

# LEICESTERSHIRE

## FIRE and RESCUE SERVICE

Status of Report: Public Agenda Item: 14

**Meeting:** Combined Fire Authority  
**Date:** 25<sup>th</sup> September 2014  
**Subject:** National Conditions of Service Review  
**Report by:** Chief Fire and Rescue Officer  
**Author:** Mark Andrew (Head of Human Resources, Planning and Performance)  
**For:** Decision

### 1. Purpose

This report informs the Combined Fire Authority (CFA) of the National Conditions of Service Review and seeks approval for a response.

### 2. Executive Summary

The Government has commissioned an independent review into the national conditions of service for firefighters and a request has been made for statistical information from and the opinions of Fire and Rescue Authorities (FRAs). The statistical return has been compiled and the FRA questionnaire partially completed but this latter document requires the input of the CFA for it to be fully completed.

### 3. Report Detail

- 3.1 The *Facing the Future* Review of the national fire and rescue service, completed by Sir Ken Knight in May 2013, identified that a potential barrier to change might be the national conditions of service for firefighters. In addition, the fire sector on the whole via the Chief Fire Officers Association (CFOA) broadly supports the need for a review.
- 3.2 As a consequence an independent consultant, Adrian Thomas, has been engaged by the Department of Communities and Local Government (DCLG) to undertake a review commencing in October 2014. The first step in this process is to seek information and opinions from both firefighters and FRAs by 17<sup>th</sup> October 2014. As a consequence three questionnaires have been produced. One is for firefighter/operational personnel and the availability of the survey and the request to complete by the deadline has been communicated to operational personnel as requested by the Government. The other 2 are for completion by FRAs.
- 3.3 Following the issue of the initial questionnaire in August 2014, CFOA met with civil

servants to seek clarity on a number of issues. This confirmed that the questionnaire is flexible and that if FRAs wanted to make more than one submission in different capacities they could do so.

### **Conditions of Service Questionnaire - Introduction**

- 3.4 An introductory letter from Mr Thomas is attached as **Appendix 1**.

### **Conditions of Service Questionnaire – Statistical Information**

- 3.5 This return is ready to be sent to DCLG (see **Appendix 2**). The information in Question 3 includes both Wholetime (WT) and Retained Duty System (RDS) Firefighter data and all roles. It does not include any dual contractors that have retired from one role and still remain in another. The annual data is for the period 1<sup>st</sup> April to 31<sup>st</sup> March for each year. In Questions 4 and 5 the figures for dual contractors are based on the final role the employee held at their final leaving date. If the employee left both roles at the same time they will be included in both the WT and RDS figures. The data has been included as duration and numbers so averages or percentages can be calculated accordingly as suggested in the guidance notes. Finally, in Question 8 (a) the figure given is based on the last campaign only as it is the only one run independently from the regional process. RDS is based on all RDS roles advertised through our recruitment portal since late 2010.

### **Questionnaire for Completion by Fire and Rescue Authority**

- 3.6 The FRA questionnaire is at **Appendix 3**. Elements of this response require the CFA's consideration. Some questions have a draft answer as an evidence based response can be provided particularly on matters such as recruitment processes and any barriers. These questions are mainly contained in Section 1, 2 and 4. In the remaining Sections some evidence based answers have been suggested but for the remainder the CFA is asked to consider its response.

## **4. Report Implications / Impact**

### **4.1 *Legal (including crime and disorder)***

None

### **4.2 *Financial (including value for money, benefits and efficiencies)***

None

### **4.3 *Risk (including corporate and operational, health and safety and any impact on the continuity of service delivery)***

The Review and its outcomes may affect future employee and industrial relations. The response to the Review by the CFA will be made public and will input into the Government's review as necessary. Therefore, the response to a number of questions requiring opinion and not fact will be a matter for the CFA.

4.4 **Staff, Service Users and Stakeholders (including the Equality Impact Assessment)**

The employee questionnaire is voluntary. As above the responses will be made public and will input into the review.

4.5 **Environmental**

None.

4.6 **Impact upon Our Plan Objectives**

Efficiency and provision of a value for money service.

**5. Recommendations**

The CFA is asked to determine the appropriate response to the questions in Appendix 3 requiring an opinion.

**6. Background Papers**

The *Facing the Future* Review (May 2013)

**7. Appendices**

1. Conditions of Service Questionnaire – Introduction
2. Conditions of Service Questionnaire – Statistical Information
3. Questionnaire for Completion by Fire and Rescue Authority

## **Conditions of Service questionnaire**

Sir Ken Knight's review, *Facing the Future*, was published last year on the 17<sup>th</sup> May, with great interest from the public and sector alike. The review highlighted a number of key areas in which the fire service can take forward reform.

Sir Ken Knight found that the conditions of service for firefighters could be an actual or perceived barrier to changes that could otherwise provide a more efficient service to the public. The Government has therefore commissioned me to undertake this independent review. I have spent my career in the field of personnel management, with experience across the Pharmaceutical, Banking and Transportation industries. This has included a number of senior HR positions in GlaxoSmithKline, Network Rail and the Royal Bank of Scotland. I am currently Vice President of the Association of Graduate Recruiters and Chairman of the Recruitment Society. I will be supported in this review by a small team at Department for Communities and Local Government, but I am keen to stress that this review is being led by me and will be wholly independent from Government.

With your help we need to unearth where there may be constraints or barriers with the current terms and conditions of employment (Grey and Gold books) to which the Knight review referred and what we can do to solve them. I am very grateful for your help and look forward to your responses to this questionnaire.

I will aim to follow up responses with face to face meetings with as many of you as possible.

The questionnaire itself is broken down into 2 parts. The first seeks statistical information from you; whereas the second asks wider questions.

A separate questionnaire has been made available to firefighters directly. A copy is available online.

Adrian Thomas

To help us further, could you please supply details of the person completing the survey who will be able to answer any questions about the answers given to the survey.

Name of person and name of fire and rescue authority?

What is their role/job title?

What are your contact details?

Telephone Number:

Email Address:

**Conditions of service questionnaire**

**Part 1: Statistical information**

Section 1: your workforce

1) How do you determine pay per firefighter grade?

National Level	X
Local Level	
Both	

2) How do you determine the pay of the chief fire officer?

National Level	
Local Level	X
Both	
Comment	

3) What is the average age of your firefighters at retirement (by role)?

	<b>FF</b>	<b>CM</b>	<b>WM</b>	<b>SM/DM</b>	<b>GM</b>	<b>AM</b>	<b>Directors</b>
<b>04/05</b>	<b>49.31</b>	<b>54.42</b>	<b>52.81</b>	<b>0</b>	<b>0</b>	<b>54.47</b>	<b>54.88</b>
<b>05/06</b>	<b>51.23</b>	<b>52.30</b>	<b>50.88</b>	<b>50.00</b>	<b>0</b>	<b>50.92</b>	<b>0</b>
<b>06/07</b>	<b>54.16</b>	<b>0</b>	<b>53.33</b>	<b>52.52</b>	<b>0</b>	<b>50.00</b>	<b>0</b>
<b>07/08</b>	<b>50.41</b>	<b>52.72</b>	<b>53.64</b>	<b>54.99</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>08/09</b>	<b>52.07</b>	<b>0</b>	<b>55.41</b>	<b>52.36</b>	<b>51.69</b>	<b>0</b>	<b>0</b>
<b>09/10</b>	<b>51.33</b>	<b>0</b>	<b>52.96</b>	<b>54.91</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>10/11</b>	<b>53.16</b>	<b>54.03</b>	<b>53.35</b>	<b>51.95</b>	<b>55.61</b>	<b>52.15</b>	<b>0</b>
<b>11/12</b>	<b>51.93</b>	<b>53.89</b>	<b>53.69</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>12/13</b>	<b>53.29</b>	<b>52.84</b>	<b>52.09</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>13/14</b>	<b>53.21</b>	<b>54.02</b>	<b>53.02</b>	<b>51.91</b>	<b>52.06</b>	<b>0</b>	<b>52.60</b>
<b>TOTAL:</b>	<b>51.99</b>	<b>53.69</b>	<b>53.07</b>	<b>52.71</b>	<b>52.62</b>	<b>52.36</b>	<b>53.74</b>

4) What is the average length that people stay on as whole time firefighters within your authority? (% of workforce)

Less than 6 months	
6 months – 1 year	
1 – 2 years	
2 – 5 years	
5 – 10 years	
10 – 20 years	
More than 20 years	

	Less than 6 months	6 mnths - 1year	1 – 2 years	2 – 5 years	5-10 years	10-20 years	More than 20 years
04/05	0	0	0	0	1	3	20
<b>05/06</b>	0	2	0	4	0	1	23
<b>06/07</b>	0	0	0	1	4	0	15
<b>07/08</b>	1	0	1	0	3	3	12
<b>08/09</b>	0	1	0	0	5	0	12
<b>09/10</b>	0	0	1	4	1	3	16
<b>10/11</b>	2	0	0	1	1	1	32
<b>11/12</b>	0	0	0	1	0	1	20
<b>12/13</b>	0	0	1	2	3	2	7
<b>13/14</b>	0	0	0	0	2	2	28
<b>TOTAL:</b>	3	3	3	13	20	16	185



5) What is the average length that people stay on as retained firefighters within your authority? (% of workforce)

Less than 6 months	
6 months – 1 year	
1 – 2 years	
2 – 5 years	
5 – 10 years	
10 – 20 years	
More than 20 years	

	Less than 6 months	6 mnths - 1year	1 – 2 years	2 – 5 years	5-10 years	10-20 years	More than 20 years
04/05	1	1	1	5	1	2	5
<b>05/06</b>	1	4	1	0	2	5	3
<b>06/07</b>	0	0	1	7	4	5	5
<b>07/08</b>	5	1	2	3	2	7	5
<b>08/09</b>	4	2	4	3	2	3	6
<b>09/10</b>	2	0	3	2	2	1	5
<b>10/11</b>	3	0	1	6	2	5	10
<b>11/12</b>	1	2	3	3	5	4	6
<b>12/13</b>	3	5	6	3	2	5	3
<b>13/14</b>	7	1	2	8	0	3	9
<b>TOTAL:</b>	27	16	24	40	22	40	57

## Section 2: Recruitment and training of firefighters

6) What are the typical standards for entry for entry-level firefighters?

GCSE's	X <input type="checkbox"/>
A Levels	<input type="checkbox"/>
Fast track Graduate entry schemes	<input type="checkbox"/>
Vocational course	<input type="checkbox"/>
None of the above	<input type="checkbox"/>
Other (Please specify)	<input type="checkbox"/>

7(a) Are there any other entry grades, i.e. above a normal entry-level?

Yes	<input type="checkbox"/>
No	X <input type="checkbox"/>

7(b) If YES, what are the typical standards for entry?

GCSE's	<input type="checkbox"/>
A Levels	<input type="checkbox"/>
Fast track Graduate entry schemes	<input type="checkbox"/>
Vocational course	<input type="checkbox"/>
None of the above	<input type="checkbox"/>
Other (Please specify)	<input type="checkbox"/>

8(a) How many applicants do you receive, on average per vacancy?

Whole time – X 10 Firefighter vacancies advertised (29.02.12 – 04.03.12) – 485 applications made.				Under 1000 48.5
Retained				1.15 overall average
Dates Vacancy Advertised	Vacany Number	Applications	Average applications per vacancy	
11/01/2013 – 25/03/2013	19	17	0.89	
24/04/2013 – 26/05/2013	20	13	0.65	
19/06/2013 – 04/08/2013	16	16	1.00	
04/09/2013 – 06/10/2013	14	14	1.00	
01/11/2013 – 02/02/2014	14	34	2.43	
21/02/2014 – 01/06/2014	14	28	2.00	
30/06/2014 – 07/09/2014	17	24	1.41	
<b>TOTALS:</b>	<b>139</b>	<b>121</b>	<b>1.15</b>	

8(b) How are vacancies communicated/ advertised? (Please tick all that apply)

Print media	X <input type="checkbox"/>
Internet	X <input type="checkbox"/>
Recruitment agency	<input type="checkbox"/>
Jobcentre	<input type="checkbox"/>
Specialist/ in house publication	X <input type="checkbox"/>
Referral to friends and family from existing staff	<input type="checkbox"/>
Other (please specify) RDS stations use open days, banners and leaflet drops	X <input type="checkbox"/>

9(a) Do you seek to recruit firefighters from other fire and rescue authorities?

Yes	X <input type="checkbox"/>
No	<input type="checkbox"/>

9(b) If YES, do you recruit:

Whole time	X <input type="checkbox"/>
Retained	<input type="checkbox"/>
Both	<input type="checkbox"/>

Any other comments:

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Complaint from	M	F	WB	BME	D	Complaint Against	M	F	WB	BME	D	Action Taken
1 complaint received	0	1	1	0	1		1	0	1	0	0	1

**Table 8 - Monitoring Bullying and Harassment 2011-12**

Complaint from	M	F	WB	BME	D	Complaint Against	M	F	WB	BME	D	Action Taken
1 complaint received	2	0	2	0	0		3	1	0	1	0	1

**Table 9 - Monitoring Bullying and Harassment 2012-13**

Complaint from	M	F	WB	BME	D	Complaint Against	M	F	WB	BME	D	Action Taken
	2	0	2	0	0		1	1	1	1	0	1

**Table 10 - Monitoring Bullying and Harassment 2013-14**

Complaint from	M	F	LGBT	WB	BME	D	Complaint Against	M	F	LGB/T	WB	BME	D	Action Taken
	2	0	0	2	0	0		2	0	0	2	0	0	3

There were three cases of bullying and harassment reported to the service during the financial year 2013-14. In one of the three reported cases, the perpetrator was not identified while in another the complaint was received as "anonymous". Both these cases were subjected to fact finding investigations.

12(c) Please provide any bullying and harassment policy you may hold

Policy provided

12(d) Please provide any policy you may hold on the use of social media

Policy provided

#### Section 4: Industrial relations

13) How much facility time do you allow as a percentage of your pay bill?

0.184%

14) How many individuals receive facility time, by individual and trades union?

39 FBU officials (only 2 have taken time plus half time Watch and Crew Manager)  
1 UNISON

15) What proportion of each individual's time is facility time?

50% - Watch Manager  
50% Crew Manager  
30 days per year split between officials (Firefighter – Watch Manager)  
1% UNISON

16) Do you have specific rules on the use of premises and notice boards etc for trades unions work (please explain in box)

No

THANK YOU FOR COMPLETING THE SURVEY.  
PLEASE REMEMBER TO SAVE IT AND THEN EMAIL IT TO

**Neeta.Patel-Keena@communities.gsi.gov.uk**

**BY FRIDAY 19 SEPTEMBER 2014**

**Questionnaire for completion by Fire and Rescue Authority**

**Section1: Recruitment of firefighters**

1 (a). Do you plan future recruitment according to the following factors? (please tick as appropriate):

Predicted rates of staff turnover	X <input type="checkbox"/>
Promotions	X <input type="checkbox"/>
Overall number of firefighters needed as per your Integrated Risk Management Plan	X <input type="checkbox"/>
Likely task/role changes	<input type="checkbox"/>
Advancement of technology	<input type="checkbox"/>
Other (Please specify)	<input type="checkbox"/>

1 (b) Please attach a copy of your recruitment plans if available

Workforce Planning Spreadsheet and Workforce Planning Policy attached

2. Are there any other factors you take into account in planning recruitment?

No

3 (a). Do you place a cap on the number of applications per vacancy?

Yes	X <input type="checkbox"/>
No	<input type="checkbox"/>

3 (b). If YES, please give details on how such a cap is decided

To ensure there are a manageable number of candidates to fill the vacancies

4 (a). Are vacancies advertised for a specified period of time?

Yes	X <input type="checkbox"/>
No	<input type="checkbox"/>



4 (b) If YES, please give details on length of period and method of advertising

RDS – 3 months, mainly on line but some media advertising  
 W/T – 4 days, media, on line, positive action

5. Do you consider that role maps and/or the grey book adversely impact recruitment? (Please tick)

Not at all	X <input type="checkbox"/>
Prevention of recruiting above the basic entry grade	<input type="checkbox"/>
Prevention of setting academic entry standards	<input type="checkbox"/>
Number of firefighters recruited	<input type="checkbox"/>
Contracted working hours, i.e. full or part time	<input type="checkbox"/>
Rigid pay structure	<input type="checkbox"/>
Use of fire staff to do non-operational roles	<input type="checkbox"/>
Use of assessment centres	<input type="checkbox"/>
Other (Please specify)	<input type="checkbox"/>

6 (a). Do you operate a graduate recruitment scheme?

Yes	<input type="checkbox"/>
No	X <input type="checkbox"/>

6 (b) If you do not operate a graduate recruitment scheme, please state why?

The Service Workforce Planning and development process negates the requirement for a graduate programme.

7) Please detail your selection criteria for external recruitment.

Application form sift, written test(dictation), job related tests (JRT), interview,

medical/covox, references, pre-employment check (e.g. criminal disclosure checks)

## **Section 2: Promotion of firefighters**

8. Please give details of your selection criteria for internal promotion

Line manger approval, IFE (at appropriate level), JRT, Application form sift, Interview, References, managerial qualifications

9. Do you think it would be beneficial following a promotion process or development discussion to give individuals the opportunity to move to different...

Please tick.

...Authorities?	Yes	<input type="checkbox"/>	No	X <input type="checkbox"/>
...Stations?	Yes	X <input type="checkbox"/>	No	<input type="checkbox"/>
...Watches?	Yes	X <input type="checkbox"/>	No	<input type="checkbox"/>

### **Section 3. Crewing policy**

10 (a). What mechanisms do you currently use to determine the appropriate number of firefighters in any one area?

Demand, location and risk

10 (b). By what mechanism do you determine whether an individual fire station should be crewed by on-call staff, whole time staff or a mix,

Demand, location and risk

10 (c) In response to the above question, do you believe that there is an opportunity to change this method and if so what barriers are there for change?

No

10 (d) Do you think there are benefits to changing the mechanism?

No

10 (e). By what mechanism do you decide on your crewing levels in each fire station?

Demand, location and risk

11 (a). Has your authority ever experienced a conflict or any other issues as a result of staff having second jobs?

Yes	<input type="checkbox"/>
No	X <input type="checkbox"/>

11 (b) If YES, please provide details:

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## Section 4: Use of on-call firefighters

12(a) Do you employ on-call/retained firefighters?

Yes	X <input type="checkbox"/>
No	<input type="checkbox"/>

12(b) If NO, please may you state why? (Then skip to Section 5)

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12(c) If YES, how do your on-call/retained firefighters work alongside your whole time crews as part of normal station working?

Integrated	<input type="checkbox"/>
Separate	X <input type="checkbox"/>

What benefits or challenges of this approach have you observed:

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12 (d) How many hours are your retained firefighters normally available per month, and how many hour are they required to attend for drill nights and training? :

Normal hours available per month	192 - 480 Banding system
Normal hours required for drill nights/ training	Drill 3 hours per week

13. If you do operate an on-call/retained duty system, what barriers if any have you encountered to operating the system effectively? (please tick as appropriate)

Poor response to recruitment campaigns	X <input type="checkbox"/>
Poor standard of applicants	X <input type="checkbox"/>
Public perception	<input type="checkbox"/>
Union tensions	<input type="checkbox"/>
Minimum expected response times	X <input type="checkbox"/>
Cost	<input type="checkbox"/>
Training	X <input type="checkbox"/>
Poor interaction with whole time crews	<input type="checkbox"/>
Employer resistance	<input type="checkbox"/>
Level of remuneration	<input type="checkbox"/>
Level of commitment required	X <input type="checkbox"/>
Lack of awareness of on-call system	X <input type="checkbox"/>
No barriers	<input type="checkbox"/>
Other (Please specify)	<input type="checkbox"/>

14. Please provide details if any of the above apply

Small pool of potential candidates in rural areas, 4 – 6 minutes attendance time.  
 Level of commitment can dissuade candidates from applying.  
 Training can impact on primary employment requirement to use annual leave to attend training.

## Section 5. Grey /Gold Book

15. Which of the following statements do you believe is appropriate in respect of GREY BOOK employees?

The current graded pay structure is appropriate to the provision of current services	X <input type="checkbox"/>
The graded pay structure works sometimes but Fire and Rescue Authorities need more flexibility	X <input type="checkbox"/>
The graded pay structure coupled with national terms and conditions needs fundamental change to ensure FRSs have the required flexibility to meet the future needs of the service and communities.	<input type="checkbox"/>
Other (Please specify)	<input type="checkbox"/>

Comments:

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16) Which of the following statements do you believe applies to GOLD BOOK employees?

The current pay structure is appropriate to the provision of current services	X <input type="checkbox"/>
The pay structure works sometimes but should be applied either more consistently or flexibly across differing authorities	<input type="checkbox"/>
The pay structure needs fundamental change to ensure value for money	<input type="checkbox"/>
Other (Please specify)	<input type="checkbox"/>

Comments:

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17 (a). Do the 'grey book' and 'role maps' provide appropriate flexibility in the way you manage the existing service?

Yes	X <input type="checkbox"/>
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No	<input type="checkbox"/>
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17 (b) If NO, what are the issues? (please tick as appropriate)

Operational management/ decision making	<input type="checkbox"/>
People Management	<input type="checkbox"/>
Use of latent capacity	<input type="checkbox"/>
Co-responding with other emergency services	<input type="checkbox"/>
Community safety	<input type="checkbox"/>
Fear of legal action	<input type="checkbox"/>
Other (Please specify)	<input type="checkbox"/>

18. Could local terms and conditions enable services to improve the outcomes and value for money to local communities? Please tick

Yes	<input type="checkbox"/>
No	X <input type="checkbox"/>

19 (a). When a member of staff is injured at work or is taken ill, what are the procedures that follow in regards to sign off, sick pay and level of absence? Please provide details.

<p>Health and Safety report completed</p> <p>Employee books sick with Control</p> <p>Input on system for crewing purposes</p> <p>GP note required after 7 days</p> <p>Payroll report completed for sick pay purposes</p> <p>Potential referral to Occupational Health</p> <p>Becomes Long Term Sick after 14 days</p> <p>Monitored by HR and line management</p>
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19(b). Are the current conditions of service a barrier in this process?

Yes	<input type="checkbox"/>
No	X <input type="checkbox"/>

Comments:

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## **Section 6. Collaboration with other services**

20. Have you explored joint training opportunities with other Fire and Rescue Authorities?

Yes	X <input type="checkbox"/>
No	<input type="checkbox"/>

21 (a). Have you pursued co-responding with other emergency services?

Yes	X <input type="checkbox"/>
No	<input type="checkbox"/>

21 (b) If NO, to one or both of the above, then what were the reasons for not doing so? (Please tick all that apply)

Role Maps do not allow it	<input type="checkbox"/>
Representative body resistance	<input type="checkbox"/>
Fear of legal action	<input type="checkbox"/>
No clear leadership	<input type="checkbox"/>
Extra burden on the service	<input type="checkbox"/>
Not a priority	<input type="checkbox"/>
Other (Please specify)	<input type="checkbox"/>

Please provide details if any of the above apply

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22 (a). Have you explored sharing your estate with other emergency service providers?

Yes	X <input type="checkbox"/>
No	<input type="checkbox"/>

22 (b) If NO, is this the result of an issue related to the grey book?

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>

Please Comment:

23. Have you explored any other opportunities for more closely integrated/ joint working with other fire and rescue services or other organisations?

Please provide comments:

Tri-Service Fire Control  
Shared Station Provision  
Shared First Responder Service

## **Section 7. Industrial relations**

24. How do you rate the effectiveness of the National Joint Council as a means of making decisions and resolving disputes?

Very effective	<input type="checkbox"/>
Somewhat effective	X <input type="checkbox"/>
Not at all effective	<input type="checkbox"/>
Other (Please specify)	<input type="checkbox"/>

25 (a). If you answered 'very effective' or 'somewhat effective' what do you consider the key strengths of the National Joint Council?

National Pay bargaining
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25 (b). If you answered 'somewhat effective' or 'not at all effective' what do you consider the key weaknesses of the National Joint Council?

Outdated systems and processes
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26. Does the National Joint Council represent the views of employing authorities effectively?

Yes	X <input type="checkbox"/>
No	<input type="checkbox"/>

If not, then please give details why and how this could be improved.

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27. What has been the impact of strike action on your operations? (Not limited to the current industrial dispute over Pensions)

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28 (a). Do you think firefighters should have the right to:

Strike	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
Strike, but legally required to return to duty in certain circumstances	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
Take industrial action short of strike	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
Be required to maintain a skeleton emergency service to the public in the event of strike action.	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
Be required to give more than 7 days' notice of strike action during a dispute.	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>

28 (b) If the answer to the last question is yes, how much notice should be given to allow an Authority to prepare for strike action?

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29 (a). Should current return to work arrangements during industrial action be legally formalised?

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>

29 (b). If yes, who should be held accountable for this arrangement?

Local Employer	<input type="checkbox"/>
Relevant trade union	<input type="checkbox"/>

30. What industrial relations training do you provide for your managers/employees (by grade)? Please give specific details.

None

If you any further comments you would like to make about firefighters' conditions of service ( <https://www.gov.uk/government/news/minister-opens-independent-review-of-firefighter-conditions>). Please tell us here.

THANK YOU FOR COMPLETING THE SURVEY.  
PLEASE REMEMBER TO SAVE IT AND THEN EMAIL IT TO  
**Neeta.Patel-Keena@communities.gsi.gov.uk**  
**PLEASE RETURN BY FRIDAY 19 SEPTEMBER 2014**