

| No. | Recommendation | Owner | Initial Commentary |
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| THE WORKING ENVIRONMENT | | | |
| 1 | A consistent employee engagement survey should be developed and deployed across the service to enable comparisons and benchmarking – and linked into management objectives. | FRA | The FRA already commissions employee surveys on a periodic basis. Achieving a consistent approach by 46 FRAs would be difficult to achieve unless it was made a statutory requirement. |
| 2 | Early engagement with employee representatives at the earliest opportunity should be a feature of all change programmes. | FRA | The FRA has already implemented measures to ensure that early engagement with representative bodies takes place. |
| 3 | FRS should deploy training in effective change management, leadership and employee engagement in addition to Industrial Relations. | FRA | The FRA has recently incorporated this type of training into development arrangements for staff who are newly promoted. |
| 4 | FRS should increase the importance of employee communication and implement appropriate management training and processes. | FRA | The FRA has recently incorporated this type of training into development arrangements for staff who are newly promoted. |
| 5 | FRS should instigate audits of the flow of management information reaching the workforce | FRA | The FRA has recently introduced revised protocols applicable to the flow of management information. This incorporates trades' union representation at all management meetings. |
| 6 | Management performance objectives should directly link to the employee survey results | FRA | The FRA will consider this recommendation as part of the review of appraisal and training arrangements that will be completed by 2018. |
| 7 | Unconscious bias training should be rolled out across the FRS | FRA | The FRA has recently incorporated this type of training into development arrangements for staff who are newly promoted. |

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| 8 | A MoU should be published as to how people will be treated (via LGA, CFOA and the unions and minority groups) | LGA/CFOA/ Unions | This is a recommendation that can only be agreed by the named groups. The FRA would support the MoU. |
| 9 | Research how the cadet scheme could be utilised to widen the diversity of the service, and how interest in the service can be maintained when cadets leave the scheme | Gov't | Whilst the FRA is already supporting the 'cadet scheme', it is unable to commission a national research project. |
| 10 | Each FRS should maintain an active register of firefighters with second jobs. A refusal to declare should be treated as serious discipline. | FRA | The FRA maintains a 'voluntary' record and will consider introducing a more formalised policy arrangement. |
| 11 | Implement a single technological/equipment evaluation facility | Gov't | Through CFOA, this capability has already been introduced and is jointly funded by all FRAs. |

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| DOCUMENTED CONDITIONS OF SERVICE | | | |
| 12 | FRAs in conjunction with the Govt should create a national communication programme highlighting the range of skills beyond fighting fires that Firefighters have. Raises public awareness about a flexible FRS and prevention = safer communities | Gov't/FRA | Whilst the FRA can contribute to the communication programme, the Gov't will have to roll it out on a national basis. |
| 13 | Slim down and modernise the Grey Book, removing duty systems and reference to role maps and NOS and replace with contracts of employment | NJC | This is a matter that can only be agreed by the NJC but the FRA would be supportive of change. |
| 14 | Remove minimum night time shift hours from the Grey Book | NJC | This is a matter that can only be agreed by the NJC but the FRA would be supportive of change. |
| 15 | Disagreements over additional payments, collaborations, working practices, new technologies etc should be resolved locally | FRA/Unions | The FRA already resolves issues of this nature on a local basis. |
| 16 | National employers, government and employee representatives should agree a re-defined national joint protocol on industrial relations | Gov't/NJC/ LGA/Unions | The FRA would support the introduction of a national protocol. |
| 17 | Introduce the ability to compulsorily move an individual from the flexible duty system | NJC | This is a matter that can only be agreed by the NJC but the FRA would be supportive of change. |

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| INDUSTRIAL RELATIONS | | | |
| 18 | Retain the NJC for national pay bargaining but reform it to represent employers and employees on a more local basis for all other conditions of service including incremental pay for competences beyond safe to ride | NJC | This is a matter that can only be agreed by the NJC but the FRA would be supportive of change. |
| 19 | NJC to consider operating regionally to reflect the requirements of different FRAs, while retaining a national umbrella with respect to pay | NJC | This is a matter that can only be agreed by the NJC but the FRA would be supportive of change. |
| 20 | Remove Technical Advisory Panels and Resolution Advisory Panel and replace with a direct to ACAS approach | NJC | This is a matter that can only be agreed by the NJC but the FRA would be supportive of change. |
| 21 | Government should remove the protection to unions when strike action, or action short of strike, impedes the FRS from making an emergency response. | Gov't | The Gov't has already stated that it will not restrict the protections. |
| 22 | If the government doesn't do this then it should agree with employees a no strike agreement in emergency situations, retaining the right to strike in non-emergency activities | Gov't | The Gov't has already stated that it will not restrict the protections. |
| 23 | The chair of the NJC should instigate a review of the NJC to enable it to perform at both local and national level. | NJC | This is a matter that can only be agreed by the NJC but the FRA would be supportive of change. |

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| RETAINED DUTY SYSTEM | | | |
| 24 | FRAs should adopt duty systems and staffing to align availability to workload (e.g. community safety) while having response cover appropriate to the IRMP | FRA | The FRA has already introduced a range of different duty systems. Further changes will require changes to the current NJC Conditions of Service to be agreed. |
| 25 | FRAs should provide an annual statement on the use of retained firefighters, including any decision not to use or stop using them - with evidence as to why. | FRA | The FRA does not currently do this and should consider incorporating this information onto the Annual Report. |
| 26 | The annual statement above should include a commentary on the number and use of retained firefighters – particularly on missed crewing or co-working with wholetime | FRA | The FRA does not currently do this and should consider incorporating this information onto the Annual Report. |
| 27 | Bring forward legislation to provide employment protection to retained firefighters | Gov't | Agreed. Protection already exists for retained firefighters but enhancements would be encouraged. |
| 28 | Produce a national awareness programme for retained staff | Gov't | Agreed. A national awareness programme could improve rates of application and resolve current shortages. |
| 29 | Trial and evaluate the use of an annual bounty payment for employers of retained FFs | FRA | Consideration will be afforded to this recommendations within the context of the planned review of the retained duty system that is due to be completed in 2018. It should be noted that incorporation of such a scheme will add costs to the FRA budget. |

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| MANAGEMENT OF THE FIRE AND RESCUE SERVICE | | | |
| 30 | FRAs should keep under review the number and commitment of elected members – large enough to allow scrutiny but without affecting service delivery | FRA | The FRA considers that it complies with this recommendation and this is reflected in the CFAs Constitution |
| 31 | Immediately raise recruitment and selection academic standards | FRA | The FRA will consider this on a local basis taking account of the potential impact on equality and diversity considerations. |
| 32 | FRS should collaborate in recruitment including lateral recruitment into fast track management programmes | FRA | The FRA will consider this on a local basis taking account of the potential impact on equality and diversity considerations. |
| 33 | FRS should explore a collaborative approach to the creation of succession plans and senior leader programmes with more cross authority moves | FRA | The FRA will consider this on a local basis taking account of the potential impact on equality and diversity considerations. |
| 34 | Government should find transformational funding to support the creation of larger fire and rescue services | Gov't | The FRA cannot comment on this recommendation. |
| 35 | FRSs should maintain an up-to-date strategic workforce plan | FRA | The FRA maintains a strategic workforce plan. |
| 36 | Preparatory management training should be available as part of the workforce development plan – particularly if FRA cannot offer promotional opportunities away from the original place of work | FRA | The FRA will consider this recommendation as part of the review of appraisal and training arrangements that will be completed by 2018. |
| 37 | Introduce a more sophisticated alignment of capability of firefighters with the activity required in support of the IRMP – remove the same maximum levels of competency | FRA | The FRA already does this. For Example, the Technical Rescue Team. |
| 38 | Training and pay should reflect 'safe to ride' measure – basic core skills and core pay followed by competency based increments as required | NJC | This is a matter that can only be agreed by the NJC but the FRA would be supportive of change. |

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| 39 | Standardise an industry-wide approach to leadership development | ? | |
| 40 | FRAs to consider using Executive Leadership Programme | FRA | The FRA already uses the Programme. |
| 41 | Create a lateral, industry-wide recruitment scheme to fast track managers into senior roles | CFOA/FRA LGA/NJC | Whilst the FRA can contribute to this recommendation it cannot deliver it. |
| 42 | Remove the Gold Book and that for Brigade Managers. Agree pay and conditions of service locally (based on a job evaluation programme that allows inter-authority comparison) | NJC | This is a matter that can only be agreed by the NJC. The FRA has already agreed local variations. |
| 43 | All FRSs should review the accessibility of the pay policy statements | FRA | The FRA already has a transparent process for the publication of pay policy statements. |
| 44 | Increase the term of the CFOA president to 2 or 3 years to provide stability | CFOA | CFOA has already agreed changes to its governance arrangements that take account of this recommendation. |
| 45 | Adopt the principal of ' <i>where change is common sense it should become common practice</i> ' | Everyone | The FRA agrees with this recommendation and is already working towards it. |