

Agenda Item no. 5

TO: Policy and Resources Committee

FROM: Assistant Chief Fire Officer (ACFO) Rick Hylton

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UPDATE ON STRATEGIC WORKFORCE DEVELOPMENT

1. Purpose

- 1.1 The purpose of this report is to update the Policy and Resources Committee on the Service's strategic workforce development activity and to seek approval of the proposed draft strategic workforce development objectives for 2017/18.
- 1.2 The Service's progress in this area is considered against the context of the recently published Adrian Thomas independent review of conditions of service for fire and rescue staff in England and so this report also serves to update the Committee on Mr Thomas's review.

2. Recommendations

- 2.1 The Policy and Resources Committee is asked to:
 - i) note the information given as an update;
 - ii) approve for officers to proceed with converting the identified opportunities from the Adrian Thomas Review into a prioritised action plan to be brought back for comment and approval;
 - iii) approve the draft strategic workforce development objectives for 2017/18 and the proposed approach to review of progress.

3. Risk Assessment

- 3.1 **Political** – there is a political expectation that Authorities will consider the findings and recommendations of the Thomas Review and incorporate them into local and national strategic plans as appropriate.
- 3.2 **Social** - a clear strategic workforce development plan will aid employee engagement and motivation, as well as acting as a marker by which the Service can market itself as an 'employer of choice' to prospective employees.

- 3.3 **Economic** – failure to work to ensure that the Service can plan for and develop the skills needed in its workforce of the future is likely to mean incurring additional costs in the longer term, for example, a need to pay more to buy in appropriate skills, which are likely to be in demand.

4. **Background**

- 4.1 The Service has been focused for some time on the development of its workforce and in particular developing the skills needed to enable it to be in the best possible shape to meet the challenges and take advantage of the opportunities that we know the future will bring. Our progress was subject to an internal audit in March 2016 when positive feedback was received on our direction of travel.
- 4.2 At national level, the Adrian Thomas review of conditions of service for fire and rescue staff in England ('the Thomas Review') was released in November 2016. The independent review had been commissioned by the then Fire Minister Penny Mourdant in August 2014 and considers a number of matters related to strategic workforce planning and development. A link to the full report is given in the bibliography.
- 4.3 In the context of reviewing our progress and considering strategic objectives for the coming year as part of the annual business planning cycle, Mr. Thomas's report has been reviewed cognisant of areas of current good practice in relation to the recommendations made. A full report detailing these is at Appendix 1. However in summary, many of the recommendations made in the Thomas Review report are already embedded into the way we work in Cambridgeshire Fire and Rescue Service (CFRS), demonstrating our proactivity and forward thinking approach to strategic workforce development and highlighting the ways in which we have sought to reform our workforce and working practices in recent years. The Committee is asked to note this report and the strong position that the Service is in in relation to the recommendations made in the Thomas Review.
- 4.4 A 'gap analysis' has also been undertaken against the recommendations made in the Thomas Review, to identify opportunities for the focus of our on-going efforts to ensure we continue to develop a workforce that best reflects the diverse communities that we serve and is equipped with the skills that will be needed for the future. These identified opportunities are shown in full at Appendix 2. The Committee is asked to approve the recommendation for officers to proceed with converting the identified opportunities into a prioritised action plan.
- 4.5 The prioritised action plan is anticipated to cover a three to five year period and will link to the related risks and opportunities identified in the draft Integrated Risk Management Plan for 2017 to 2020. Given the annual planning cycle, there is a current need to develop draft strategic workforce development objectives for 2017/18. These are at Appendix 3 and have been drafted with reference to the gap analysis of opportunities presented by the Thomas Review recommendations, the draft IRMP 2017 to 2020 (recognising that this is still subject to approval from the Authority) and a draft national workforce strategy for the fire and rescue service

issued by the Chief Fire Officers Association (CFOA). The Committee is asked to approve these draft objectives.

- 4.6 Progress against these objectives is proposed to be via internal review by the senior leadership team and via a half and full year update to the Authority's Overview and Scrutiny Committee. The Committee is also asked to approve this approach to review of progress against the objectives.

BIBLIOGRAPHY

Source Documents	Location	Contact Officers
<p>The Adrian Thomas review of conditions of service for fire and rescue staff in England</p> <p>Draft Integrated Risk Management Plan 2017 to 2020</p> <p>Draft national workforce strategy for the fire and rescue service</p>	<p>Service HQ Hinchingsbrooke Cottage Brampton Road Huntingdon</p> <p>The Thomas Review is also available at https://www.gov.uk/government/publications/conditions-of-service-for-fire-and-rescue-staff-independent-review</p>	<p>ACFO Rick Hylton rick.hylton@cambsfire.gov.uk 01480 444500</p> <p>or</p> <p>Sam Smith, Head of HR samantha.smith@cambsfire.gov.uk 01480 444500</p>

Appendix 1

Cambridgeshire Fire and Rescue Service's position against the recommendations made in the Thomas Review

An assessment of progress made and current good practice

1. Introduction

- 1.1 The Adrian Thomas review of conditions of service for Fire and Rescue staff in England ('the Thomas Review') was released in November 2016. The independent review had been commissioned by the then Fire Minister Penny Mourdant in August 2014, and considers a number of matters related to strategic workforce planning and development.
- 1.2 Many of the recommendations made in the Thomas Review are already embedded into the way we work in CFRS, demonstrating our proactivity and forward thinking approach to strategic workforce development.
- 1.3 This report highlights the progress already made and the current good practice across each of the five main areas of recommendations from the Thomas Review, demonstrating the ways in which CFRS has sought to reform its workforce and working practices in recent years.

2. CFRS position against recommendations in the *The Working Environment* section of the Thomas Review

2.1 Recommendations made in this section:

i) 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.

ii) Early engagement with employee representatives at the earliest opportunity should be a feature of all change programmes.

iii) Fire and rescue services should deploy training in effective change management, leadership and employee engagement in addition to Industrial Relations.

iv) Increased importance should be placed by fire and rescue services on employee communication - appropriate management training and processes (direct to employee) should be implemented.

v) 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.

vi) Management of performance objectives should be hard wired to the results of an annual employee engagement communication survey.

vii) Unconscious bias training should be rolled out across the fire and rescue service.

viii) The leadership of the Fire and Rescue Service (represented by the Local Government Association) and the employee representatives together with special interest groups representing woman and black minority ethnic firefighters should publish a memorandum of understanding as to how people will be treated.

ix) Research should be directed at how the cadet scheme could be utilised to wide 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 equally and potentially the retained duty system).

x) Second jobs, in themselves, are not the issue. It is the lack of transparency in the declaration of second jobs - therefore each fire and rescue service should maintain an active register of firefighters with second jobs. A refusal of failure to declare a second job should be treated as a serious disciplinary matter.

xi) Implement a single technological/equipment evaluation facility.

- 2.2 We conducted an employee engagement survey in 2015. This was designed and delivered for us by an independent specialist market research and employee insight agency, allowing us to draw on their professional expertise and extensive experience in the field. The results were generally very positive, with an overall engagement score of 58% (significantly above the norm).
- 2.3 The opportunities for improvement identified within the survey were broadly as expected, and the Development Steering Board are overseeing the delivery of an employee-led action plan, and intend to 'pulse-check' progress in 2017/18, with a further full survey in 2018/19. Where appropriate, further diagnostic work to better understand particular areas of results from the survey has also been commissioned.
- 2.4 Effective and timely communication is central to maximising employee engagement and creating a positive working environment. We have a number of different communication processes in place and the use of these will vary depending on the message we need to communicate. We believe that face-to-face communications are particularly important. For example we hold regular management seminars and schedules of visits in relation to specific change programmes. Improved technology in the Service has seen us recently trial new communication methods such as video blogs, and plans are already in place to review our existing processes and (as part of the employee engagement action plan) carry out some research with staff to see how we can further improve the delivery and monitoring of internal communications.
- 2.5 We actively encourage communication to be two-way; for example our programme of informal station / department visits invite staff to talk about whatever they wish with members of the senior leadership team, and our 'Ask SMT' function on the intranet allows any member of staff to raise a specific question with the senior team, to which a response will always be published.

- 2.6 We have focused on management and leadership development for a number of years, particularly since engaging with T-Three as our organisational development partner in 2011. Our initial programme with T-Three rolled out to all managers in the Service, and was built around the themes of change management and leadership, focusing on 'moments of truth' conversations as a way of inspiring employee engagement.
- 2.7 In 2015 we employed a learning and development professional to bolster our in-house capability in this area, and the role has been responsible for establishing a suite of complementary development programmes and activities targeted at both aspiring and existing managers at all levels and across all areas of the Service. These programmes and activities incorporate content on the themes recommended in the Thomas Review (change management, leadership, employee engagement and industrial relations), and plans are already in place to develop this further in 2017/18 and beyond.
- 2.8 Our One Team Behaviours set out what is important to us about how we all behave at work in all of our interactions – with each other, with the public and with the various partners that we work with. They were developed by staff, for staff, and are used as part of our performance management process. The One Team Behaviours build on our earlier Leadership Charter and reflect the focus that we have placed on leadership development in the past 10 years.
- 2.9 Since 2007 we have engaged with a specialist provider to deliver professional behaviour at work training to all staff (with enhanced content for all managers), and in 2016/17 we have also delivered face-to-face training in unconscious bias to all managers who are involved in recruitment and selection activities; this is further supported by an e-learning module on the topic.
- 2.10 Our positive action strategy has seen us significantly increase the proportion of females and BME individuals applying for, and being successful in, our wholetime firefighter recruitment campaigns. Applicants from both females and BME individuals in 2015/16 were both double or almost double proportions from the previous year, with 29% of successful new wholetime recruits being female (compared to 6.3% the previous year), and 10% identifying themselves as BME (compared to none the previous year). Whilst we recognise that there is more work to do to ensure that proportions truly reflect the demographic makeup of the county, this does provide an indication that effort and resource put into sensible and proportionate positive action measures can bring results.
- 2.11 More broadly, we were also recognised as achieving 'Excellence' status against the Fire Service equality framework in November 2015, demonstrating our overarching commitment to equality and inclusion in all areas of our work.
- 2.12 Although the Service ceased running a cadet scheme circa ten years ago, we have recently launched the Firebreak scheme, and continue to participate in the Price's Trust scheme. Both of these are direct intervention programmes for identified groups within the community that aim to promote a culture of safety and citizenship by providing a range of vital life skills whilst undertaking the various disciplines of the fire

service. Both have the potential to be deployed in support of future greater equality within the fire service in the same way that the Thomas review suggests a national cadet scheme might.

2.13 Finally in this area, the Thomas Review makes a recommendation with regard to the declaration of secondary employment held by firefighters. In CFRS it is a contractual requirement for eligible operational staff to seek formal permission to undertake secondary employment, and we maintain a register of secondary employments held (both within or external to the Service).

3. CFRS position against recommendations in *Documented Conditions of Service* section of the Thomas Review

3.1 Recommendations made in this section:

i) The fire and rescue services in conjunction with 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.

ii) 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.

iii) Minimum night time shift house should be removed from the Grey Book.

iv) Disagreements regarding additional payments, collaborations or implementation of new technologies and working practices should be resolved locally without resort to the national advisory panels.

v) 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.

vi) The ability to compulsorily move an individual from the flexible duty system should be introduced.

3.2 Whilst the recommendations under this heading in the Thomas Review have a predominately national focus, CFRS has done much to evolve conditions of service in recent years in order to create greater flexibility, cost efficiency and ability to respond to the changing needs of our communities.

3.3 Changes over the past five years include:

- Introduction of a new wholetime shift system (saving over £900,000)
- Introduction of on-call rostering (allowing better insight into the true availability of on-call appliances and ensuring appliances are crewed on a demand led basis)

- A review of our flexible duty system (saving in excess of £250,000 per annum and reviewed in 2016 which demonstrated we continue to meet foreseeable operational needs whilst being the most efficient within our family group)
- Removal of one principal officer post (saving over £265,000 per annum)
- Re-alignment of Chief Fire Officer pay (reduced by £28,000 per annum from 1 January 2016)
- Introduction of a new crewing system for combined fire control (better aligning command and control resources to demand profiles)
- Introduction of the Tactical Delivery Group – a duty system designed to work flexibly across the county to deliver targeted community fire safety work and help increase operational availability and resilience
- Introduction of a shared operational command rota at Area Commander level with a neighbouring FRS
- Resilience agreements for officers (ensuring the continuing provision of sufficient operational cover during periods of industrial action and other situations which may significantly impact our resources)

3.4 We continue to seek opportunities to further balance our available resources to our demand profile and to enable us to respond with maximum flexibility to the changing needs of our communities; the current on-going negotiations on the re-assignment of crews from the rescue vehicles is an example of this.

4. CFRS position against recommendations in the *Industrial Relations* section of the Thomas Review

4.1 Recommendations made in this section:

i) The NJC 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'.

ii) 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.

iii) Remove Technical Advisor Panels and Resolution Advisory Panel (ACAS) and replace with a direct to ACAS approach. Fire 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.

iv) 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.

v) 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 strike agreement in emergency situations. The right to strike being retained for non-emergency activities.

vi) 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.

- 4.2 Again, whilst the recommendations under this heading in the Thomas Review have a national focus, CFRS has worked hard to foster constructive industrial relations in the past few years. We have focused on active engagement with representative bodies to find common ground, in order to agree changes which are ultimately in the best interests of the organisation and the communities we serve.
- 4.3 We have a structured process for engaging with our employee representatives through the Executive Negotiating and Consultation Committee (ENCC) and the Joint Consultative Committee (JCC), both of which are guided by an agreed statement of intent between CFRS and FBU Cambridgeshire. This approach has led to both parties being able to agree a high number of local collective agreements in recent years (section 3.3 above shows the diversity of changes to local terms and conditions of employment covered by these agreements). We also enjoy constructive relationships with the Retained Firefighters Union (RFU) and Unison.
- 4.4 Key to developing our industrial relations has been developing a shared understanding and appreciation of different perspectives. During the first Comprehensive Spending Review in 2010, we worked with the incumbent employee representatives to demonstrate to them the proactive and efficiency-generating work across all areas of the Service, not just the operational frontline.
- 4.5 We have also sought to develop managers to engage more in consultation and negotiation with our employee representatives (under the governance of the ENCC and JCC model), in order to ensure that constructive industrial relations can be truly sustainable, rather than primarily dependent on individual relationships.
- 4.6 It is notable that all of the changes implemented have been achieved without local unrest, and throughout the period of national pension strike action. Furthermore, during the periods of national industrial action, all parties conducted themselves professionally and with respect to their colleagues, regardless of their personal decisions on whether or not to strike.

5. CFRS position against recommendations in the *Retained Duty System* section of the Thomas Review

5.1 Recommendations made in this section:

i) Fire and Rescue Authorities should adopt duty systems and staffing which align firefighter availability to the planned work load (e.g. community safety) whilst providing response cover appropriate to the Integrated Risk Management plan should be encouraged.

ii) 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.

iii) 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 in the level of mixed crewing or co-working with wholetime personnel.

iv) 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.

v) A national awareness programme for the retained duty system personnel should be produced.

vi) Trial and evaluate, in a limited number of fire and rescue services, the use of an annual bounty payment for employers of retained firefighters.

5.2 As a predominately rural fire service, CFRS has long recognised the importance of the retained (on-call) duty system in delivering our response service. However, over the past decade, retention rates have been falling and recruitment has become increasingly challenging. This is true at a national level as well as within Cambridgeshire, and is due to a combination of societal changes and the significant decrease in call volume, meaning that on-call staff attend fewer incidents than ever before.

5.3 We have employed a dedicated On-call Recruitment Officer to engage with both potential candidates and local employers, and this has had such an impact on the ratio of successful candidates to applicants that the postholder presented a best practice case study to the CFOA Retained Duty System conference in 2016, and is an active member of the national CFOA RDS working group. We have also implemented a dedicated electronic recruitment system for on-call which has reduced the timescale of the recruitment process.

5.4 We have also implemented an annual 'bounty' type payment to recognise and reward our on-call staff who deliver over and above expectation by providing greater cover over the course of the year than they are contracted for, and our launch of a co-responding service with the East of England Ambulance Service in 2016 is one way in which we are seeking to diversify the work of the on-call in order to both

improve on-call retention rates and make better use of our resources for the good of the communities of Cambridgeshire.

- 5.5 We are in the second year of a programme to utilise on-call staff (from stations which do not have enough staff available to crew an appliance) at other stations to increase appliance availability during the daytimes. Wholetime staff from our Tactical Delivery Group also ride with on-call colleagues in order to increase daytime appliance availability. This, coupled with those staff who hold a combined wholetime/on-call contract of employment (and therefore help to crew the appliance with their on-call colleagues at evenings and weekends), demonstrates our commitment to the principle of mixed crewing.
- 5.6 Finally, we are delivering a project under our Business Development Programme to consider and evaluate the options available to the Service to vary the on-call model in Cambridgeshire in order to create ongoing sustainability. This is currently exploring the feasibility of using different types of appliances to enable more flexibility in the numbers of staff needed to respond to incidents, and the further use of mixed wholetime and on-call staffing.

6. CFRS position against recommendations in the *Management of the Fire and Rescue Service* section of the Thomas Review

6.1 Recommendations made in this section:

- i) 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.*
- ii) Recruitment and selection academic standards should be immediately raised.*
- iii) Fire and rescue services should create critical mass by collaborating in recruitment including lateral recruitment into 'fast track' management programmes.*
- iv) 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.*
- v) 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.*
- vi) Fire and rescue services should maintain an up-to-date strategic workforce plan.*
- vii) 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.*
- viii) 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 that can be provided by the view that 'a fire fighter is a fire fighter'.

ix) 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).

x) 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.

xi) Fire and rescue services not using the Executive Leadership Programme should reconsider doing so.

xii) A lateral, industry wide, recruitment scheme should be created. This will fast track managers through the experiential requirements and into senior roles.

xiii) 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 much better reflects job size, role complexity and other duties in a way which allows inter authority comparison.

xiv) All fire and rescue services and fire authorities should review the accessibility of their pay policy statements.

xv) The Chief Fire Officers Association should consider increasing the term of office for the role of president from 1 year to 1 or 3 years - to provide increased stability of leadership.

6.2 We were the first Service in the country to raise our entry standards for wholetime firefighters to 5 GCSEs at grades A*-C. We did so to ensure that those who applied had the level of education necessary to pass the written tests that form part of the selection process, and in recognition of the fact that the role of firefighter has become increasingly technical, therefore requiring an increased understanding of the science behind the response element of the role. We intend to take a longer term view on how individuals recruited against this entry standard progress through the organisation, but we do expect there to be a knock on effect in broadening the pool from which we will select our future leaders.

6.3 Similarly, we require all on-call applicants to pass written and numerical reasoning tests which are equivalent to Level 2 (GCSE standard). However, we do not subscribe to the view that a "firefighter is a firefighter", and do not expect or require our on-call firefighters to attain the same range of skills as our wholetime firefighters. Equally, the skills acquired by wholetime firefighters varies according to differing risk profiles across the county.

- 6.4 The delivery of our Workforce Development Strategy is overseen by the Development Steering Group, which is sponsored by the Assistant Chief Fire Officer. This was audited in 2016 with positive feedback.
- 6.5 We have already actively explored fast-track entry options (in collaboration with another Service), and we took part in the national fire service High Potential Leadership Programme pilot in 2009. In 2015 we launched the first cohort of a new leadership development programme at middle manager level in collaboration with a neighbouring Service, and we are also already exploring opportunities for cross-authority development secondments.
- 6.6 We also have a history of seconding officers to external partners (such as the Fire Service College) to support their career and personal development. We currently have one officer seconded to the Chief Fire and Rescue Advisor's Unit at the Home Office, one officer seconded to the Safer Peterborough Partnership, working in collaboration with multi-agency partners to build stronger and more supportive communities and support high risk and vulnerable individuals, and one member of professional support staff seconded to another Fire Service in a developmental role.
- 6.7 Our development programmes are aligned to our operational promotion processes, and our standard practice is to offer promoted staff the opportunity to work away from their original place of work, as well as delivering management training to support them in their new role. Additionally, our internal development programmes build content and themes to link into the national Executive Leadership Programme, of which there are 4 graduates in Cambridgeshire, with another officer due to participate in the 2017 cohort.
- 6.8 We have reviewed the pay and conditions for all members of the Chief Officers group, and as referenced in paragraph 3.3 above, have reduced the Chief Fire Officer's pay by £28,000 per annum from 1 January 2016. We have also already reviewed the accessibility of our pay policy statement, which is now available in two clicks from our website homepage.
- 6.9 There are a number of other areas embedded into the way CFRS operates which, although not directly referenced within the recommendations relating to the management of the fire and rescue service, do further highlight our commitment in this area:
- We have reduced use of pre-arranged overtime in the Service by over £90,000 per annum in the past 10 years, partly as a result of the introduction of the more efficient shift systems detailed in paragraph 3.3 above, as well as the introduction of centralised crewing.
 - We have also reduced sickness absence significantly over the last decade, from over 12 shifts per person per year on average, to our current rate of just over 6 shifts per person per year on average (this is below the average absence rate for the public sector). This has been achieved through better management of sickness absence issues and the introduction of a clear and transparent policy supported by training for line managers.

- Our efforts to collaborate across a number of different areas and with a range of partners has been the subject of a previous paper to the Authority, and this is now extending to greater collaboration with the police through the recently formed Strategic Interoperability Board.

Appendix 2

Identified opportunities for further work/progress in relation to the recommendations made in the Thomas Review

No	Recommendation	Opportunities
The Working Environment Recommendations		
1	Culture and trust are at the centre of many of the changes required to create a high performing service aligned to the needs of the people it serves. A consistent employee engagement survey should be developed and deployed across the service (allowing inter authority comparisons) and 'hard wired' into management objectives.	<p>Although this recommendation has an overarching national focus, there is an expectation in the executive summary to the report (p.13) that FRSs will also take the principle forward on an individual basis. Therefore:</p> <ol style="list-style-type: none"> 1. There is an opportunity to 'hard wire' engagement related measures into management objectives locally 2. There is an opportunity for CFRS to proactively feed into any national workstreams.
2	Early engagement with employee representatives at the earliest opportunity should be a feature of all change programmes.	<p>This recommendation is in the remit of individual FRSs to take action, although there will also be a national context in relation to the fire reform programme. Greater local management of industrial relations will be the future focus should recommendations around the NJC and the Grey Book be progressed. Therefore:</p> <ol style="list-style-type: none"> 1. There is an opportunity to review the processes and timings by which the Service seeks to engage with employee representatives, in order to identify any areas where further changes / improvements could be made.
3	Fire and rescue services should deploy training in effective change management, leadership and employee engagement in addition to Industrial Relations.	<ol style="list-style-type: none"> 1. There is an opportunity to build greater content on these 4 themes into: <ol style="list-style-type: none"> i) future formal training and development activities (both Learning & Development programmes, and appropriate Training Centre led activities) ii) more informal development activities - e.g. focus topics for manager forums (building conversation and input around the themes into everyday activity is more likely to support a sustained culture change in these areas than discrete training courses or programmes)

		<p>2. There is also a link to other recommendations about Services taking a more collaborative approach to management and leadership development, which implies a degree of regional/national co-ordination as well. Therefore there is an opportunity to become involved in any national/regional workstreams.</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>1. Now we have improved technology in the Service, there is an opportunity to review our existing channels, carry out some research with staff, link into the employee survey engagement group to see if we can further improve internal communication.</p>
5	<p>Fire and rescue services should instigate audits of the flow of management information reaching the workforce with the aim of improving the flow of information to the frontline firefighter.</p>	<p>1. There is an opportunity to review best practice from other FRS communications teams regarding reach of message.</p> <p>2. There is an opportunity to review options for further new technology, with inbuilt engagement and reach/monitoring tools.</p>
6	<p>Management of performance objectives should be hard wired to the results of an annual employee engagement communication survey.</p>	<p>See line 1 in this section.</p>
7	<p>Unconscious bias training should be rolled out across the fire and rescue service.</p>	<p>1. The iLearn module has been updated and refreshed to make it more user friendly to complete - this will roll out in 2017/18.</p> <p>2. The module is currently voluntary - there is an opportunity to make it mandatory for any manager who makes decisions relating to people.</p> <p>3. There is an opportunity to work with regional colleagues on further face-to-face training / discussion on unconscious bias.</p> <p>4. See line 3 above in this section - there is also an opportunity to start having more regular conversations about unconscious bias e.g. in manager forums, to not just focus on formal training delivery.</p> <p>5. There is also the potential for regional/national co-ordination on this topic, especially given separate recommendations about co-ordinated</p>

		recruitment activity and the link to unconscious bias. Therefore, there is an opportunity to become involved in any national/regional workstreams.
8	The leadership of the Fire and Rescue Service (represented by the Local Government Association) and the employee representatives together with special interest groups representing woman and black minority ethnic firefighters should publish a memorandum of understanding as to how people will be treated.	n/a (this recommendation has a purely national focus)
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 equally and potentially the retained duty system).	<ol style="list-style-type: none"> 1. There is an opportunity to consider the re-introduction of a cadet scheme into CFRS as part of long-term attraction and diversity strategies. 2. There is an opportunity to consider if the Firebreak or Prince's Trust schemes can be utilised to realise any of these benefits. 3. There is an opportunity to become involved in any national/regional workstreams.
10	Second jobs, in themselves, are not the issue. It is the lack of transparency in the declaration of second jobs - therefore each fire and rescue service should maintain an active register of firefighters with second jobs. A refusal of failure to declare a second job should be treated as a serious disciplinary matter.	<ol style="list-style-type: none"> 1. There is an opportunity to review our current secondary employment register and to undertake an audit to ensure that all secondary employment has been properly declared.
11	Implement a single technological/equipment evaluation facility.	<ol style="list-style-type: none"> 1. Although this recommendation has an overarching national focus, there is an opportunity to demonstrate our commitment to the principle of a single technological/equipment evaluation facility by actively engaging with the national hub.
Documented Conditions of Service Recommendations		
1	The fire and rescue services in conjunction with 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.	<ol style="list-style-type: none"> 1. There could be an opportunity to contribute to any national activity in this area.

2	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.	n/a (this recommendation has a purely national focus)
3	Minimum night time shift house should be removed from the Grey Book.	n/a (this recommendation has a purely national focus)
4	Disagreements regarding additional payments, collaborations or implementation of new technologies and working practices should be resolved locally without resort to the national advisory panels.	<p>1. Although the mechanisms to enable this recommendation to be enacted have a national focus, there is an opportunity to proactively begin to increase training and development opportunities for staff in industrial relations, in order to help us be best placed to work to resolve any disagreements locally (link to line 3 in the section above headed The Working Environment Recommendations).</p> <p>2. This could include actively seeking to learn from other FRSs who have particularly positive industrial relations, especially where turned around from previously notably poor relations.</p>
5	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.	n/a (this recommendation has a purely national focus)
6	The ability to compulsorily move an individual from the flexible duty system should be introduced.	n/a (this recommendation has a purely national focus)
Industrial Relations Recommendations		
1	The NJC 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'.	1. Although this recommendation has a national focus, we should ensure that there is an opportunity to feed in to discussions about how local arrangements would work.

2	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.	See line 1 in this section.
3	Remove Technical Advisor Panels and Resolution Advisory Panel (ACAS) and replace with a direct to ACAS approach. Fire 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.	1. Although this recommendation has a national focus, there is a linked opportunity to increase training and development opportunities for staff in industrial relations, in order to help us be best placed to work to resolve any disagreements locally (link to line 3 in the section above headed The Working Environment Recommendations, and line 4 in the section above headed Documented Conditions of Service recommendations).
4	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.	n/a (this recommendation has a purely national focus, however the Government has already confirmed there is no intention to bring forward such legislation in relation to the fire and rescue service)
5	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 strike agreement in emergency situations. The right to strike being retained for non-emergency activities.	n/a (this recommendation has a purely national focus)
6	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.	1. There could be an opportunity to contribute to any national activity in this area.
Retained Duty Systems Recommendations		
1	Fire and Rescue Authorities should adopt duty systems and staffing which align firefighter availability to the planned work load	1. There is an opportunity to use this recommendation to support the on-going negotiations around the re-designation of the RV crewing.

	(e.g. community safety) whilst providing response cover appropriate to the Integrated Risk Management plan should be encouraged.	<p>2. There is also an opportunity to use this recommendation to help support/implement the recommendations made in the recent review of the TDG.</p> <p>3. There is an opportunity to ensure that the IRMP most robustly demonstrates the risk profile of the county, in order to provide an evidence base against which the service can consider other possible duty systems / staffing models in the future.</p>
2	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>1. There is an opportunity to decide locally to begin publishing more information on the use of our on-call workforce, most logically in the annual report.</p> <p>2. This could also be used to support recruitment awareness / activity - see line 5 below in this section.</p>
3	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 in the level of mixed crewing or co-working with wholetime personnel.	1. There is an opportunity to use this recommendation to support the further consideration of use of mixed crewing within the Service.
4	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).	n/a (this recommendation has a purely national focus)
5	A national awareness programme for the retained duty system personnel should be produced.	1. There is an opportunity to ensure that local successes and activity help to shape a national campaign. Our position in this area is relatively strong compared to many other FRSs.
6	Trial and evaluate, in a limited number of fire and rescue services, the use of an annual bounty payment for employers of retained firefighters.	1. There is an opportunity to volunteer to participate in a national trial, if this is progressed.
Management of the Fire and Rescue Service Recommendations		

1	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.	1. There is an opportunity for the Authority to review (or commission a review into) its membership profile.
2	Recruitment and selection academic standards should be immediately raised.	<p>1. There is an opportunity to review academic initial entry criteria for wholetime and transferee applications, including to benchmark to other Services (some also require a minimum C pass in Science as well, for example).</p> <p>2. There is an opportunity to review academic entry criteria for on-call applicants, including benchmarking to other Services.</p> <p>3. If this is progressed at a national level, there is an opportunity to get involved in the workstream, feeding in information on the impact of our academic entry criteria on the quality of our wholetime recruits.</p>
3	Fire and rescue services should create critical mass by collaborating in recruitment including lateral recruitment into 'fast track' management programmes.	1. There is an opportunity to further explore the possibility of introducing a pilot two-tier entry or fast track scheme in CFRS, or through collaboration regionally/nationally. This could tie in with line 4 below in this section - greater collaboration on leadership development.
4	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>1. There is an opportunity to grow collaboration on the Aspire programme for middle managers to both other fire services and other emergency services - and possibly wider. Tentative conversations are already being had.</p> <p>2. There is an opportunity to explore options for more inter-organisational moves, with more focus on them being for developmental purposes. We have contacts in 2 other Services to start discussions.</p> <p>3. There is an opportunity to consider / discuss with other Services about the possibility of joint succession plans.</p>
5	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	n/a (this recommendation has a purely national focus)

	in areas of technology introduction, recruitment, succession and development.	
6	Fire and rescue services should maintain an up-to-date strategic workforce plan.	1. There is an opportunity to review best practice in the development of strategic workforce plans to in order to review if further changes can / should be made to our strategy.
7	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.	1. There is an opportunity to link with line 3 in the section above headed The Working Environment recommendations - to consider this as part of our broader management and leadership development offerings.
8	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 that can be provided by the view that 'a fire fighter is a fire fighter'.	1. There is an opportunity to further review the competency requirements of wholetime staff in line with the refreshed IRMP to understand if there may be opportunities to greater differentiate between competency requirements.
9	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).	1. If progressed, we should ensure that there is an opportunity to feed in to discussions about how local arrangements would work.
10	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.	1. There is an opportunity to get involved in national work around FRS leadership development.
11	Fire and rescue services not using the Executive Leadership Programme should reconsider doing so.	n/a (CFRS already participates in the ELP)

12	A lateral, industry wide, recruitment scheme should be created. This will fast track managers through the experiential requirements and into senior roles.	See line 3 above in this section.
13	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 much better reflects job size, role complexity and other duties in a way which allows inter authority comparison.	n/a (this recommendation has a purely national focus)
14	All fire and rescue services and fire authorities should review the accessibility of their pay policy statements.	1. There is an opportunity to review the provision of the pay policy statement in alternative formats (as per information/guidance on alternative formats given in the annual report and statement of assurance).
15	The Chief Fire Officers Association should consider increasing the term of office for the role of president from 1 year to 1 or 3 years - to provide increased stability of leadership.	n/a (this recommendation has a purely national focus)

Appendix 3

Draft strategic workforce development objectives for 2017/18

1. Introduction

1.1 These draft strategic workforce development objectives for 2017/18 have been written with reference to:

- The draft Integrated Risk Management Plan 2017-2020, which remains subject to approval from the Authority
- A gap analysis undertaken against the recommendations of the Thomas Review, which identifies opportunities for further work/progress in relation to each of the recommendations (albeit recognising that a full action plan of these opportunities is yet to be finalised)
- Review of other relevant external drivers, e.g. a draft national fire and rescue workforce strategy for 2017-2022 issued in December 2016 by CFOA.

2. Draft strategic workforce development objectives for 2017/18

2.1 There are four proposed strategic workforce development objectives for 2017/18:

- i) Research, develop, implement and evaluate programmes of work to enhance strategically focused recruitment. To include:
 - A pilot apprenticeship programme for identified Green Book positions, enabling the Service to be able to access funding created via payment of the Apprentice Levy.
 - Continued positive action activities to increase the diversity of applicants and successful candidates to all roles within the Service.
 - Exploration of possible alternative methods to attract future leaders to the Service (e.g. two-tier entry)
 - ii) Continued focus on long-term succession planning. To include:
 - Ongoing internal leadership development, via targeted programmes and activities, including exploration of wider opportunities to collaborate on leadership development with other Services and partners.
 - Exploration of options for more inter-organisational moves for development purposes.
 - iii) Continued exploration of opportunities to review working practices and terms and conditions to ensure maximum productivity, efficiency and fairness. To include:
 - On-going work to explore opportunities to change working practices and shift systems in order to improve daytime fire cover
 - An equal pay audit
 - iv) Continued delivery of employee-led staff engagement action plan, and pulse-check progress in key identified areas.
- 2.2 Progress against these objectives is proposed to be via internal review by the Chief Officers team and via a half and full year update to the Authority's Overview and Scrutiny Committee.