monitor.