

## **LANCASHIRE COMBINED FIRE AUTHORITY**

Meeting to be held on Monday 19 December 2016

### **ADRIAN THOMAS' INDEPENDENT REVIEW OF CONDITIONS OF SERVICE FOR FIRE AND RESCUE STAFF IN ENGLAND – FEBRUARY 2015**

**(Appendix 1 refers)**

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#### **Executive Summary**

The Adrian Thomas Review on Conditions of Service (Appendix 1) was published by the Home Office on 3 November 2016. The report contains 45 key findings which need to be reflected on by the various elements of the Fire Sector (Government, LGA, CFOA, Unions as well as individual authorities and services).

The Review is confined to Fire & Rescue Authorities in England (46) but has wider impact. The findings are grouped into five areas:

- The working environment;
- Documented Conditions of Service;
- Industrial Relations;
- Retained Duty System;
- Management of the Fire & Rescue Service.

This paper provides Members with knowledge of the Report, with an overview of LFRS' proposal to consider the content and a commitment to bring a more detailed breakdown to the February CFA.

#### **Recommendation**

The Authority is asked to note the publication of the Report and note that a detailed assessment of the Service's position against the findings of the Report will be presented to the CFA meeting to be held on 20 February 2017.

#### **Information**

The Adrian Thomas Report was commissioned by the then Fire Minister, Penny Mordant MP to review the barriers to change highlighted by Sir Ken Knight in the Facing the Future Report (May 2013) and was commissioned in 2014, being formally commenced in October 2014.

In the body of the Report, LFRS is cited as having been visited in the Review. In reality, Bob Warren was interviewed by Adrian Thomas on the recommendations of the Chief Fire and Rescue Adviser and a separate nomination by the LGA as an adviser to the National Joint Council. The discussion with Mr Thomas was therefore related to the general nature of the fire sector rather than specifics within Lancashire, although elements of the Service's good practice were highlighted.

The publication of the report in November 2016 is two years after the Report was commissioned and a number of comments made have now become historical in context, or overtaken. Similarly, LFRS can demonstrate its position in a favourable light in respect of many of the findings, as the Service/Authority did do in respect of the Sir Ken Knight Review. In effect, many of the issues directly in LFRS' control are being progressed within existing activity.

However, the Authority and Service should consider the thrust and direction of the Report in framing and further developing LFRS' main HR and organisational Development activities and it is proposed to undertake a gap analysis to identify the Service's position to inform that consideration.

This gap analysis will also probably be beneficial in future interactions with the proposed inspectorate regime.

### Key Themes

Employment costs are a significant element if not the majority of costs for all Fire Services.

The main findings are summarised in pages 12-18 of the Report.

The themes emerging for consideration in the sector are:

- How can some authorities make progress whilst others do not;
- Greater cross fertilisation of issues should be developed (institutional learning);
- The Conditions of Service and negotiation arrangements should be "modernised" including Role Maps and Duty Systems and content;
- Issues in respect of employee engagement including culture and trust, including equality & diversity and bullying and harassment issues;
- National Leadership development/standards;
- Remove the Right to Strike;
- Greater use of Retained Duty System;
- Future Recruitment.

The key strap line is "where change is common sense, it should become common practice".

Contained within the findings are many other areas such as governance and pay statements.

All the findings will be addressed in the report to the February CFA, but this is more of a context setting.

### **Business Risk**

Although the Report is being published well after both its commissioning and construct, it contains 'food for thought' in respect of our organisational development.

## **Environmental Impact**

N/A.

## **Equality and Diversity Implications**

Utilised correctly, the Report and any national response could assist the Service's approaches.

## **HR Implications**

Will be considered in the gap analysis report.

## **Financial Implications**

Any implications will be highlighted in the gap analysis report mentioned.

## **Local Government (Access to Information) Act 1985 List of Background Papers**

Paper	Date	Contact
Reason for inclusion in Part II, if appropriate:		