

## Terms of reference

To review the conditions of service of chief fire officers and firefighters and the processes by which they are determined to consider whether they present barriers to the reform, improvement and efficiency of fire and rescue services.

In particular, the review should consider barriers to:

- the flexibility and responsiveness of workforce management practices, staffing and crewing arrangements.
- people working longer, and ensuring they achieve, or if desired, exceed their normal pension age
- collaboration and integration with other emergency services.
- the increased use of on call firefighters.
- clarity of process in the fair recruitment and remuneration of chief fire officers and fire officers

The review should also consider the national arrangements for agreeing conditions of service, in particular:

- whether a UK-wide process remains appropriate;
- whether there is sufficient independent advice and expertise in the process;
- whether there are sufficient mechanisms to ensure that conditions of service keep pace with the rest of the public sector;
- consider the current usefulness of the Grey and Gold Books, and the present arrangements for dispute resolution within the Grey Book;
- consider the arrangements for agreeing remuneration of senior officers in fire and rescue authorities;
- identify any barriers in moving between the Grey and Green Books;
- the impact on services by the undertaking of activity, by firefighters, outside of normal working hours/shift systems.

In conducting this review, the review team should consult with fire and rescue authorities, firefighters, representative bodies, and others they deem relevant. It will be an independent report to government but may make recommendations to others, including fire and rescue authorities and representative bodies. Where possible, recommendations should be costed and of sufficient detail to enable effective implementation. The Review should also have regard to the Government's wider fiscal and public sector pay policies and recommendations from the Review should not increase total costs.