



**NOTTINGHAMSHIRE**  
**Fire & Rescue Service**  
*Creating Safer Communities*

Nottinghamshire and City of Nottingham  
Fire and Rescue Authority  
Policy and Strategy Committee

# THOMAS REVIEW ANALYSIS

Report of the Chief Fire Officer

**Date:** 28 April 2017

**Purpose of Report:**

To present Members with a draft analysis of the work undertaken by the Thomas Review Task and Finish Group and to seek final confirmation and presentation to the full Fire Authority

## CONTACT OFFICER

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## **1. BACKGROUND**

- 1.1 During 2014 the then Fire Minister, Penny Mordaunt MP, announced that she had commissioned a review to be undertaken into the terms and conditions of service for fire and rescue staff in England. Adrian Thomas was appointed and the review commenced in October 2014.
- 1.2 In October 2014, the Chief Fire Officer wrote to Mr Thomas on behalf of the Authority and invited him to visit Nottinghamshire as part of his field research. Unfortunately this invitation was declined, however the Service did submit a significant amount of information to the review and this was approved by Members at the Policy and Strategy Committee on 7 November 2014.
- 1.3 The Review was published by the current Minister of State for Policing and the Fire Service, Rt Hon Brandon Lewis MP, on 3 November 2016. The Chief Fire Officer provided a report to the Authority on 16 December 2016 where it was resolved that Members of Policy and Strategy Committee would form a Task and Finish Working Group to consider the Thomas Review and report back to the Authority.

## **2. REPORT**

- 2.1 Members of this Committee, supported by Officers, have met twice as a Task and Finish Group to consider the contents of the Thomas Review. Between meetings information has been circulated electronically to enable full engagement and robust consideration of the data.
- 2.2 At the first meeting on 03 February 2017 Members agreed the Terms of Reference for the group (attached at Appendix A) and work commenced immediately.
- 2.3 Officers were tasked with identifying areas of the review that were in scope for the Fire Authority and Chief Fire Officer, or out of scope and requiring the consideration of others, for example the Local Government Association, Chief Fire Officers Association and Central Government.
- 2.4 Officers also wrote to all of the locally recognised trade unions to provide them with the opportunity to contribute to the work of the Task and Finish Group. Only UNISON provided a submission.
- 2.5 At the second meeting of the Task and Finish Group on 20 March 2017 a draft analysis was presented by Officers, and provided the opportunity for Members to scrutinise and amend the document to ensure that the information was both robust and balanced. The latest version of the document is attached at Appendix B.
- 2.6 This report provides the opportunity for any amendments to be made to the analysis and for a final version to be agreed.

- 2.7 When agreed, it is proposed that the analysis is presented to the Fire Authority for approval along with any appropriate recommendations.
- 2.8 Clearly, the Authority has undertaken a significant amount of work since the Thomas Review was commissioned in 2014, and it is worthy of note that the majority of local issues have already been addressed or are in development. This is also the case for a large proportion of the out of scope issues.
- 2.9 To maintain focus on the findings, the Chief Fire Officer will ensure that all outstanding local issues are fully integrated in to business plans, and reported to the Authority through the normal governance arrangements.
- 2.10 Members may also wish to consider submitting the work undertaken locally to the Minister of State for Policing and the Fire Service to support the work of Government in determining their response to the Review.

### **3. FINANCIAL IMPLICATIONS**

There are no direct financial implications arising from this report. Any activity undertaken within the Service to address any of the points raised will be dealt with through the normal business planning and budget governance arrangements.

### **4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS**

There are no direct human resources or learning and development implications arising from this report. Any activity undertaken within the Service to address any of the points raised will be dealt with through the normal business planning processes that will identify any interdependencies.

### **5. EQUALITIES IMPLICATIONS**

An equality impact assessment has not been undertaken because this report does not seek to change policy or service delivery provisions.

### **6. CRIME AND DISORDER IMPLICATIONS**

There are no crime and disorder implications arising from this report.

### **7. LEGAL IMPLICATIONS**

There are no legal Implications arising from this report.

## **8. RISK MANAGEMENT IMPLICATIONS**

It is clear that Government expects authorities to lead on fire reform and act on information and observations that could lead to improvements in the Service. The swift and robust work undertaken by the Authority demonstrates the local commitment to this area of work.

## **9. COLLABORATION IMPLICATIONS**

There are no direct implications arising out of this report, however, where work streams for improvement are identified and implemented, consideration will be given to the opportunities to collaborate.

## **10. RECOMMENDATIONS**

It is recommended that Members:

- 10.1 Approve a final version of the draft gap analysis attached at Appendix B.
- 10.2 Recommend to the Fire Authority adoption of the gap analysis with an expectation that the Chief Fire Officer will report on the work streams through the normal governance processes.
- 10.3 Recommend to the Fire Authority that the gap analysis is submitted to the Minister of State for Policing and the Fire Service, to support the work of Government in determining their response to the Review.

## **11. BACKGROUND PAPERS FOR INSPECTION (OTHER THAN PUBLISHED DOCUMENTS)**

None.

John Buckley  
**CHIEF FIRE OFFICER**

## **ADRIAN THOMAS REVIEW – TASK AND FINISH GROUP**

### **Role**

To review the recommendations from the “Independent review of conditions of service for fire and rescue staff in England – February 2015” authored by Adrian Thomas (“Adrian Thomas Review”).

The sub-committee undertakes this role in line with the provisions of the terms of reference for the Policy and Strategy Committee, ie:

- To consider reports from external sources which have strategic implications for the Fire Authority (Item 7);
- To establish, as required, task and finish groups (Item 15).

### **Responsibilities**

To consider any implications arising from the Thomas Review and report back to the Fire Authority.

Working with the Chief Fire Officer, to identify and commission areas of work on issues related to or arising from the review at a local level.

The task and finish group will report its findings to the Fire Authority, who may delegate relevant areas of work to other Authority committees to monitor progress where it is appropriate to do so.

### **Cycle of Meetings**

As determined by group members.

### **Membership**

6 Members of Policy and Strategy Committee (substitutes accepted)

### **Advisors**

Chief Fire Officer  
Head of People and Organisational Development  
Clerk to the Fire Authority (as required)

### **Quorum**

3 Members

## **ADRIAN THOMAS REVIEW – TASK AND FINISH GROUP**

### **Terms of Reference**

1. To consider the outcomes and implications of the Adrian Thomas Review (“the Review”) for the Authority and Nottinghamshire Fire and Rescue Service.
2. To identify those issues that are within scope, or out of scope, for the group. For example, national issues, local FRA issues or issues within the Chief Fire Officer’s delegation.
3. To commission a gap analysis on those issues raised by the review in relation to fire authority or service issues and report to the Authority on the current position.
4. To receive written submissions/comments from recognised trade unions and staff associations.
5. To consider and report to the Authority any response that the Authority may wish to make.
6. To provide overview and scrutiny of any subsequent action plans directly affecting the service.



## THOMAS REVIEW

### Nottinghamshire Fire and Rescue Service Gap Analysis

#### NATIONAL ISSUES (OUT OF SCOPE)

Ref	Extract from Thomas Review	Key Findings /Recommendations
<b>The Working Environment (Section 4)</b>		
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.	<ul style="list-style-type: none"> <li>The NJC has addressed this through the issue of a recent national survey. NFRS undertakes an employee survey every two years and has recently commissioned an external consultancy to undertake a survey during 2017.</li> </ul>
4.8	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.	<ul style="list-style-type: none"> <li>The NJC has recently issued an MOU which is supported by NFRS.</li> </ul>
4.9	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).	<ul style="list-style-type: none"> <li>NFRS has undertaken a pilot cadet scheme, which was well received.</li> </ul>

Ref	Extract from Thomas Review	Key Findings /Recommendations
<b>The Working Environment (Section 4) cont'd ...</b>		
4.11	Implement a single technological/equipment evaluation facility.	<ul style="list-style-type: none"> <li>NFRS recognises the desirability of having a national centre and would support this.</li> </ul>
<b>Documented Conditions of Service (Section 5)</b>		
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 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.	<ul style="list-style-type: none"> <li>NFRS is supportive of this approach and would welcome any national tools and messages as part of its local promotion of its work in the community and career opportunities. NFRS already has an effective communication programme to highlight prevention activities and to consult and inform the community through its internet site, Facebook and Twitter accounts and through engagement within districts.</li> </ul>
5.13	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.	<ul style="list-style-type: none"> <li>The NJC is already looking at grey book negotiation and NFRS is supportive of this as there are already many examples of local variations to national conditions. The Grey Book is out of date and requires rationalisation and acknowledgement of local arrangements.</li> </ul>
5.14	Minimum night time shift hours should be removed from the Grey Book	<ul style="list-style-type: none"> <li>As above</li> </ul>

Ref	Extract from Thomas Review	Key Findings /Recommendations
<b>Documented Conditions of Service (Section 5) cont'd ...</b>		
5.15	Disagreements regarding additional payments, collaborations or implementation of new technologies and working practices should be resolved locally without resort to the national advisory panels.	<ul style="list-style-type: none"> <li>NFRS has agreed local additional responsibility allowances to reflect the voluntary undertaking of activities outside of the role-map, for instance for Physical Training Instructors, the crewing of national assets (ie: HVP and ELS). Local consultation and negotiation is undertaken with the representative bodies in a spirit of co-operation and agreement.</li> </ul>
5.16	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.	<ul style="list-style-type: none"> <li>NFRS has an agreed MOU with its representative bodies setting out the ways in which the Service will engage on industrial relations issues through formal JNCPs and informal processes. A national joint protocol would be welcomed.</li> </ul>
5.17	The ability to compulsorily move an individual from the flexible duty system should be introduced.	<ul style="list-style-type: none"> <li>This forms part Grey Book negotiations and NFRS has no specific view. However, it is acknowledged that this may provide further flexibility for fire and rescue services to offer alternative solutions for individuals, but that this should be on a case by case basis, according to the circumstances of each case.</li> </ul>

Ref	Extract from Thomas Review	Key Findings /Recommendations
<b>Industrial Relations (Section 6)</b>		
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'.	<ul style="list-style-type: none"> <li>The NJC should undertake national pay bargaining but there is a case for payment of additional competencies. However, this should not be at the expense of reducing the core role of a fire fighter.</li> </ul>
6.19	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	<ul style="list-style-type: none"> <li>NFRS is broadly supportive of this proposal, but with the caveat that the requirements of different authority models (Metropolitan, County or Combined) are different and this needs to be taken into account in developing any regional arrangements.</li> </ul>
6.20	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.	<ul style="list-style-type: none"> <li>NFRS supports this proposal and agree that ACAS would offer a more productive approach.</li> </ul>
6.21	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.	<ul style="list-style-type: none"> <li>This has already been dealt with by government through the Trade Union Act 2016.</li> </ul>

Ref	Extract from Thomas Review	Key Findings /Recommendations
<b>Industrial Relations (Section 6) cont'd ...</b>		
6.22	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.	<ul style="list-style-type: none"> <li>As above.</li> </ul>
6.23	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.	<ul style="list-style-type: none"> <li>This is a matter for the Chair of the NJC.</li> </ul>
<b>Retained Duty Systems (Section 7)</b>		
7.25	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.	<ul style="list-style-type: none"> <li>NFRS already provides this information within its annual operational effectiveness report.</li> </ul>
7.26	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 wholetime personnel.	<ul style="list-style-type: none"> <li>As above</li> </ul>
7.27	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).	<ul style="list-style-type: none"> <li>NFRS agrees to this in principle, but it is a matter for the Government to bring forward.</li> </ul>

Ref	Extract from Thomas Review	Key Findings /Recommendations
<b>Retained Duty Systems (Section 7) cont'd ...</b>		
7.28	A national awareness programme for retained duty system personnel should be produced.	<ul style="list-style-type: none"> <li>NFRS would be supportive of any national awareness programme to supplement its own campaigns.</li> </ul>
7.29	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.	<ul style="list-style-type: none"> <li>NFRS agrees that a bounty payment for employers may be appropriate in certain circumstances. NFRS currently recognises support for RDS through its annual awards ceremony.</li> </ul>
<b>Management of the Fire and Rescue Service (Section 8)</b>		
8.31	Recruitment and selection academic standards should be immediately raised.	<ul style="list-style-type: none"> <li>NFRS believes that qualification should be relevant and appropriate to the role. Vocational qualification and apprenticeships offer an alternative to academic selection standards and should also be recognised. Academic qualifications can be a barrier to selection. The development of individuals in service is paramount.</li> </ul>
8.34	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.	<ul style="list-style-type: none"> <li>NFRS support the principle of transformational funding where appropriate and a robust case is made.</li> </ul>
8.37	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'.	<ul style="list-style-type: none"> <li>A minimum level of competency should be required, with local agreement of higher or specialist skill levels dependant on local requirements.</li> </ul>

Ref	Extract from Thomas Review	Key Findings /Recommendations
<b>Management of the Fire and Rescue Service (Section 8) cont'd ...</b>		
8.38	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).	<ul style="list-style-type: none"> <li>• As above.</li> </ul>
8.39	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.	<ul style="list-style-type: none"> <li>• Whilst there may be some merit in producing national guidance, a standardised approach to leadership development would remove local flexibility.</li> </ul>
8.41	A lateral industry wide, recruitment scheme should be created. This will fast track managers through the experiential requirements and into senior roles.	<ul style="list-style-type: none"> <li>• As above.</li> </ul>
8.42	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 comparisons.	<ul style="list-style-type: none"> <li>• NFRS supports a review of the Gold Book, but not its removal. NFRS already has local arrangements for determining Principal Officer pay, which is benchmarked against FRAs of a similar size and complexity.</li> </ul>
8.44	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.	<ul style="list-style-type: none"> <li>• This review has already been undertaken by CFOA and a new National Fire Chiefs Council established. This has replaced the CFOA presidency and is similar to the model adopted by the Police.</li> </ul>

## AUTHORITY ISSUES (IN SCOPE)

Ref	Extract from Thomas Review	Key Findings /Recommendations
<b>Retained Duty Systems (Section 7)</b>		
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.	<ul style="list-style-type: none"> <li>• The service has agreed to support RDS activities in addition to operational response to enhance the role of RDS fire-fighters in their communities. Additional funding has been made available for this in the 17/18 budget proposals.</li> <li>• Participation in an emergency first responder scheme has been open to RDS sections on a voluntary basis for some years. This supports the East Midlands Ambulance Service in responding to emergency calls.</li> <li>• A review of the role and activities of RDS employees is ongoing through the On-Call Review project and a number of proposals are being actively pursued in terms of creating extra capacity and availability to maintain RDS cover. These proposals form part of the Sustainability Strategy agreed by the Fire Authority. Specifically alternate and mixed crewing options which will be reported back to the Authority during 2017.</li> </ul>
<b>Management of the Fire and Rescue Service (Section 8)</b>		
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.	<ul style="list-style-type: none"> <li>• Following a review of the committee structure, it was determined that 18 CFA members was appropriate to undertake the business of the authority. Whilst a turnover of members is desirable to offer a fresh view, it is equally important to retain a core of experienced members for the purposes of continuity. The Authority has a strong core of experienced members who understand the context and issues facing the Service.</li> </ul>

Ref	Extract from Thomas Review	Key Findings /Recommendations
<b>Management of the Fire and Rescue Service (Section 8) cont'd ...</b>		
8.33	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.	<ul style="list-style-type: none"> <li>• The Authority support the principle of collaboration and work with other fire and rescue services and public bodies to share experience and develop senior leaders. The service has contributed fully to secondment of officers to national and regional projects and working groups over a number of years.</li> <li>• This has resulted in a recent “Station Manager job swap” with Staffordshire FRS and secondments to support local projects sponsored by district authorities and the police.</li> <li>• The Service is working with the City Council in sponsoring a Future Leaders programme with participants attending board level meetings to further their development.</li> </ul>
8.43	All fire and rescue services and fire authorities should review the accessibility of their pay policy statements.	<ul style="list-style-type: none"> <li>• The Authority reviews the Pay Policy Statement annually and this is published on the internet.</li> <li>• A review of Principal Officer pay is undertaken two yearly by the Policy and Strategy Committee against an agreed methodology. The outcomes require approval from the full Authority.</li> <li>• Information on senior officer salaries, i.e. those in senior positions earning in excess of £50k per annum, is published on the internet and reviewed annually.</li> </ul>

## CHIEF FIRE OFFICER ISSUES (IN SCOPE)

Ref	Extract from Thomas Review	Key Findings /Recommendations
<b>The Working Environment (Section 4)</b>		
4.2	Early engagement with employee representatives at the earliest opportunity should be a feature of all change programmes.	<ul style="list-style-type: none"> <li>• The Service maintains effective formal and informal relationships with its employee representatives.</li> <li>• The Joint Negotiation &amp; Consultation Panels provide a forum for discussion and agreement with trade unions in respect of employment issues, including terms and conditions of service.</li> <li>• Consultation with employee representatives on proposed change is undertaken at an early stage. Most recently, proposed changes arising from the Sustainability Strategy work streams have been subject to consultation with Rep bodies and their feedback taken into account when formalising proposals.</li> <li>• The Employee Engagement Network is consulted on issues impacting upon the workforce (not terms and conditions)</li> </ul>

Ref	Extract from Thomas Review	Key Findings /Recommendations
<b>The Working Environment (Section 4) cont'd ...</b>		
4.3	Fire and rescue services should deploy training in effective change management, leadership and employee engagement in addition to Industrial Relations.	<ul style="list-style-type: none"> <li>• Leadership, change management and employee engagement have been included within the Supervisory Management Development Programme (ILM3) which has been undertaken by prospective and new supervisory managers for a number of years.</li> <li>• The new Leadership Programme incorporates a leadership, employee engagement and change management modules at both level 3 (supervisory management) and level 5 (middle management).</li> <li>• In 2016, a bespoke workshop in “Managing Change Resiliently” was provided to all managers to recognise the emotional impact of change on employees.</li> </ul>
4.4	Increased importance should be placed by fire and rescue services on employee communication - appropriate management training and processes (direct to employee) should be implemented.	<ul style="list-style-type: none"> <li>• The Service “Organisational Development Strategy” emphasises the critical importance of effective employee communication and ways in which this can be achieved.</li> <li>• An internal Communication Strategy has been developed and reflects direct feedback from employees on the type and methods of communication that are most effective</li> <li>• Half yearly conferences are held and members of the Strategic Leadership Team provide updates on key issues. There is an open invitation for all employees to attend.</li> </ul>

Ref	Extract from Thomas Review	Key Findings /Recommendations
<b>The Working Environment (Section 4) cont'd ...</b>		
4.4	Cont'd ...	<ul style="list-style-type: none"> <li>• Quarterly Middle Manager briefings have commenced and will be supplemented by key messages briefings between meetings.</li> <li>• SLT and EDT minutes will be published and made available to all employees via SharePoint.</li> <li>• EDT members brief their line managers following meetings to appraise them of outcomes and direction of travel.</li> <li>• A monthly Employee Newsletter is issued and circulated to all employees. This provides updates on key issues and recognises the good work being undertaken across the service.</li> <li>• An intranet news site is regularly updated and content is provided by all departments.</li> <li>• A Chief Officer blog provides direct input from the Chief.</li> </ul>
4.5	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	<ul style="list-style-type: none"> <li>• The Area Manager (service delivery) briefs Group Managers regularly. Groups Managers then brief Station Managers and information is cascaded down to station level.</li> <li>• An audit of information flow has not been formally undertaken and an action is planned for 2017.</li> </ul>

Ref	Extract from Thomas Review	Key Findings /Recommendations
<b>The Working Environment (Section 4) cont'd ...</b>		
4.6	Management performance objectives should be hard wired to the results of an annual employee engagement and communication survey.	<ul style="list-style-type: none"> <li>• The Service has undertaken a two yearly employee survey since 2010 (“Talk 2 Us”) seeking employee views of performance in key areas, including engagement and communication. Feedback has been provided on actions arising from this feedback.</li> <li>• The Service is currently commissioning an external employee survey for issue in 2017</li> <li>• A new Performance Framework is currently being developed using an external consultancy with the aim of taking a “dashboard” approach to key performance indicators across the service.</li> </ul>
4.7	Unconscious bias training should be rolled out across the fire and rescue service.	<ul style="list-style-type: none"> <li>• The Service recognises the potential for unconscious bias and incorporates this into its diversity training for new starters with the service and as part of management development.</li> <li>• Commercial e-learning packages have been purchased from Citrix and rolled out (‘Equalities Essentials’ for all employees and ‘Managing Diversity’ for managers) over the last 18 months. These form part of mandatory induction and management development training. These include, but are not specific to, the effect of unconscious bias.</li> <li>• The impact of equalities training is reflected in the Excellent level accreditation under the Fire Service Equality Framework and inclusion in the top 100 employer Stonewall Index.</li> </ul>

Ref	Extract from Thomas Review	Key Findings /Recommendations
<b>The Working Environment (Section 4) cont'd ...</b>		
4.10	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.	<ul style="list-style-type: none"> <li>• The Service maintains a register of all secondary employment, which allows employees to update and seek authority for any secondary employment undertaken.</li> <li>• The register is formally reviewed every two years and all employees must apply or re-apply for authority to undertake secondary employment</li> </ul>
<b>Management of the Fire and Rescue Service (Section 8)</b>		
8.32	Fire and rescue services should create critical mass by collaborating in recruitment including lateral recruitment into “fast-track” management programmes.	<ul style="list-style-type: none"> <li>• There are currently no national leadership programmes or fast track management programmes available.</li> </ul>
8.35	Fire and rescue services should maintain an up-to-date strategic workforce plan.	<ul style="list-style-type: none"> <li>• The Service presents a Workforce Plan annually to the HR Committee and Fire Authority. This sets out workforce projections, identifies key workforce impacts and a revised action plan for the following year.</li> </ul>

Ref	Extract from Thomas Review	Key Findings /Recommendations
<b>Management of the Fire and Rescue Service (Section 8) cont'd ...</b>		
8.36	<p>Fire and rescue services that cannot offer promotional opportunities away from the original place of work/watch then preparatory management training should be available as part of a strategic workforce development plan.</p>	<ul style="list-style-type: none"> <li>• The new Leadership programme will provide individual support and access to development tools and resources as part of its Aspiring Leadership Programme. This will include profiling and SWOT analysis to develop individual learning plans.</li> <li>• E-learning is available via the “Learning Heroes” modules. This provides access to a library of information covering a range of management skills / knowledge so that those aspiring to future management positions have a foundation from which to develop in future roles.</li> <li>• The service supports IFE qualification, including access to CPD and study days for fire-fighters wishing to progress to a higher or more technical role.</li> <li>• All employees are invited to attend CFO conference where they can learn about current issues and priorities.</li> <li>• An internal coaching programme has been established, which offers all employees the opportunity to work with a coach to develop their problem solving skills.</li> <li>• A mentoring programme is currently being developed.</li> <li>• Employees, through the bursary scheme, can apply for funding for academic courses to provide personal and professional development.</li> </ul>

Ref	Extract from Thomas Review	Key Findings /Recommendations
<b>Management of the Fire and Rescue Service (Section 8) cont'd ...</b>		
8.40	Fire and rescue services not using the Executive Leadership Programme should reconsider doing so.	<ul style="list-style-type: none"> <li>• All Principal Officer have either attended the ELP or Civil Service Top Leaders programme.</li> <li>• An Area Manager has been sponsored to attend the ELP in 2016 and another Area Manager is currently on the ELP course.</li> <li>• It is the intention to sponsor one place on the ELP programme each year.</li> </ul>
8.43	All fire and rescue services and fire authorities should review the accessibility of their pay policy statements.	<ul style="list-style-type: none"> <li>• The service has a Pay Policy which is reviewed annually and authorised by the Authority. This is published on the internet.</li> <li>• Publication of senior manager salaries is a requirement of the government's Transparency Code and the service has published this information annually since 2014.</li> </ul>
8.45	Finally all participants in the fire industry should adopt the principal of: - "Where change is common sense it should become common practice"	<ul style="list-style-type: none"> <li>• The Organisational Development Strategy encourages innovation and a positive commitment to support change leading to improvement in process and working practice.</li> <li>• The "Little Acorns" staff suggestion scheme encourages employees to submit ideas about improvements and these suggestions are always responded to. EDT considers suggestions that may lead to a change in corporate policy / approach.</li> </ul>