



# **HEREFORD & WORCESTER Fire Authority**

**Appointments Committee**

## **AGENDA**

**Tuesday, 12 September 2023**

**12:00**

**Wyre Forest House Council Chamber  
Wyre Forest District Council, Wyre Forest House,  
Finepoint Way, Kidderminster, Worcestershire, DY11 7WF**

## Wyre Forest House Location Map

SAT NAV: DY11 7FB

Wyre Forest House, Finepoint Way, Kidderminster, DY11 7WF  
Reception at Wyre Forest House 01562 732101

### From Stourport:

Head towards Kidderminster on the A451 Minster Road, passing Stourport High School and Stourport Sports Club on your left. When you reach the traffic lights at the crossroads, turn left into Walter Nash Road West (signposted Wyre Forest House). Then take your first left onto Finepoint Way. Follow the road around to your left and Wyre Forest House is at the end of the road on the left. Visitor parking is available and signposted from the mini roundabout.

### From Kidderminster:

From Kidderminster, follow the signs for Stourport and head out of Kidderminster on the A451 Stourport Road, this road becomes a dual carriageway. You will pass 24/7 Fitness and Wyre Forest Community Housing on your left. At the crossroads with traffic lights turn right into Walter Nash Road West (there is a dedicated right hand-turn lane), signposted for Wyre Forest House. Then take your first left onto Finepoint Way. Follow the road around to your left and Wyre Forest House is at the end of the road on the left. Visitor parking is available and signposted from the mini roundabout.



**ACCESS TO INFORMATION – YOUR RIGHTS.** The press and public have the right to attend Local Authority meetings and to see certain documents. You have:

- the right to attend all Authority and Committee meetings unless the business to be transacted would disclose “confidential information” or “exempt information”;
- the right to film, record or report electronically on any meeting to which the public are admitted provided you do not do so in a manner that is disruptive to the meeting. **If you are present at a meeting of the Authority you will be deemed to have consented to being filmed or recorded by anyone exercising their rights under this paragraph;**
- the right to inspect agenda and public reports at least five days before the date of the meeting (available on our website: <http://www.hwfire.org.uk>);
- the right to inspect minutes of the Authority and Committees for up to six years following the meeting (available on our website: <http://www.hwfire.org.uk>); and
- the right to inspect background papers on which reports are based for a period of up to four years from the date of the meeting.

**Please note that when taking part in public participation, your name and a summary of what you say at the meeting may be included in the minutes.**

A reasonable number of copies of agenda and reports relating to items to be considered in public will be available at meetings of the Authority and Committees. If you have any queries regarding this agenda or any of the decisions taken or wish to exercise any of these rights of access to information please contact Committee & Members’ Services on 01905 368209 or by email at [committeeservices@hwfire.org.uk](mailto:committeeservices@hwfire.org.uk).

**WELCOME AND GUIDE TO TODAY’S MEETING.** These notes are written to assist you to follow the meeting. Decisions at the meeting will be taken by the **Councillors** who are democratically elected representatives and they will be advised by **Officers** who are paid professionals. The Fire and Rescue Authority comprises 25 Councillors and appoints committees to undertake various functions on behalf of the Authority. There are 19 Worcestershire County Councillors on the Authority and 6 Herefordshire Council Councillors.

**Agenda Papers** - Attached is the Agenda which is a summary of the issues to be discussed and the related reports by Officers.

**Chairman** - The Chairman, who is responsible for the proper conduct of the meeting, sits at the head of the table.

**Officers** - Accompanying the Chairman is the Chief Fire Officer and other Officers of the Fire and Rescue Authority who will advise on legal and procedural matters and record the proceedings. These include the Clerk and the Treasurer to the Authority.

**The Business** - The Chairman will conduct the business of the meeting. The items listed on the agenda will be discussed.

**Decisions** - At the end of the discussion on each item the Chairman will put any amendments or motions to the meeting and then ask the Councillors to vote. The Officers do not have a vote.



# Hereford & Worcester Fire Authority

## Appointments Committee

Tuesday, 12 September 2023, 12:00

### Agenda

Councillors

Mr C B Taylor (Chairman), Mr R J Phillips (Vice Chairman), Mrs E Eyre BEM, Mr M Hart, Mrs E Marshall, Mr R M Udall, Mr T Wells

| No. | Item  | Pages  |
|-----|---|--------|
| 1   | <b>Apologies for Absence</b><br>To receive any apologies for absence.   |        |
| 2   | <b>Named Substitutes</b><br>To receive details of any Member of the Authority nominated to attend the meeting in place of a Member of the Committee.  |        |
| 3   | <b>Declarations of Interest (if any)</b><br>This item allows the Chairman to invite any Councillor to declare an interest in any of the items on this Agenda.   |        |
| 4   | <b>Confirmation of Minutes</b><br>To confirm the minutes of the meeting held on 3 December 2020.  | 1 - 2  |
| 5   | <b>Senior Officers Pay Review</b><br>To request that Members review the pay of the Chief Fire Officer (and consequently of all Principal Officers), review the current allowance paid for the Treasurer function and to establish salaries for separate part time Treasurer and Monitoring Officer roles. | 3 - 13 |



Hereford & Worcester Fire Authority

Appointments Committee

Thursday, 03 December 2020, 10:00

## **Minutes**

**Members Present:** Mr A Fry, Mr M Hart, Dr C A Hotham, Mrs F M Oborski MBE, Mr R J Phillips, Mr C B Taylor

### **14 Apologies for Absence**

Apologies were received from Cllr P Tuthill.

### **15 Declarations of Interest (if any)**

There were no interests declared.

### **16 Confirmation of Minutes**

**RESOLVED** that the minutes of the meeting held on 16 November 2020 be confirmed as a correct record and signed by the Chairman.

### **17 Exclusion of the Press and Public**

**RESOLVED** that the press and public be excluded from the remainder of the meeting on the grounds that the information to be discussed includes details of individual candidates.

### **18 To interview candidates for the post of Chief Fire Officer**

The Committee interviewed the two previously shortlisted candidates for the post of Chief Fire Officer and also had regard to the feedback from an Employee Panel and a Stakeholder Panel, both of which had also questioned each candidate.

Both candidates were thanked for their applications.

**The Committee unanimously RECOMMENDED that the Authority**

**appoint Mr Jon Pryce, currently Assistant Chief Fire Officer, to the post of Chief Fire Officer with effect from a date to be agreed.**

The Meeting ended at: 14:20

Signed:.....

Date:.....

Chairman

## Report of Chief Fire Officer

### Senior Officers Pay Review

#### Purpose of report

1. To request that Members review the pay of the Chief Fire Officer (and consequently of all Principal Officers), review the current allowance paid for the Treasurer function and to establish salaries for separate part time Treasurer and Monitoring Officer roles.
- 

#### Recommendation

##### *It is recommended that Members:*

- i. Review the recent Gold Book pay award and determine if it should be increased to match the recent Grey Book pay award;*
- ii. Review the pay of the Chief Fire Officer against the national pay of Chief Fire Officers;*
- iii. Review the current allowance for the Treasurer function; and*
- iv. Determine appropriate salaries for standalone part-time Treasurer and Monitoring Officer roles*

#### Introduction and Background

2. In accordance with the approved Pay Policy, the salaries of all Principal Officers are determined by reference to the Chief Fire Officers (CFO) pay based on a percentage proportion:
  - a. Deputy Chief Fire Officer (DCFO) 80%
  - b. Assistant Chief Fire Officer (ACFO) 75%
  - c. Director of Finance and Director of Prevention 60.1% (determined as 80% of the ACFO)
3. The uniformed Principal Officers come under terms and conditions called the 'gold' book which is different to the majority of staff who fall under the 'grey' book for operational staff or the 'green' book for support staff. The Director of Finance and Prevention (non-uniformed) are under the 'green book' but their pay is directly linked as a proportion to gold book pay.
4. Gold book staff receive an annual pay award (January) through the national LGA led pay negotiating mechanism, alongside grey (July) and green (April) book colleagues.

5. The Hereford and Worcester Fire Authority also reviews the gold book pay through a mechanism referred to as the 'twin track' approach, to ensure senior officer pay is appropriate, has parity with the wider market forces and with other Chief Officers/Executives.
6. The Authority should undertake a 'twin track' review annually, however the last such review was undertaken by the Authority in 2017. It should be noted that in each year since 2017 it was agreed with Officers not to undertake a twin track review during that period.
7. The current Director of Finance is also employed in combined role as the Treasurer, and therefore receives an allowance to undertake the duties of Treasurer as part of his full-time employed role. For this role he receives an allowance which has not been reviewed since it was established in February 2012.
8. In addition to these Principal Officers, the Monitoring Officer is also a statutory role, however this is a combined role with the Head of Legal post which is a green book role (not aligned to gold book pay) and has a combined salary rather than an allowance for the role of Monitoring Officer, based on the higher green book pay scales.

## **Areas for Consideration**

### **Annual Pay Award**

9. The gold book pay award has recently been determined and backdated to January 2022, as there had been no award since January 2021. This has been determined nationally as 4% for January 2022 and 3.5% for January 2023. All Chief Fire Officers nationally in the UK should receive this pay increase. Appendix 1 outlines the current pay including the recent award for all UK Chief Fire Officers.
10. The grey book pay award for 2022 and 2023 (including staff up to and including uniformed Area Managers) awarded 7% for 2022 and 5% for 2023. When the national pay award mechanism awarded a significantly lower award for the gold book staff it did recognise and specifically state that in their view, the matching of the gold book award with the grey book award was a matter for individual Fire Authorities' 'twin track' mechanism.
11. As this Authority's current senior officer pay structure is based on an operational and uniformed Chief Fire Officer with a lower differential already being applied to the non-uniformed Directors within the pay structure, it is wholly appropriate that the grey book pay levels and awards are used in the comparison above and not the green book pay awards or the awards of other



public sector Chief Executives. Operational gold book staff (Fire), are on a continuous duty system and can be recalled to duty at any time, they also have to pass regular, fitness, medical, driving and command assessments to retain their employed role.

12. An important factor to consider is that a grey book uniformed Area Commander (the level just below Assistant Chief Fire Officer, ACFO), has received a two year 12% pay award and thus closed the pay differential with ACFO, that only received a 7.5% two-year award. Maintaining pay differentials is a key requirement to ensure staff and external applicants are incentivised to take promotions and progress into the most senior roles in HWFRS.

- ***The Committee is asked to consider increasing the gold book pay award up to or to match the grey book pay award. If this increase is awarded it is proposed that it could come into effect from the 1<sup>st</sup> July 2023 to coincide with the second-year grey book pay award coming into effect.***

*Therefore, if approved, this would equate to an overall increase over two years of:*

- 4% backdated to 1st January 2022 } as per national
- a further 3.5% backdated to 1st January 2023 } settlement
- an additional 4.5% w.e.f. 1<sup>st</sup> July 2023

Note: Appendix 2 outlines what the salaries would be for all gold book and green book linked posts against the proposal above.

## **Review of CFO Comparative Pay**

13. Members will see in Appendix1 that the HWFRS CFO pay is ranked at 38<sup>th</sup> from 47 potential salaries of CFO/Chief Executives of UK Fire Services, and 20<sup>th</sup> out of 22 (third lowest) of non-Metropolitan stand-alone Fire Authorities. The upper 50% of CFOs nationally earn at least £163k, with the recent national pay award - see Appendix 2 for HWFRS CFO pay details.
14. It should also be noted that 7 out of 13 County Council run Fire Services, where the Chief Fire Officer is not the Authority Chief Executive, pay the role at a higher rate than HWFRS. HWFRS pay is currently less than 90% of the average for all non-Metropolitan stand-alone authorities
15. From the approved Pay Policy, it can be seen that the HWFRS CFO salary is around 6.8 x of the lowest paid member of full-time HWFRS staff. This is far below the guideline that Chief Executive pay should not exceed twenty times that of the lowest paid member of staff, as referred to in the Hutton Review of Fair Pay in the Public Sector 2011.
16. CFO pay in itself is a matter for the Fire Authority to determine and can be determined based on such considerations as job or organisation size, risk

levels, geographic size, local cost of living or market forces for future attraction of high-quality candidates as Chief Fire Officers and other gold book or pay linked staff. The LGA publishes the minimum salary levels for CFOs primarily based on population of Authority area, however all CFOs receive higher salaries than the minimum specified by the LGA.

17. However, Members are asked to consider this matter more widely than just the CFOs salary. As outlined above a number of other officers' salaries (DCFO, ACFO and non-uniformed Directors) are linked to the CFO's pay. In order to attract and encourage high quality candidates to take these challenging roles both internally and externally it is important that the salaries of these officers are attractive to recruit and retain the best possible staff.
18. In recent years whilst HWFRS has been successful in developing high quality internal candidates but applications from external candidates to HWFRS gold book roles (uniformed and support) have been extremely low, with most external candidates not holding the minimum required skills or experience to be successful. Competitive salaries are essential to ensure in future processes the Service has the best possible chance of attracting high quality external candidates, in an increasingly competitive national market.
19. It is also equally important that these key senior leadership roles have a clear pay differential that is maintained from non-gold book roles. Encouraging high quality internal and external candidates to apply and stay in these highly stressful and challenging gold book senior roles requires the appropriate remuneration and differential in pay from the roles just below gold book posts.
20. It should be noted that as a comparator the Area Commanders (uniformed, after July 2023) will receive a total salary of £89,790-£90,067 including operational on-call allowances and the ACFO (uniformed) with the recent pay award now receives £109,529-£109,883. The current Directors of Finance and of Prevention receive a salary of £87,866-£87,769 (albeit without an on-call element). The pay differential has reduced recently by 6% due to the lower gold book pay award for 2022 and 2023.
21. CFO and senior officers whilst having larger salaries will also pay larger pension contributions, have significantly higher personal taxation rates (including the loss of all taxation personal allowances in the higher earners), and despite recent changes to pension tax rules Principal Officers can annually still receive significant in-year pension tax charges. All of which proportionally significantly reduces the actual amount of pay and pension benefits directly received by the individual.
22. It is important to note that whilst the gold book and linked salaries are the highest in the organisation they are also the roles that require the highest levels of skills, experience and expertise in management and leadership, and hold the highest levels of accountability. The public sector environment has never been

under more scrutiny than today and the individuals willing to apply for these high pressure and demanding roles appears to be reducing. This could be attributed to longer working careers (age) and lower pensions benefit upon retirement, due to recent changes in pensions schemes, alongside higher pension and taxation contributions at this level.

- ***The Committee is asked to consider the CFO's pay (which is proportionally directly linked to the pay for all other principal officers), to ensure HWFRS CFO pay is competitive and taking into account the pay of the upper 50% of UK CFOs and any decision made on recommendation (i) of this report (see Appendix 2).***

### **Treasurer Pay and Allowance**

23. The current allowance of the role of Treasurer is £3,000 and has not been reviewed since 2012.

- ***It is proposed this allowance is reviewed and increased, as it has not increased in over twelve years, and based upon the market demand for experienced public sector financial and pension experts. A suggested level of 10% of the current postholders pay may be considered (circa £8,800) for the allowance, and would therefore in future be increased with the pay of the 'green book' Director post.***

24. It should be noted this is an allowance for the role of Treasurer and the time taken to undertake this role is paid for and provided within the role of the Director of Finance as a combined post. Any implications of the above proposals should be reviewed to ensure they are not prejudicial to the current contractual arrangements, by the CFO

25. Should the current Treasurer retire in the medium term, the CFO strongly recommends that the Authority has the option to retain the individual as Treasurer (including Pensions) in a standalone role for a period, to assist with succession and transition

- ***The CFO recommends the Committee identify a suitable separate salary to the Director of Finance role, based upon a part time experienced Treasurer (and Pensions) post of 1.5 days per week. This currently equates to around £26K proportionally of the current salary paid to the 'green book' Directors, subject to any other decision made in this paper and should increase in line with any future pay awarded to these posts.***

26. By supporting this paper, the Committee will have created options for the longer term that enable the appointment of a separate Treasurer role to the Director of Finance role, or to continue to appoint a joint role as per the current model.

## Monitoring Officer Pay and Allowance

27. The current Monitoring officer role is structured differently to the Treasurer role, as it is combined with the Head of Legal role in a single salary with no specific Monitoring Officer allowance.
28. The current post holder moved into a part time role last year.
  - ***The CFO recommends the Committee identify a suitable salary based upon a part time role for an experienced Monitoring Officer and Legal Oversight role, of around 1 day per week. It is proposed that this equates to around £17k. This figure is in direct relation to the recommendation (iii) and is proportional of the current salary paid to the 'green book' Directors, subject to any other decision made in this paper and should increase in line with any future pay awarded to these posts.***
29. Should the above recommendation be approved, the CFO can then determine when the role of Head of Legal and Monitoring Officer could be divided and provide options for the current postholder.
30. Should the current postholder fully retire then the Committee will have both determined options in the future to appoint a separate Monitoring Officer or appoint a joint role as per the current model.

## Conclusion/Summary

31. It should be noted that should either the current Treasurer or Monitoring Officer fully retire the appointment of a new employee to either post will be an Authority appointment. However, the roles of Director of Finance and Head of Legal are within the CFOs remit to appointment, should the roles be separated.
32. This paper covers four options for the committee to consider which addresses the need to review senior officer pay and certain structural issues in regard to the employment of two of the statutory officer roles.
33. The Treasurer has confirmed that potential pay awards detailed within this paper are affordable within the current medium-term financial plan.

## Corporate Considerations

|   |  |
|---|--|
| <b>Resource Implications</b><br>(identify any financial, legal, property or human resources issues)   | This paper can be resourced within the pay budget and MTFP                           |
| <b>Strategic Policy Links &amp; Core Code of Ethics</b> (identify how proposals link with current priorities & policy framework and align to the Core Code of Ethics) | None   |
| <b>Risk Management / Health &amp; Safety</b> (identify any risks, the proposed control measures and risk evaluation scores).  | None   |
| <b>Consultation</b> (identify any public or other consultation that has been carried out on this matter)  | N/A  |
| <b>Equalities</b> (has an Equalities Impact Assessment been completed? If not, why not?)  | N/A this paper does not require an impact assessment.                                |
| <b>Data Protection Impact Assessment</b> (where personal data is processed a DPIA must be completed to ensure compliant handling)                                     | Not Required as all this information is available in the annual pay policy statement |

## Supporting Information

Appendix 1 – List of UK CFO salaries

Appendix 2 – Details of HWFRS Principal Officer salaries and impact of pay awards

Appendix 3 – Extract from NJC Gold Book Conditions of Service for Brigade Managers

| APPENDIX 1                    |         | Current   | CFA  |                  |
|-------------------------------|---------|-----------|------|------------------|
| 1 London                      | Met     | £ 221,781 |      |                  |
| 2 Scottish                    | Scot    | £ 209,898 |      |                  |
| 3 West Midlands               | Met     | £ 199,092 |      |                  |
| 4 Hertfordshire               | County  | £ 191,469 |      | County £ 191,469 |
| 5 Merseyside                  | Met     | £ 187,553 |      |                  |
| 6 Greater Manchester          | Met     | £ 185,362 |      |                  |
| 7 West Yorkshire              | Met     | £ 185,273 |      |                  |
| 8 Cheshire                    | CFA     | £ 181,904 | 1    | £ 181,904        |
| 9 Cleveland                   | CFA     | £ 180,631 | 2    | £ 180,631        |
| 10 Hampshire & Isle of Wight  | CFA     | £ 179,999 | 3    | £ 179,999        |
| 11 Dorset and Wiltshire       | CFA     | £ 177,925 | 4    | £ 177,925        |
| 12 Devon and Somerset         | CFA     | £ 175,087 | 5    | £ 175,087        |
| 13 Kent                       | CFA     | £ 172,518 | 6    | £ 172,518        |
| 14 Essex                      | CFA-PCC | £ 172,224 | 7    | £ 172,224        |
| 15 South Yorkshire            | Met     | £ 171,447 |      |                  |
| 16 Derbyshire                 | CFA     | £ 169,938 | 8    | £ 169,938        |
| 17 Mid and West Wales         | Wales   | £ 169,801 |      |                  |
| 18 Lancashire                 | CFA     | £ 169,696 | 9    | £ 169,696        |
| 19 Bedfordshire               | County  | £ 167,918 |      | County £ 167,918 |
| 20 Tyne and Wear              | Met     | £ 167,288 |      |                  |
| 21 Cambridgeshire             | CFA     | £ 165,580 | 10   | £ 165,580        |
| 22 Buckinghamshire            | CFA     | £ 165,461 | 11   | £ 165,461        |
| 23 Royal Berkshire            | CFA     | £ 165,303 | 12   | £ 165,303        |
| 24 Humberside                 | CFA     | £ 163,387 | 13   | £ 163,387        |
| 25 East Sussex                | CFA     | £ 161,621 | 14   | £ 161,621        |
| 26 County Durham & Darlington | CFA     | £ 160,588 | 15   | £ 160,588        |
| 27 Avon                       | CFA     | £ 159,563 | 16   | £ 159,563        |
| 28 Oxfordshire                | County  | £ 156,901 |      | County £ 156,901 |
| 29 Staffordshire              | CFA-PCC | £ 155,941 | 17   | £ 155,941        |
| 30 West Sussex                | County  | £ 153,333 |      | County £ 153,333 |
| 31 Gloucestershire            | County  | £ 150,695 |      | County £ 150,695 |
| 32 Leicestershire             | CFA     | £ 150,695 | 18   | £ 150,695        |
| 33 Northumberland             | County  | £ 150,695 |      | County £ 150,695 |
| 34 South Wales                | Wales   | £ 150,514 |      |                  |
| 35 North Wales                | Wales   | £ 148,608 |      |                  |
| 36 Surrey                     | County  | £ 147,775 |      | County £ 147,775 |
| 37 North Yorkshire            | CFA-PCC | £ 146,660 | 19   | £ 146,660        |
| 38 Hereford & Worcester       | CFA     | £ 146,038 | 20   | £ 146,038        |
| 39 Shropshire                 | CFA     | £ 142,801 | 21   | £ 142,801        |
| 40 Warwickshire               | County  | £ 142,330 |      |                  |
| 41 Northern Ireland           | NI      | £ 140,133 |      |                  |
| 42 Suffolk                    | County  | £ 138,856 |      |                  |
| 43 Cumbria                    | County  | £ 133,980 |      |                  |
| 44 Lincolnshire               | County  | £ 133,908 |      |                  |
| 45 Northamptonshire           | CFA-PCC | £ 132,676 | 22   | £ 132,676        |
| 46 Norfolk                    | County  | £ 123,972 |      |                  |
| 47 Cornwall                   | County  | £ 120,706 |      |                  |
|                               |         | CFA Avg   |      |                  |
|                               |         |           |      | £ 163,465        |
|                               |         |           |      | 89%              |
|                               |         |           | 7/13 |                  |
|                               |         |           |      | £ 159,827        |
|                               |         |           |      | 91%              |

## APPENDIX 2

| Post                    | Ratio | Current Salaries<br>£ |               | to Match<br>Grey Book | Allowance<br>Review | at<br>top 50%<br>£ |                      |
|-------------------------|-------|-----------------------|---------------|-----------------------|---------------------|--------------------|----------------------|
| CFO                     | 100%  | 146,038               | 6,390         | <b>152,429</b>        |                     | <b>152,429</b>     | 163,465              |
| DCFO                    | 80%   | 116,831               | 5,112         | <b>121,943</b>        |                     | <b>121,943</b>     | 130,772              |
| ACFO                    | 75%   | 109,529               | 4,793         | <b>114,321</b>        |                     | <b>114,321</b>     | 122,599              |
| DoF<br>(Treasurer Supp) | 60.1% | 87,769                | 3,841         | <b>91,610</b>         |                     | <b>91,610</b>      | 98,242               |
|                         |       | 3,000                 |               | <b>3,000</b>          | 6,161               | <b>9,161</b>       | 9,824                |
|                         |       | <hr/> 90,769          | 3,841         | <b>94,610</b>         | 6,161               | <b>100,771</b>     | <hr/> 108,067        |
| ACO                     | 60.1% | 87,769                | 3,841         | <b>91,610</b>         |                     | <b>91,610</b>      | 98,242               |
|                         |       | <hr/> <b>550,936</b>  | <b>23,976</b> | <b>574,912</b>        | <b>6,161</b>        | <b>581,073</b>     | <hr/> <b>623,145</b> |
| difference              |       |                       |               |                       | 6,161               |                    | 42,072               |
| Budget Provision        |       | 574,912               |               | <b>574,912</b>        |                     | 574,912            | 574,912              |

*Salaries are steady state and exclude back-pay and Pensions/Nat Insurance costs*

*Extract from NJC Gold Book Conditions of Service for Brigade Managers*

### **IMPLEMENTATION OF A LOCAL SALARY STRUCTURE GUIDANCE**

#### **INTRODUCTION**

1. Both the employers and Brigade Managers recognise the importance of applying the appropriate skills and developing the competencies necessary to support and embed the cultural change inherent within these new terms and conditions.

#### **LOCAL SALARY STRUCTURES**

2. When determining the appropriate level of salaries for all Brigade managers, the fire and rescue authority should refer to the relevant minimum salary of the Chief Fire Officer and the most relevant benchmark data.
3. Normally the fire and rescue authority will wish to begin by determining appropriate salary for their most senior manager.
4. When deciding how these posts should be remunerated the following factors are to be considered:
  - a. The Chief Fire Officer's salary and that of any senior staff not covered by the Scheme of Conditions of Service (Gold Book);
  - b. The relationship of current salary to the appropriate illustrative national benchmark;
  - c. Any special market considerations;
  - d. Any substantial local factors not common to fire and rescue authorities of similar type and size e.g. London weighting; complex local, regional or national responsibilities which bring added value
  - e. Comparative information to be supplied on request by the Joint Secretaries on salaries in other similar authorities;
  - f. Top management structures and size of management team compared to those of other fire and rescue authorities of similar type and size; and
  - g. The relative job size of each post, as objectively assessed through an appropriate job evaluation process or otherwise
  - h. Incident command responsibility and the requirement to provide operational cover within the employing authority and beyond

The process for setting salary levels should include consideration of the following criteria:

- Minimum salary levels for Chief Officers in relevant sized local authorities
- Market rates of pay for senior managers in a range of private and public sector organisations



- Evidence of recruitment and/or retention difficulties with existing minimum rates

There are a range of schemes and approaches available for authorities to use in assessing job size. To assist authorities, advice can be obtained from the Employers' Side Secretary of the NJC.

#### WORKFORCE PLANNING

5. Fire and rescue authorities should be regularly reviewing their future requirements for employees at all levels, implications for the organisational structure, including availability to cover operational needs and cross authority resilience requirements.

In determining the appropriate structure, Authorities need to be mindful of the potential for Brigade Managers to be absent for extended periods in the event of major civil disruption and the impact this will have on the organisation as a whole, and more specifically, on the remaining corporate team.

Authorities are reminded of the requirement to consult on any proposed changes. In addition, there may be a need to negotiate on some issues that may emerge from the consultation process e.g. a change to terms and conditions of employment

6. Where the changes to the organisational structure will lead to increases in the staffing complement, the authority will need to consider what the relevant grades will be and how best to recruit to the new posts in accordance with the Fairness and Dignity at Work policy.

Where the changes to the organisational structure will lead to a reduction in the staffing complement, authorities should, as far as is practicable, achieve these through natural wastage, the use of temporary appointments or other arrangements to avoid the necessity of making individuals redundant.

7. However, where this is not possible the fire and rescue authority should first seek volunteers for redundancy, where appropriate.
8. Where a Brigade Manager is moved from a higher graded/paid job to a lower graded/paid job, except by virtue of discipline or capability, the fire and rescue authority is recommended to put in place arrangements for pay protection taking into account:
  - a. Other pay protection and redundancy arrangements for employees of the fire and rescue authority.
  - b. Equal Opportunities Commission advice on pay protection and redundancy – protection arrangements can be discriminatory in certain circumstances
  - c. Any other local policies and issues
  - d. Pay protection and redundancy arrangements in other similar organisations
9. Where a Brigade Manager requests to move to a lower graded/paid post then they will receive the pay and conditions applicable to that post and protection arrangements will not apply.