

Hampshire Fire and Rescue Authority

Human Resources Committee

Item: 6

26 January 2017

**Thomas Review Publication – Recommendations, Activity Status Update and Commentary
Report of the Lead HR Business Partner and Head of Communication, Administration and Inclusion**

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1 Summary

- 1.1 Adrian Thomas was appointed as an independent reviewer into the conditions of service of fire and rescue staff in England. Thomas has investigated further the barriers to change within the fire and rescue service that had been suggested by Sir Ken Knight within his review of the efficiencies and operations and Fire and Rescue Services (FRSs) in England. Thomas formally launched his review in October 2014. The final report has now been published.

2 Recommendations

- 2.1 That the contents of this report and attached Thomas recommendations, activity status update and commentary matrix are noted.

3 Introduction and background

- 3.1 Adrian Thomas notes that as he travelled between Fire Authorities he was struck by the very different cultures he encountered. Thomas believes there is a clear direction of travel emerging from the review – balancing the superb but ever changing contribution the fire industry and the people within it make to society with the resources that are available.
- 3.2 Thomas states the challenge for the FRS as being to continue to build upon the passion of the people within the industry, to accept and accelerate change, reach out to new technology and working practices and get in front of the change curve.

4 Review approach

- 4.1 Thomas set out to investigate Sir Ken Knight's observation that there appeared to be little evidence of institutional learning and that as a result opportunities for replication and economies of scale are missed. Thomas has made a differentiation between positive change, and change more generally.

- 4.2 Thomas identified the barrier to be explored as why the fire and rescue service is not exploiting a valuable position of trust to lead and influence the public in the way they provide and intend to provide the service in the future.

5 Key areas & Executive summary

- 5.1 Thomas's report and 44 individual recommendations are divided into five areas:-

- The working environment
- Documented conditions of service
- Industrial relations
- Retained Duty System
- Management of the Fire and Rescue Service

- 5.2 Thomas has identified four initial priorities:

- Re-building around culture and trust including addressing concerns around bullying and harassment.
- The difficulties in recruiting Retained Duty System firefighters and the need for a national recruitment and communication programme.
- Gold and Grey Books – Thomas found the Gold Book redundant and the Grey Book a barrier to alignment of conditions of service with local delivery and suggests it be slimmed down.
- Role maps and duty systems – Thomas says role maps are too restrictive and duty systems do not reflect changing activity from response to prevention; he suggests both should be removed from the Grey Book by employers in consultation with representative bodies.

- 5.3 The full recommendations are covered in the accompanying matrix (Appendix 1) which sets out a summary HFRS's status against each recommendation.

- 5.4 A number of the recommendations require a national level Chief Fire Officers' Association or Government-level response.

- 5.5 Thomas's 45th recommendation is: 'Finally, all participants in the fire industry should adopt the principle of: where change is common sense it should become common practice.'

6 HFRS's position

- 6.1 HFRS is well placed in relation to the overall contentions of the Thomas Review around culture and change, as well as specific recommendations around specific workforce and people issues. We have a well established Cultural Pathway and are working to embed our Leadership Framework. We have a multi-award winning in house Communications team and have invested over a number of years in a team and activity to foster a positive approach to change and development of our workforce.

- 6.2 However, HFRS recognises that there is still much to do to realise the future vision for our workforce which is set out in our People Strategy. Our Cultural Survey and People Workshop activities will provide a deeper understanding of our progress and priorities for further activity, as well as helping to identify how best to target future support across our

teams.

- 6.3 There are a number of areas of work arising from the recommendations from the Thomas Report which will be key priorities for the Service in 2017. These are:
- Ensuring that HFRS continues to build a culture based upon trust and respect.
 - Taking action to implement the vision set out in our People Strategy for a more inclusive workforce.
 - Ensure, with representative bodies, that terms and conditions support the Service in realising the future vision of the Service.
 - Reviewing RDS arrangements and implementing measures to support the successful recruitment and retention of our full RDS establishment at a local level.
 - Implement a refreshed approach to workforce planning which will support robust succession planning. .
- 6.4 The HR Service Delivery plan sets out the key activities and plans in place to move the Service toward realising the vision set out in our Workforce Strategy and the priorities arising from the Thomas Review. The Delivery plan is currently under review with Service Management and will be brought forward to HR Committee in April 2017.

7 People Impact Assessment

- 7.1 Our People Strategy acknowledges that the level of change for our workforce to realise our future vision is substantial and that delivery plans and timelines need to manage the collective impact of change upon our people. Accordingly, the Service will also develop a strategy and action plan to support the well-being of our people in 2017 to help ensure change is achieved in a successful and sustainable way.

No new resource implications have been identified as a result of the direction of travel established within the Thomas Review.

8 Resource Implications

9 Background papers

The full Thomas Review report can be viewed online:

<https://www.gov.uk/government/publications/conditions-of-service-for-fire-and-rescue-staff-independent-review>

The HFRS People Strategy is being published and will be accessible on the HFRS website.

Thomas Review – HFRS status and opportunities report for HFRA HR Committee; prepared December 2016

Thomas Review recommendations, activity and commentary

Communications & Inclusion teams and Shared Services HR (Heads of Service Paul Breakwell and Sandy Gregory)

	Thomas Recommendations	Activity status update	Commentary
	1. The working environment		
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.	• HFRS Cultural Survey live November 2016 and focus groups January 2017, the feedback of which will feed into management plans and objectives. Intention to survey annually. • HFRS Cultural Pathway, Service Plan and Leadership Framework • The People Strategy and People Workshop in November 2016 • Culture Inclusion & Diversity Committee reporting into Service Management Team • Refreshed Service Manager Visit programme • Risk Review Engagement programme 2014 & 2015 • Engagement and Inclusion review • Pilot Area Manager to Firefighter cascade work • Pilot Watch Manager engagement work	Work continues to take forward the great culture within HFRS as we continue to move towards the position described in the People Strategy and implementation of the core Leadership Framework principles of Trust and Respect, Creating Clarity, Unlocking Potential and Instinctive Professional Standards.
2	Early engagement with employee representatives at the earliest opportunity should be a feature of all change programmes.	As above, in addition:- • Monthly meetings with representative bodies established • Equipment Tour 2016 • Staff Briefings as a feature of all change programmes (Estates Transformation, SD redesign, PSR) • Inclusion of Representative Bodies in key	HFRS has a foundation of good relations with employee representatives and has established early employee engagement on key change programmes. Work continues to ensure this continues to be a strength in the future approach of the Service.

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Communications & Inclusion teams and Shared Services HR (Heads of Service Paul Breakwell and Sandy Gregory)

		Risk Review and SDR decisions – and early involvement in projects is promoted by the Project Management team • Signatories to the Protocol on Good Employee Relations	
3	Fire and rescue services should deploy training in effective change management, leadership and employee engagement in addition to Industrial Relations.	• Leadership and Development Open Offer established and programmes delivered for all levels of management/staff 2015/16 • Senior management and open talent development programmes in place – HFRS is an active supporter of the national fire Executive Leadership Programme through the involvement of our Chief Officer • Clarification and simplification of Moodle Electronic Learning Platform on the back of re launch of Staff Intranet in December 2016	In 2015/16 there was significant investment in change management training for leaders and staff. In 2017 the focus will be upon leadership of performance and developing financial/commercial skills. This area needs ongoing focus and investment to ensure the future needs of the service are met.
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.	As per responses to recs 1 – 3 plus: • Enhancements to multi channel staff and internal comms mix • Refresh and re launch of HFRS staff Intranet Dec 2016 • Renewed use of Yammer (professional Facebook) and set up of special interest groups within HFRS Yammer • Enhanced targeting of staff news, information and success stories • Availability of staff group email distribution lists to target focused messages to relevant internal audience groups • Work to further enhance audience	Significant investment in internal communication resource, specialism and leadership during the last three years has seen the focus and reputation of staff communications within HFRS improve dramatically, based on channel pick up as well survey responses and feedback. Significant work is planned following the launch of a new, improved intranet in December 2016 to target messaging more precisely and effectively as well as to boost two-way communications opportunities and loops. The Communications and Media team have been recognised twice in 2016 as Best In House Team in the UK Public Sector Communications Awards, and Best Public Sector Team in the Chartered Institute of Public Relations PRide Awards

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Thomas Review recommendations, activity and commentary

Communications & Inclusion teams and Shared Services HR (Heads of Service Paul Breakwell and Sandy Gregory)

		segmentation and targeting of specific messaging through 2017 • Further development of two way communications opportunities and channels through 2017	
5	Fire and rescue services should instigate audits of the flow of management information reaching the workforce with the aim of improving the flow of information to the frontline firefighter.	• Refreshed Senior Management Visits Programme launched with audit trail on actions and feedback loop • Review of the cascade of information from the top down and bottom up and re-alignment of expectation for each level of hierarchy. • Regular communications established across multi-channels • People Workshop November 2016 with a focus upon real conversations	The Knowledge Management Team, together with the Communications Team will review the cascade of information to ensure this reaches our frontline staff consistently. We will also commission Internal Audit to do an independent review of how information reaches our staff during 2017.
6	Management performance objectives should be hard wired to the results of an annual employee engagement and communication survey.	• Launch of HFRS refreshed PDR system 2016 with full rollout 2017 • HFRS Cultural Survey went live in November 2016 and the results in early 2017 will feed into management plans and objectives. Intention to survey annually. • CIDC oversight of Cultural Survey and communications survey – line in to SMT to assure onward tie in of findings into key organisational work streams.	Performance is a key leadership development theme for 2017 with the rollout of a refreshed PDR system. Ensuring a clear link between the cultural survey outcomes and management objectives and plans will be critical to future success. New Personal Development Review process being rolled out by Shared Services HR team in consultation with HFRS leads and teams.
7	Unconscious bias training should be rolled out across the fire and rescue service.	• Current 'Face2Face' training offering (delivered as mandatory training to all staff) includes an 'unconscious bias' module.	The service is keen to continue to raise awareness of unconscious bias by building it into our yearly training programme for station based staff and also to keep it on the radar for the next phase of Face 2 face.

Thomas Review – HFRS status and opportunities report for HFRA HR Committee; prepared December 2016

Thomas Review recommendations, activity and commentary

Communications & Inclusion teams and Shared Services HR (Heads of Service Paul Breakwell and Sandy Gregory)

		• Strengths Based Interview training also covers unconscious bias. • Use of Insights Discovery supports exploration of perception.	
8	The leadership of the fire and rescue service (represented by the Local Government Association and Chief Fire Officers Association - CFOA) and the employee representatives together with special interest groups representing woman and black and minority ethnic firefighters should publish a memorandum of understanding as to how people will be treated.	• HFRS input into the CFOA values and play an active part in Inclusion & Diversity nationally • Diversity Champions in place in HFRS • Local Pride involvement established • Diversity Liaison Officers in place in HFRS • CFOA cultural work • CFOs work re new national standards body • Director of PSD on CFOA Board • Active engagement with local organisations representing BME communities (Asian Welfare and Cultural Association, Unity 101 community radio station, and the Asian Fire Service Association) • Specific consideration of attracting BAME candidates in our recent firefighter recruitment round	This recommendation is framed for action at a National level. HFRS input to nation action, however, also take action locally. HFRS have an LGBT Working Group and Gender network; plans are in place to create staff groups representing BAME and Disability whilst also ensuring sustainability and improvement of those already in place.
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).	• HFRS has one cadet scheme running • HFRS maintain a 'Register of Interests' which is updated annually. This register contains details of any Officers interests which may conflict with or have an influence on their role within HFRS	HFRS sit on the National CYP group for the South East Region and will have some input into the national cadet programme being built by CFOA. HFRS currently has only one scheme running. Cadet numbers rely on the availability of staff volunteers to run the programmes which is currently a challenge for HFRS. HFRS recognises that there is significant potential to widen the diversity of RDS applicants and maintain staffing levels using the Cadet programmes. Cadets are trained between the ages of 14-

Thomas Review – HFRS status and opportunities report for HFRA HR Committee; prepared December 2016

Thomas Review recommendations, activity and commentary

Communications & Inclusion teams and Shared Services HR (Heads of Service Paul Breakwell and Sandy Gregory)

			18 years which provides HFRS with a large and varied pool of suitable RDS applicants HFRS are also looking to progress and explore apprenticeships across the fire service (See Staffordshire model) which naturally fits with fire cadets. We are actively reviewing collaborative opportunities with Hampshire Constabulary and have created a temporary six month role at Director level to achieve this.
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 or failure to declare a second job should be treated as a serious disciplinary matter.	HFRS maintain a 'Register of Interests' which is updated annually. This register contains details of any Officers interests which may conflict with or have an influence on their role within HFRS	HFRS do not currently hold a register of employees with additional employment. It is felt that maintaining a list for all operational employees would not deliver a benefit that would outweigh the cost of resources to establish and maintain a list However, HFRS does have a Service Order in place which provides appropriate protection for the Service and our people and ensures that expectations with regard to additional employment are understood and managed appropriately.
11	Implement a single technological/equipment evaluation facility.	- CFOA is leading on a single research evaluation facility to remove duplication and is developing arrangements for joint procurement of good and services to drive down costs. - HFRS has a lead role in connection with national level work around technology and equipment. Director of PSD is CFOA Board Director with lead responsibility for this area.	

Thomas Review – HFRS status and opportunities report for HFRA HR Committee; prepared December 2016

Thomas Review recommendations, activity and commentary

Communications & Inclusion teams and Shared Services HR (Heads of Service Paul Breakwell and Sandy Gregory)

	2. Documented conditions of service		
12	The fire and rescue services in conjunction with the Government should create a national communication programme highlighting the range of activities and skills beyond fighting fires currently undertaken by firefighters. The aim of this would be to raise public awareness that creating a flexible fire and rescue service aligned to prevention is key to increasing safety in the local community.	• Members of FirePRO (including HFRS rep) have begun discussions on leading national campaign and content • Discussions have already begun in tandem with CFOA RDS group on 'rebranding' retained FF role (including HFRS reps) • At HFRS, devolved station/departmental social media accounts promote the wide range of activities being carried out by HFRS teams/staff, hashtag #NotJustFires widely used and promoted HFRS has many links into CFOA around communications and national campaigns. • Targeted HFRS media selling and coverage also promotes the wide range of service activity across a full spectrum of local, trade and digital media • Dedicated communications officer post embedded within Community Safety team to lead on campaigns and embed safety messages across all comms – officer also part of out of hours duty team	HFRS External Communications Manager is current Chair of FirePRO, with strong links to CFOA, Home Office and other FRS HFRS comms team named best in UK public sector (UK Public Sector comms Awards) and best in South (CIPR Regional Awards). HFRS was shortlisted in the UK Public Sector Communications Awards last year for our Older Persons Home Safety campaign – evidence that targeting our major community risk audiences over longer periods of time with a clear intent to change behaviours and lower individual and community risk is acknowledged by fellow professionals to be a good approach. Our communicators continue to work closely with CFOA's comms lead and communicators across other FRSs to ensure more of a connection between local and national campaigns. The Community Safety team has a permanent communications specialist post enabling our CS team to take a planned, targeted campaign approach to regional Hampshire public safety comms. Currently the major community safety campaign at a national level is 'Fire Kills'. FirePRO are consulted and input into the shape of this national level campaign. Since launching the 'Safer Hampshire' project, HFRS continues to pursue regionally-targeted communications and campaigns to promote the expansion of the Firefighter role into community safety work and home visits. Fire as a Health Asset also uses communications and partner/community engagement to promote and explain the newer areas of work that our firefighters will

Thomas Review – HFRS status and opportunities report for HFRA HR Committee; prepared December 2016

Thomas Review recommendations, activity and commentary

Communications & Inclusion teams and Shared Services HR (Heads of Service Paul Breakwell and Sandy Gregory)

			be supporting around medical response.
13	Slim down and modernise the Grey Book, removing duty systems and reference to the role maps and national occupational standards and replace with contracts of employment	- The Service is engaged with National consideration of this matter. - Locally the HFRS People Strategy identifies that the Service will use National frameworks (such as the Grey Book) where advantageous, whilst working with representative bodies to take a local approach where necessary to maximise local flexibility to deliver effective services. - In developing our local approaches we give consideration to achieving a match between workforce supply and demand across HFRS and neighbouring authorities.	It is essential that the service has terms and conditions, roles and contract types which are aligned to realise the future vision for the service. Locally HFRS will continue to review future requirements and work with representative bodies to ensure these are met, whilst continuing engagement with National consideration of this matter.
14	Minimum night time shift hours should be removed from the Grey Book	- An intent to move to efficient flexible crewing systems was established under Risk Review. - Pilot crewing patterns are being designed by local teams under Service Delivery Redesign - Pilots will be rolled out from April 2017	Designing shift systems to suit the needs of the employee, the organisation and communities is something that Hampshire actively promotes. Staff are engaged in actively designing and will pilot new arrangements. Safeguards are in place to ensure that statutory and other key requirements are met including Working Time Directive provisions and annual leave entitlements.
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.	- There has not been reference to national advisory panels by HFRS - Issues are discussed and resolved locally with representative bodies	HFRS remains committed to engagement with employee representatives within the Service to ensure that disagreements are managed and resolved at the point closest to the issue.
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	The HFRS People and Leadership Priority within the Service Plan and the HFRS People Strategy defines the leadership and cultural aspirations of the Service.	This action is framed at a National level, however, HFRS has a clear vision locally and is committed to maintaining good employee relations locally.

Thomas Review – HFRS status and opportunities report for HFRA HR Committee; prepared December 2016

Thomas Review recommendations, activity and commentary

Communications & Inclusion teams and Shared Services HR (Heads of Service Paul Breakwell and Sandy Gregory)

	protocol on industrial relations.		
17	The ability to compulsorily move an individual from the flexible duty system should be introduced.	See response to 13 above.	
	3. Industrial relations		
18	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 competencies beyond 'safe to ride'.	See response to 13 above.	
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.	See response to 13 above.	
20	Remove Technical Advisory 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 outwith the Grey Book locally and this will not significantly increase workload or cost – in fact the Knight review suggested that local negotiations save money.	See response to 15 above.	
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	This is an issue for Government nationally	The Home Office has confirmed that it does not intend to bring forward legislation to remove the right to strike. HFRS remains committed to engagement with employee representatives within the Service to ensure that

Thomas Review – HFRS status and opportunities report for HFRA HR Committee; prepared December 2016

Thomas Review recommendations, activity and commentary

Communications & Inclusion teams and Shared Services HR (Heads of Service Paul Breakwell and Sandy Gregory)

	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 service from making an emergency response. The right to strike being retained for non emergency activities.		disagreements are management and resolved at the point closest to the issue.
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.	See response to 21 above.	
23	The chair of the NJC should instigate an independent review of the structure and representative make-up of the NJC to enable it to perform effective 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.	See response to 13 above.	
	4. Retained duty system		
24	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 IRMP should be encouraged.	- Risk Review (Safer Hampshire) proposals 2015/6 - Service Delivery Redesign and review of RDS 2017 - 19 - Workforce planning to manage change - Action to address recruitment and retention 2017	Overall retained resources was reviewed and assessed as part of Risk Review. This set a revised retained establishment and work is now underway to manage the transition. Availability and retained arrangements are also a work stream for action within Service Delivery Redesign. Our availability is monitored and performance managed by the Establishment Management Board.

Thomas Review – HFRS status and opportunities report for HFRA HR Committee; prepared December 2016

Thomas Review recommendations, activity and commentary

Communications & Inclusion teams and Shared Services HR (Heads of Service Paul Breakwell and Sandy Gregory)

25	Fire and rescue authorities should be required to provide an annual statement on the use of retained firefighters. Any decision not to use or to cease to use retained firefighters should be communicated in this statement and underpinned with operational evidence provided by the FRS.	• Risk Review determined the new RDS establishment based upon evidenced risk • Establishment and actual staffing arrangements are reported regularly to HFRA • Service performance reports including retained response are also reported regularly to HFRA	Decisions in HFRS regarding RDS are based upon risk underpinned with operational evidence. Reporting arrangements are in place to keep the effectiveness of operational arrangements under review.
26	As part of the annual statement fire and rescue services should be required to provide an annual commentary of the number and use of retained firefighters. And in particular to report on the level of mixed crewing or co-working with wholetime personnel.	• See responses to 24 & 25 above	
27	Legislation should be brought forward to provide employment protection to firefighters employed on the retained duty system. This legislation is already in place for other groups (military reservists, magistrates and so on).	• HFRS complies with all statutory employment provisions as they apply currently to RDS staff • HFRS seeks to promote an ethos of “one team” where all staff are respected and valued for their contribution and treated equitably • Local recruitment and retention work is planned to support RDS	Legislation is a matter for national Government to consider. However, HFRS continues to work to establish the “one team” HFRS approach.
28	A national awareness programme for retained duty system personnel should be produced	• HFRS is represented on national forums for RDS • HFRS has established a local RDS forum • HFRS stations have close connections to their local communities and work actively to raise awareness of the RDS system • A review of HFRS promotion of RDS employment opportunities is planned for	The recommendation seeks national action and HFRS contributes to this area through representation on national forums. HFRS works well at a local level to raise awareness and is working to further improve awareness for Hampshire as a whole We recently ran a retained to wholetime recruitment process to ensure we are making the most of the talent we

Thomas Review – HFRS status and opportunities report for HFRA HR Committee; prepared December 2016

Thomas Review recommendations, activity and commentary

Communications & Inclusion teams and Shared Services HR (Heads of Service Paul Breakwell and Sandy Gregory)

		2017	have within the organisation.
29	Trial and evaluate, in a limited number of fire and rescue services, the use of an annual bounty payment for employers of retained firefighters.	HFRS applies nationally agreed reward mechanisms for RDS	HFRS will consider the need to review recruitment/reward incentives for RDS staff within the context of developing local arrangements where these are considered necessary.
	5. Management of the fire and rescue service		
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.	HFRA has conducted an effectiveness and efficiency review and agreed to reduce HFRA to 10 elected councillor members plus the PCC.	Revised arrangements for HFRA will come into place in 2017 subject to amendments to the combination order.
31	Recruitment and selection academic standards should be immediately raised	- HFRS uses a strength based approach to the selection of recruits focused upon current and future role requirements. - Appropriate academic standards are established and tested as part of the recruitment process.	Appropriate academic standards are established and tested as part of recruitment, within the context of the overall requirements of the role. There is an intention to review the approach for numeracy and literacy testing for operational staff following recent recruitment activity to consider whether further change is required.
32	Fire and rescue services should create critical mass by collaborating in recruitment including lateral recruitment into 'fast track' management programmes.	- HFRS has successfully recruited at all levels this year. - Recruitment has included external advertisement and appointments (including for management roles)	The nature of roles within HFRS is changing and the Service recruits against the future requirement of roles within the Service. These will not necessarily be the same as other Fire and Rescue Services.
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.	- Active use of national and local leadership development programmes and offers including the Executive Leadership Programme and Firefly - HFRS work to strengthen workforce planning and succession planning arrangements 2017 - HFRS revised promotions process in implementation 2016/7	HFRS has effectively utilised informal succession planning within teams and will be developing more formal arrangements in 2017 to enhance organisational resilience. This work will be developed in light of good practice nationally. Local leadership development offer is across shared services promoting networking and partnership working with Hampshire Constabulary and Hampshire County Council.

Thomas Review – HFRS status and opportunities report for HFRA HR Committee; prepared December 2016

Thomas Review recommendations, activity and commentary

Communications & Inclusion teams and Shared Services HR (Heads of Service Paul Breakwell and Sandy Gregory)

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.	- HFRS has established a strategic partnership with the Isle of Wight FRA - HFRS has established other successful partnerships with other partners including in the areas of Fleet, Estates, shared services, arson reduction, command training and Fire Network Control – as well as our wider partners Hampshire County Council, Hampshire Cosntabulary, South Central Ambulance Service.	This action is focused at a national level for consideration by Government. However, HFRS continues to seek opportunities to work in partnership with other FRAs and partners.
35	Fire and rescue service should maintain an up-to-date strategic workforce plan.	- HFRS People Plan approved 2016 - Operational workforce planning improvements 2017	HFRS strategic workforce plan is set out in the People Strategy approved in 2016.
36	Fire and rescue services that cannot offer promotional opportunities away from the original place of work/watch then preparatory management training should be available as part of the strategic workforce development plan.	- In many instances HFRS are able to offer promotional opportunities away from the original place of work. - In addition completion of management and leadership training are a requirement for successful promotion - see response to recommendation 3	
37	The expectation that all firefighters attain the same, maximum, level of competency should be removed. The wide and increasing range of role and activities undertaken by firefighters calls for a more sophisticated alignment of capability with the activity required in support of the local IRMP than can be provided by the view that 'a firefighter is a firefighter'.	- Pathway to progression, a new promotional process, is being rolled out 2016/17 - The Leadership Offer and development programmes such as Firefly provide a range of developmental opportunities for all staff to develop according to the needs of their role - A new fire fighter recruits course is currently being developed for delivery	HFRS seeks to ensure a consistent basis to secure the competence of all operational staff with opportunities for staff to then develop in ways appropriate to their role through workforce development. We have so far retained the principle that a firefighter is a firefighter, and will monitor and review that position moving forward.

Thomas Review – HFRS status and opportunities report for HFRA HR Committee; prepared December 2016

Thomas Review recommendations, activity and commentary

Communications & Inclusion teams and Shared Services HR (Heads of Service Paul Breakwell and Sandy Gregory)

		from April 2017	
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 firefighter retains their job albeit without that competency).	HFRS currently pays staff in accordance with the Grey book with additional responsibility allowances providing a measure of flexibility to reflect competency/responsibility.	HFRS has no intention at the current time to move away from the existing system.
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.	See response to 33 above	
40	Fire and rescue services not using the ELP should reconsider doing so.	HFRS is fully committed to supporting ELP and has had participants on this programme for a number of years including 2016 – 1 AM as participant and CFO Course Sponsor, 2015 – 2 AMs and 1 GM as participants.	
41	A lateral, industry wide, recruitment scheme should be created. This will fast track managers through the experiential requirements into senior roles.	- See responses to 33 and 37 above - HFRS has Shared Services Directors drawing experience from other areas - HFRS practices open recruitment into senior manager positions drawing on talent internal and external to the Service.	
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	- HFRS employs Directors under Gold Book conditions of service. - Annual consideration of pay takes place locally by HFRA in accordance with Gold Book conditions of service.	HFRS has no intention at the current time to move away from the existing system.

Thomas Review – HFRS status and opportunities report for HFRA HR Committee; prepared December 2016

Thomas Review recommendations, activity and commentary

Communications & Inclusion teams and Shared Services HR (Heads of Service Paul Breakwell and Sandy Gregory)

	inter authority comparison.		
43	All fire and rescue services and fire authorities should review the accessibility of their pay policy statements.	• HFRS produces an annual pay statement which is published on the internet as well as within HFRA committee papers. • The HFRS website has a specific area for HFRA information and governance documentation to provide public clarity and accessibility.	
44	CFOA should consider increasing the term of office for the role of president from 1 year to 2 or 3 years – to provide increased stability of leadership.	• From April 2017 CFOA will be replaced by the National Fire Chiefs Council. The chair of the NFCC has been appointed for a two year tenure with the option to extend this for a further two years as appropriate.	