



# **Norfolk Fire and Rescue Service Safety Plan**

## **Review Of Retained Duty System Working**

**Project No. D05/01(c)**

# CONTENTS

		<b>Page</b>
1	<b>Introduction</b>	3
2	<b>Methodology</b>	5
3	<b>Context Review</b>	7
4	<b>Recruitment &amp; Retention Review</b>	24
5	<b>Operational Response Review</b>	29
6	<b>Review Of RDS Personnel Survey</b>	37
7	<b>Training And Maintaining Competence</b>	40
8	<b>Management Of Retained Stations</b>	42
9	<b>Conclusions</b>	44
10	<b>Recommendations</b>	46
11	<b>Issues Outside The Scope Of The Project</b>	48
12	<b>Action Plan</b>	50

# 1 INTRODUCTION

This Review of Retained Duty System Working has been conducted as part of the Safety Plan 2005/6. It focuses on working arrangements at stations with Retained Duty System Personnel and has the following aims:

- To ensure the duty system supports effective service delivery
- To identify any current problems and their causes and
- To recommend ways of positively addressing them

The Service recognises that the Retained Duty System has been and remains an important part of providing our services in rural and semi-rural areas of Norfolk. Importantly, it provides a working arrangement that enables many of our operational staff to serve their communities. Therefore, the project did not start with any assumption that the Retained Duty System (RDS) either was the cause of problems or required significant change. However, the Service is experiencing a range of change drivers which impact on the RDS. These include:

- New legislative duties such as non-fire rescue.
- Emphasis on proactive prevention work.
- Embedding the Integrated Personal Development System.
- Call management strategies.
- Changes in society and employment affecting recruitment and retention of RDS personnel nationally.

The range and potential impact of these changes on RDS personnel have made it important to undertake this review now and also to **recognise that these drivers will continue to impact on the Service over time**. In this context, the objectives of the project were to:

- define the service delivery and role requirements for RDS personnel.
- review the impact of the Retained Duty System on maintaining required standards of operational cover at stations with RDS personnel.

- recommend improvements and new approaches to duty systems or working arrangements, where necessary, to ensure efficient and effective service delivery.

### **Why is the duty system significant?**

The Retained Duty System is the most important part of the employment package offered to personnel in rural and semi-rural areas. Whilst there are a range of other factors which motivate people to join Norfolk Fire and Rescue Service as a firefighter and serve their local communities, the retained duty system is an important component given that it determines pay and working arrangements. While there are many rewards, becoming an RDS firefighter or manager involves a significant commitment from individuals (and from their primary employers) and having a pay and working arrangements package that supports this is essential. Getting this right means that:

- Individuals are attracted to join as RDS personnel.
- Skilled employees stay with the service and some take on managerial roles.
- Individuals feel appropriately and fairly rewarded for the work they do and the effort they put in.
- Cover and response are incentivised to ensure the Service meets its response standards.

It is important then that the Retained Duty System is 'fit for purpose' and not significantly undermining performance in these important areas. The purpose of this review is to test whether this is the case.

## 2 METHODOLOGY

To support the delivery of the project, a project team was created with the intention of engaging personnel from across the RDS system, including managers with a RDS reference. The team consisted of firefighters, crew managers, watch managers, local risk managers and station managers from RDS personnel. The project team also involved specialists from HR and Development.

The stages of the project have been to :

- Identify the service delivery and role requirements for RDS personnel.
- Identify and source data.
- Carry out a survey of stations .
- Analyse data and survey responses.
- Review the impact of the Working Time Regulations .
- Survey alternative working arrangements.
- Analyse issues and identify conclusions .
- Propose options and develop recommendations in conjunction with the project team and the Brigade Management Team.

Information to support the project has been drawn from the following sources:

- Response activity from the Fire Intelligence Unit.
- Availability and mobilising information from Control.
- Staffing, working hours and activity information from HR and Pay Teams.
- IPDS information from the Development Team.

Data contained in the report is intended to be indicative of RDS availability issues, particularly where it refers to availability and RAPPEL information.

A survey questionnaire was sent to all RDS staff. It sought views on issues that affect them in their RDS role, the time demands and how this impacts on their primary employment and their personal life, how

the Integrated Personnel Development System is it being used and to what to degree and what improvements could be made.

A sample of RDS managers were asked to complete a managerial matrix to identify who does what to support station management and to provide a snapshot of the numbers of personnel available across a typical week to identify where they perceive availability to be a problem.

The project team were able to draw on the actual experience of its members to inform the analysis of the data and survey information, and to provide direct experience of issues.

Other FRSs were contacted to survey what alternative duty systems had been considered across the country. This included Devon, South Wales, Cornwall, Dorset, Surrey, Oxfordshire, Grampian, Shropshire and Northern Ireland.

The project team examined the potential impact of the Working Time Regulations.

The Representative Bodies were briefed on the project and specifically on the Working Time Regulations.

The project report is organised into the following sections:

- **Context Review**
- **Recruitment and Retention Review**
- **Operational Response Review**
- **RDS Survey Review**
- **Training and Maintaining Competence**
- **Conclusions**
- **Recommendations**

The project was asked to ensure that there is an effective operational response from RDS stations, to ensure that sufficient staff are available to respond and that the working arrangements support development and maintenance of skills.

The project was also asked to address issues arising from the requirements of the Working Time Regulations.

Within the scope of the project, the team also considered alternative duty systems and reward structures, role requirements with the IPDS system, training and development of staff and community safety delivery.

### **3 CONTEXT REVIEW**

The purpose of the Context Review is to establish and analyse some of the key information concerning the operation of the retained duty system in Norfolk. It also looks at some of the challenges and drivers beyond the Service. Key points are identified for each area.

#### **3.1 RDS Organisation and Role**

##### **3.1.1 Stations and Mobilising**

Of Norfolk's 41 fire stations 35 are staffed solely by RDS personnel, four have a combined Wholetime Duty System (WDS) and RDS establishment and only two stations are staffed solely by WDS personnel.

RDS personnel perform the same service delivery functions (except Statutory Fire Safety) as the equivalent WDS staff and work to the same role maps for Firefighter (FF), Crew Manager (CM) and Watch Manager (WM).

Standards of Emergency Response require RDS stations to be available with a target crew of at least 5 riders for emergency response to be maintained, although NFRS policy permits mobilisation to certain incidents with crews of 3 and 4. The default time is the same for special appliances as for pumps. RDS personnel are mobilised to incidents via an alerter as required on a 24/7 basis. The mobilising default time is set at 4 minutes and requiring RDS staff to live and work in close proximity to their station, if they are to be available for operational response. Contractually, RDS employees should be able to respond from work/home to their fire station within 5 minutes. Monitoring of performance needs to identify where stations are struggling to meet turn out times due to RDS staff being unable to meet response times. It is known that second pumps are particularly vulnerable to delays in making turn in times.

Inevitably the necessary restrictions on the catchment area for retained staff also place a restriction on recruitment pools and make staffing or cover vulnerable to changes in domestic or working arrangements.

##### **3.1.2 Staffing and Establishments**

The current total establishment for RDS personnel is 524. RDS stations are crewed by 12 personnel for one pump stations, 20 for two pumps and there are variances around additional staff for stations with special appliances. Local managers may also vary establishments between stations to meet particular local issues such as availability, provided total establishments are not exceeded.

These station establishment arrangements have been in existence for over 30 years and are potentially challenged by a range factors including:

- Modern patterns of working and living
- Actual cover provided by individuals
- Changes to conditions of service which restrict cover to 120 hours
- Potential impact of Working Time Regulations
- Work/life balance
- Rights to Maternity or Paternity provisions

Establishments on RDS stations are based on headcount rather than on the cover provided by individuals. In part this reflects some inflexibility in the Grey Book conditions relating to the arrangements for the retaining fee (see contract section below).

Establishments on wholetime stations have traditionally been determined by the use of a ridership factor. On retained stations however, cover is the critical component to ensure there are sufficient staffing numbers. If the cover provided by each individual is known and monitored, then a ridership factor could be used to inform whether sufficient cover is available or whether there is sufficient resilience in terms of numbers.

As an example:

<b>Availability (hrs)</b>	<b>Ridership factor</b>	<b>Crewing level 1 pump (FTE)</b>	<b>Crewing level 2 pump (FTE)</b>
144	1.3	6.5	11.7
120	1.8	8	14.4
84	2.3	11.5	20.7
76	2.5	12.5	22.5

This table is based on 5 weeks leave, 6 days training and 9 days sickness per year. The most significant element is the hours of availability - the greater the availability the lower the ridership factor.

A number of RDS staff provide cover at two separate stations. This is a flexible way of maintaining the operational availability of individuals and stations where someone lives in one area but works in another, both with retained stations. NFRS has for many years supported wholetime or non-uniformed staff who wish to offer retained cover in the location where they live

Recruitment of RDS personnel is initiated by local managers and targets people who can provide comprehensive cover. Availability can change over time if primary employers cannot allow staff to be released for fire calls or the RDS firefighter changes employment. The result can be a drain towards evening and weekend cover.



### 3.1.3 Role and expectations

For the purposes of this project, the operational performance and role expectation requirements of RDS personnel in Norfolk were reviewed and confirmed with the Brigade Management Team.

In terms of operational response, the key requirements were identified as being:

- The right number of resources in the right place at the right time to ensure effective emergency response.
- The operational performance of RDS availability to achieve the standards adopted by the Fire Authority for emergency response. This includes response times for the 1<sup>st</sup>, 2nd pump and special appliances in accordance with our emergency response standards.
- Station establishments and crewing arrangements to be set and monitored to support emergency response standards and to achieve a suitable level of operational supervision as part of initial and subsequent responses.

Role related expectations were identified as:

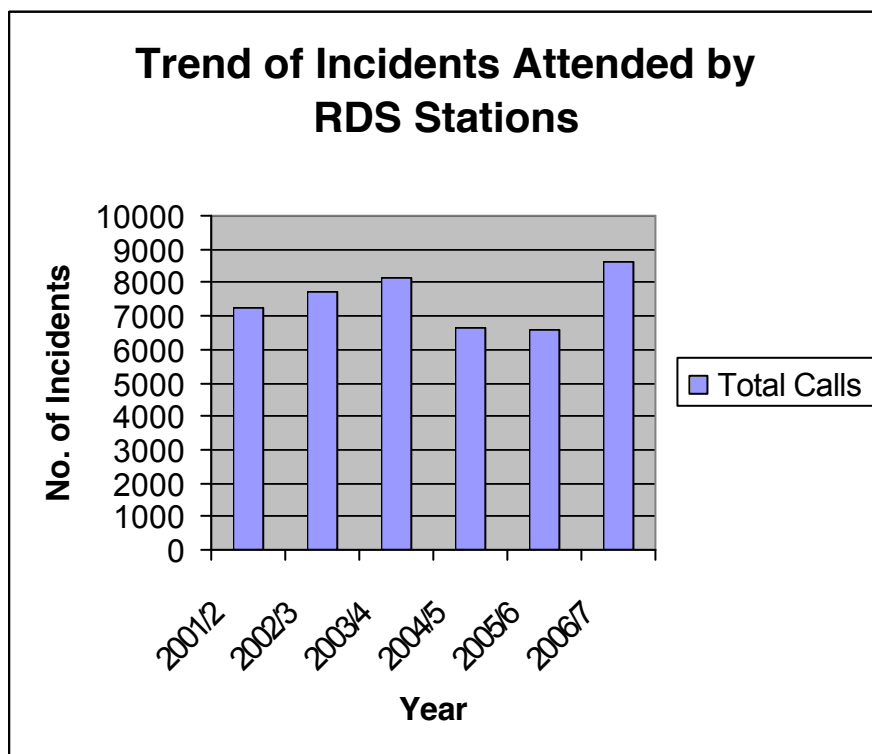
- The Integrated Personnel Development System (IPDS) to provide the development framework for all operational personnel irrespective of duty system.
- Role Maps and National Occupational Standards form the basis of all operational roles (Grey Book posts) in Norfolk Fire and Rescue Service across all duty systems.
- All personnel must achieve and maintain competence against the appropriate rolemap. It is expected that the time taken to achieve competence in role may differ depending on the type of duty system, call profile of the station and the number or type of calls attended.
- RDS firefighters are expected to develop and maintain competence against the following 8 elements of the rolemap:
  - Community Safety
  - Personnel Development
  - Firefighting
  - RTC (Road Traffic Collisions)
  - Hazmat
  - Risk Files Standard Tests
  - Coaching and Developing your colleagues
  - Driving (as required on station)

- RDS personnel are not expected to undertake statutory fire safety.
- **The safety critical aspects of the role map must take priority in developing and maintaining competence.**
- Relevant workplace or development activity should be recorded in Personal Development Records (or ICT-based recording system), assessed and verified by line management.
- The driver for all training and development or community safety activities should be the station risk profile and plan. The appraisal system will be a key component in this process.

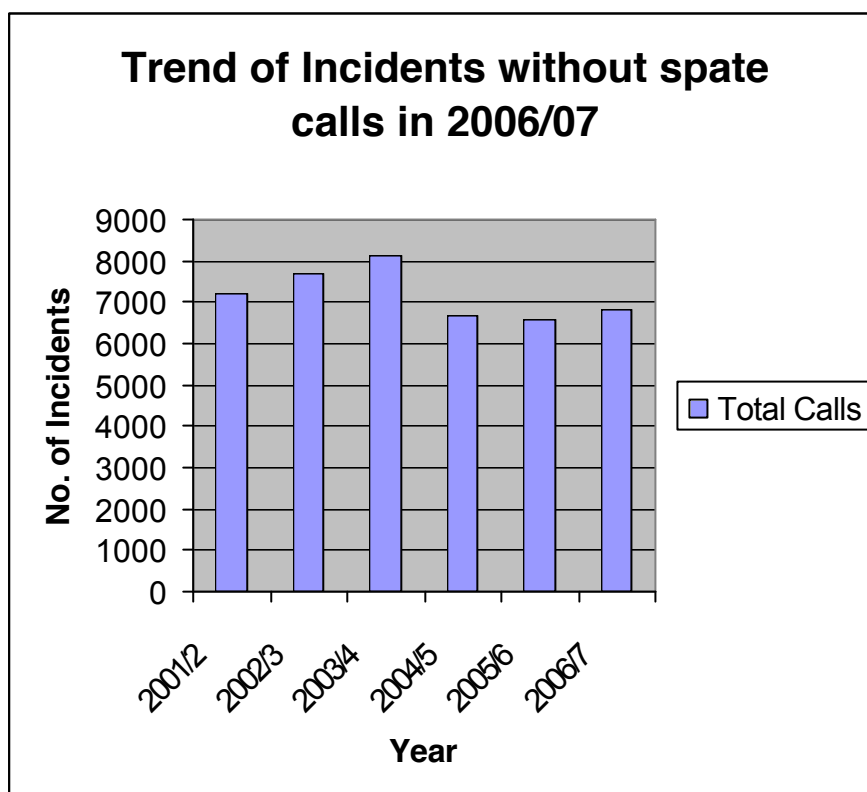
### 3.2 Incident Profiles and Trends

With Norfolk Fire and Rescue Service actively working to reduce the number of fires and road traffic collisions there should be an impact on activity levels for RDS staff. Whilst call reduction is a Service objective for good reason, it potentially has an adverse affect on the motivation of RDS personnel given the attraction of attending operational incidents which often draws people to the role and the link between activity and pay. Reduced call numbers could reduce the incentive for RDS staff to provide cover.

#### 3.2.1 Total Incidents



Total calls in a full year vary in response to a range of environmental factors as well as the operational response policy of the Service. The hot summer and heavy rain in early Autumn 2006 produced spate conditions which saw an increase of 1800 calls in comparison to the previous year. The call profile of 2006 is therefore not necessarily typical of the trend. The following five year comparison eliminates the impact of these spate calls to focus on the underlying trend.



**Comparisons over 5 years by Station:**  
(excludes 2006/7)

Station	ACL	ATT	AYL	CRO	DER	DIS	DMK	EHA	FAK	GOR	GYA
2001/2	164	173	153	281	328	210	166	143	318	244	284
2002/3	154	161	166	249	341	203	217	136	299	275	346
2003/4	169	185	159	237	374	204	201	233	324	267	334
2004/5	147	166	149	207	342	176	176	135	225	231	301
2005/6	139	229	139	194	358	228	226	133	272	94	121
Station	HAR	HEA	HET	HIN	HOL	HUN	LOD	LST	LYN	MAR	MAS
2001/2	121	88	429	115	149	140	159	154	256	130	53
2002/3	128	96	487	95	177	122	167	168	380	145	74
2003/4	113	82	511	138	144	114	174	152	340	149	74
2004/5	94	102	377	120	126	117	149	124	277	140	60
2005/6	112	92	328	113	129	120	128	151	196	157	65

Station	MET	MUN	NWA	OUT	REE	SAN	SHE	STA	SWA	TER	*THE
2001/2	132	87	141	121	84	180	206	123	240	137	603
2002/3	140	89	159	161	112	194	203	100	212	162	605
2003/4	177	89	169	181	118	151	217	113	236	167	834
2004/5	106	88	162	169	88	151	131	130	194	103	587
2005/6	127	71	146	164	104	113	126	150	250	131	611

Station	WAT	WEL	WRO	WWA	WYM
2001/2	203	105	227	124	255
2002/3	185	92	215	189	293
2003/4	210	110	210	157	330
2004/5	162	72	208	98	284
2005/6	192	89	196	105	273

(Thetford figures equate to all incidents attended by the station)

### 3.2.2 Trend Analysis

Overall there was a **9.1% decrease** in RDS calls attended over a 5 year period from 7226 in 2001/2 to 6572 in 2005/6. Average calls for 2001/2 to 2003/4 were 7690 per year compared to 7285 for 2004/5 to 2006/7 (6686 if an adjustment is made for the spate conditions in 2006). This suggests a potential underlying reduction in calls in the order of 500 to 1000 per year.

25 of 39 stations attended fewer calls in 2005/6 than in 2002. The most significant reductions occurred in 2005 which saw an 18% reduction in calls over 2004. The reduction is likely to have resulted from changes to standby arrangements, AFA attendance and over border policies. There may also be an impact of preventative work undertaken but this is not quantifiable.

Whilst a further small decrease (1.5%) in total incidents was experienced in the year to March 2006, the overall rate of decrease in calls slowed and 21 stations saw an increase in operational activity over the previous year. This is likely to be as a result of increases in rescue pump activity in response to increased mobilising to road traffic collisions (see section 3.2.3 below).

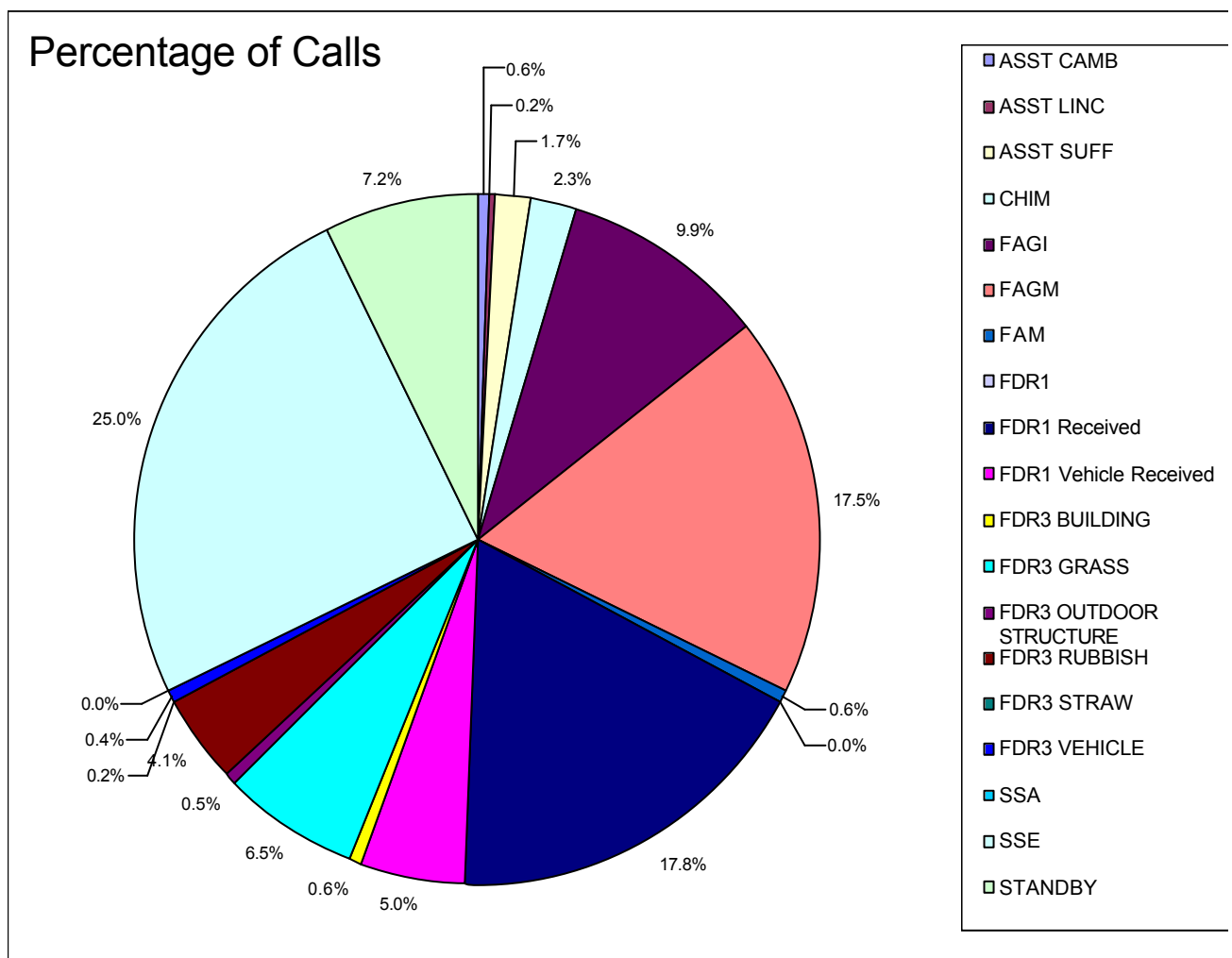
For those 24 stations that experienced a reduction, the average reduction was 23% of calls – however, this varies significantly between stations. While 8 stations have saw calls reduce by less than 10%, 11 stations experienced a reduction of between 10 and 30% and 5 stations more than 30% (2 stations, Gorleston and Great Yarmouth have saw reductions over this period greater than 50%). Call reductions of this scale have a significant impact on RDS personnel in

terms of pay and activity. 13 stations saw an increase in calls on average by 18% - with 7 stations seeing an increase over 20%.

Whilst spate conditions in 2006/7 impacted significantly on incident numbers, adjusting for these conditions indicates a slight increase of 139 calls on the total for 2005/6. This suggests that underlying call numbers are no longer decreasing.

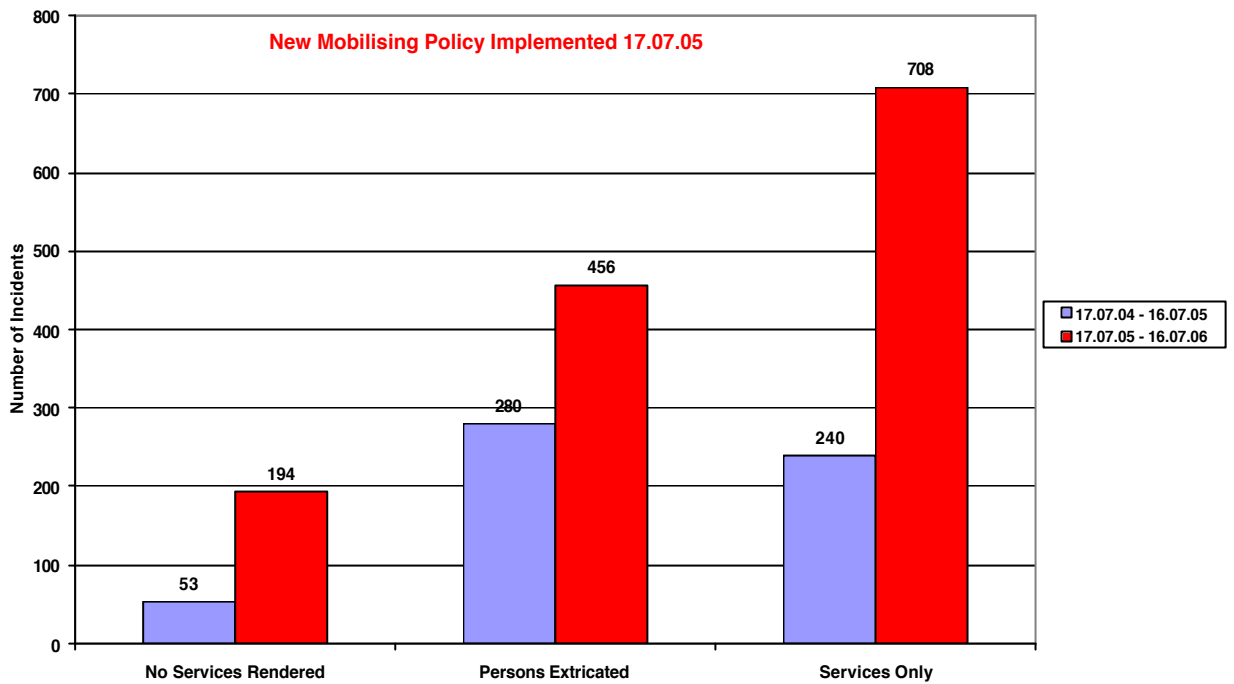
### 3.2.3 Incidents attended by Retained Stations by Call Type

The following chart shows an analysis of the percentage of calls attended by type for 2006/7.



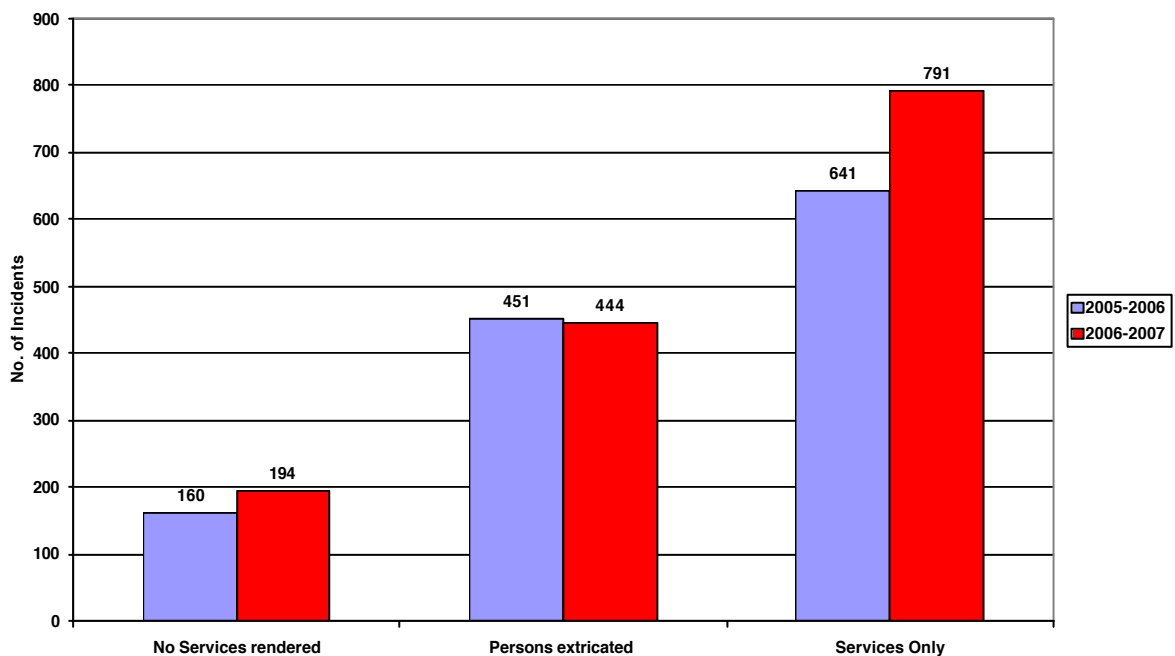
The adoption in July 2005 of a revised policy for attendance at road traffic collisions (RTCs) has had a significant impact on the number of these incidents attended. This is well illustrated with a comparison of RTC's attended for the years before and after the policy was introduced. This effect has been reinforced by the deployment of rescue pumps across retained stations in support of this area of our work.

### RTCs attended by Retained Appliances Comparison Post New Mobilising Policy



The following analysis shows the continuing impact on incidents attended of the RTC policy.

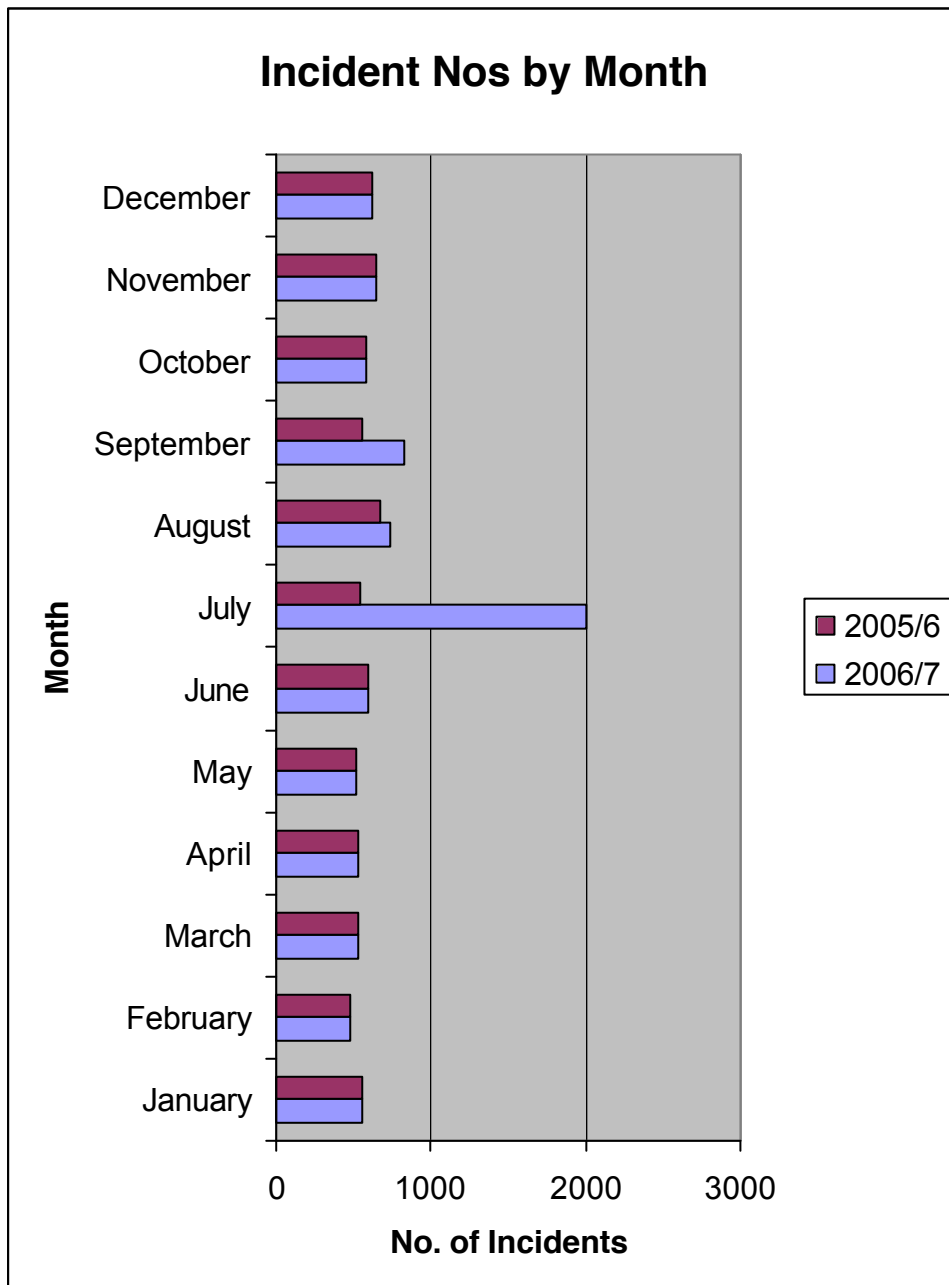
### RTCs attended by Retained Appliances



This would suggest that call reduction initiatives may have impacted on other incident types, but RTC calls have replaced these to address the reduction in incidents

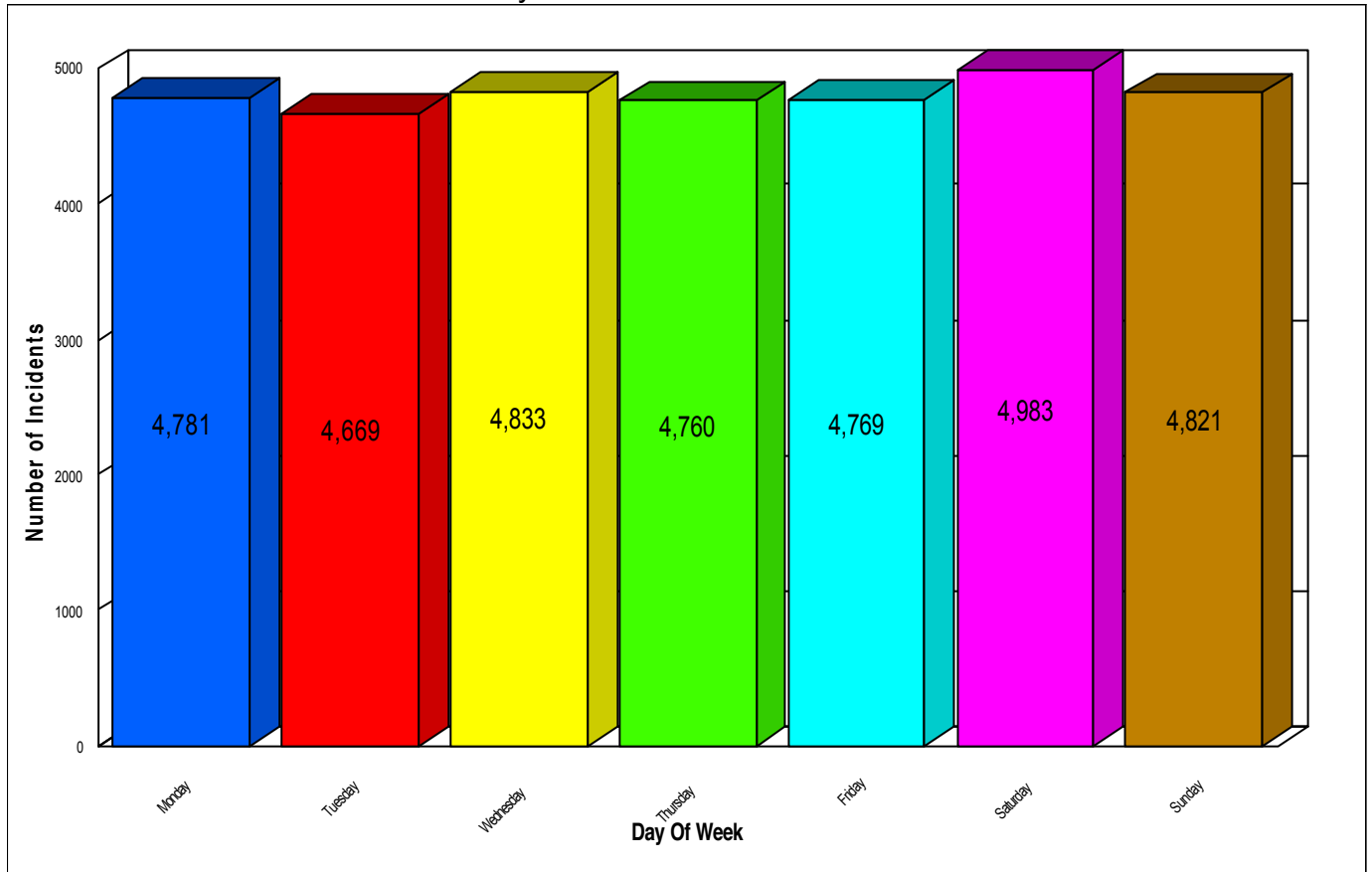
### 3.2.4 Incident Activity across the Year

The following analysis indicates that whilst there is fluctuation in call numbers across the months, these tend to be relatively small fluctuations unless spate or other specific conditions occur.



### 3.2.5 Analysis of calls by day of the week

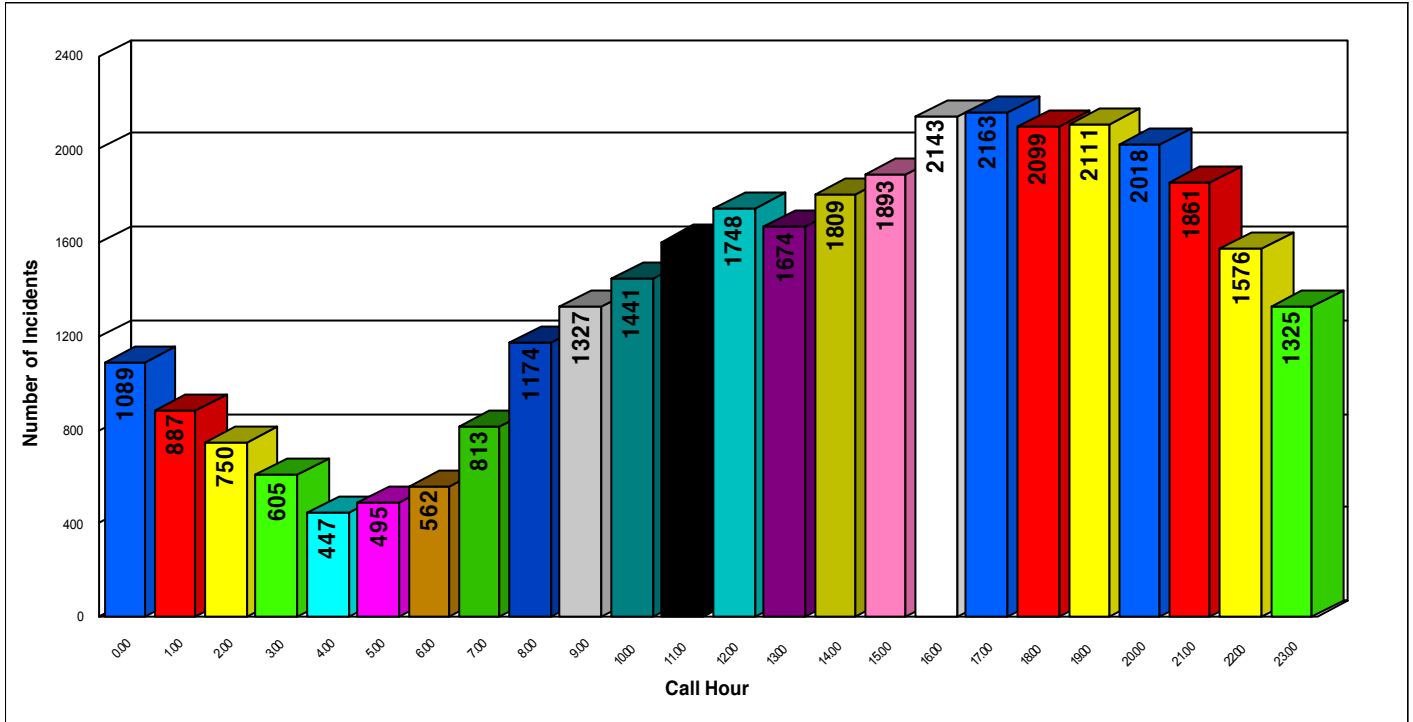
Number of Calls by Day of the Week –  
January 2003 to December 2005





### 3.2.6 Pattern of Incidents for RDS Stations across the Day

Total Incidents by Hour – All Stations  
January 2003 to December 2005



The average number of calls RDS staff respond to per week is 3, with a variation between 1 and 7 per week. Any duty system needs to effectively respond to these call variances by utilising funding efficiently and ensuring cover is maintained.

### 3.3 The Retained Duty System Contract

#### 3.3.1 Contractual Arrangements

The contractual arrangements for RDS personnel in Norfolk are based on those set out in the nationally negotiated conditions of service for operational staff (the Grey Book). Payments to RDS personnel are based on a combination of:

- Annual retaining fee.
- Turnout payments and subsequent hourly rate for attendance at operational incidents.
- attendance fee (i.e. where staff have attended but not turned out).

- disturbance payment per call out.
- an hourly rate for work undertaken such as drill nights.
- credits (e.g. for sickness; holidays; training).

Much of the pay for RDS personnel is therefore variable based on activity levels – particularly in response to incidents. Historically, there has been a disparity between the pay and conditions between RDS and WDS staff but that is gradually being resolved. Since 2003, the hourly rates of pay for RDS employees have been equivalent to those for WDS employees.

### **3.3.2 Provision of Cover**

Cover is the period of time RDS personnel are available to respond to incidents. To ensure appliances can be mobilised, the Service needs to ensure that RDS personnel at each station are able to provide appropriate cover in terms of the total hours they are available and when those hours occur. To ensure reliable operational response, it is essential that the cover provided by RDS personnel on each station provides a spread of cover 24/7. This will ensure that an adequate crew (in number, skills and adequate supervision) is more likely to be available for any operational incident. In contractual terms, the operation of the fixed retaining fee is intended to recognise adequate cover provision.

The Grey Book identifies that Services should pay a either a full retaining fee, or a 75% fee for those individuals not providing full cover. In Norfolk an alternative practice has been in place where the full retaining fee would be paid to those individuals attending at least 65% of the incidents for their station (the reduced retaining fee for those who do not). The intention of this local arrangement was to incentivise provision of cover through measurement of attendance or turnout levels. As a consequence:

- Significant administrative process has been required to monitor individual call rates
- Focus on and information about the relevance of the cover provided by an individual has been lost
- Application and process of checking and claiming credits has been significant

Since 2004, the Grey Book has contained provisions for the maximum cover to be provided by RDS personnel. This identifies 120 hours cover, providing for 2 periods of 24 hours per week to provide a break from operational response. This change has not yet been reflected in the cover expectations for RDS personnel in Norfolk. There are also

potential implications arising from the impact of the Working Time Directive.

However, the 120 hour cover principle has been applied to the call attendance approach adopted in Norfolk. This has meant that a full retaining fee is now paid to all RDS personnel meeting 65% of 5/7ths of a station's calls. In practice this means the majority of personnel now receive a full retaining fee irrespective of cover actually provided. This has been identified as an issue for those providing higher levels of cover who feel their contribution is not recognised. It is also an inflexible mechanism to appropriately reward those who could give a limited cover period.

### **3.3.3 Rota Systems**

A number of stations operate a rota system on the station to allocate cover periods to station personnel. Currently these arrangements are devised locally and there are no service-wide criteria which apply. Any such arrangement needs to be carefully managed and introduction to ensure it achieves a positive outcome for the station and its crew. The best rota systems ensure:

- The station is more likely to maintain adequate crewing and availability.
- The opportunity for operational experience are shared.
- Opportunities for training and maintenance of skills are shared.
- Commitment to providing cover is appropriately shared across the station personnel to support operational availability and personal work/life balance.

### **3.3.4 Working Hours**

Actual working hours (as opposed to cover provided) for RDS personnel are paid time whilst undertaking work for the Service. RDS personnel are required to attend a 2 or 3 hour drill night each week. The remainder of their working hours varies according to incidents or other planned activity undertaken.

In the absence of a time recording system, payroll is the primary data source for working hours. However, it is not possible to be precise on how much time RDS personnel spend on RDS duties through this source. This is because turnouts are paid for a full hour whilst the majority of incidents are concluded within that time. Similarly, RDS staff are paid for attendances where they are not needed to crew the mobilised appliance. Attendances are paid by the half hour when, in the majority of cases, personnel are released in less than that time.

A sample of working hours identifies that Crew Managers and Firefighters spend between 3 and 9 hours per week on RDS duties. This variance reflects the range of operational activity across stations. Most striking is the response for RDS Watch Managers. Watch Managers' working hours show a greater variation – between 6 and 24 hours per week in total. This reflects the diversity of responsibilities that fall to the Watch Manager and also the significant variation that Managers contribute to the Station. There is also recognition that the role of all Managers within the Service has changed in recent years for a variety of reasons including:

- Contributing to developing and delivering the station plan.
- The impact of IPDS for both the role holder and as manager of others.
- Introduction of new equipment and activities on stations.

### 3.3.5 Primary Employment

The majority of RDS personnel are either self-employed or employed by a non fire service primary employer. That said, the number of personnel with two FRS contracts is significant. The Service has historically championed wholetime/retained working and has recognised the value of skilled operational staff, if they wish to pursue secondary employment, applying their skills in the **service of their local community. As a result X of our RDS personnel are also WDS employees. A further X have a non-uniformed post with the Service as well as providing RDS cover. There are particular issues in relation to dual contract staff and the impact of the Working Time Directive.**

## 3.4 National and Other Drivers for Change

There are a number of issues which are presenting challenges to all Fire and Rescue Services, some with specific impact on RDS managers and staff. Not all of these issues are directly tackled within this project and may require a response beyond Norfolk.

### 3.4.1 Modernisation

The introduction of the Fire and Rescue Services Act 2004 and the statutory footing on which it placed community safety and prevention duties, was going to have an inevitable impact on RDS staff. There has been further impact particularly on employment matters resulting from the implementation of the Integrated Personnel Development System including rolemaps and national occupational standards, workplace assessment and maintenance of competence (and the link to pay) and the revised entry and progression arrangements. These fundamental changes are gradually impacting as they are embedded in

Norfolk. All these changes impact on the role and expectation of RDS personnel, the commitment they are being asked to give to the Service and their development and the managerial processes needed to support this. These issues are subject to wide debate in the Service nationally.

#### **3.4.2 National Retained Review**

Nationally it is recognised that there are difficulties with recruitment and retention of RDS staff. This resulted in an Office of The Deputy Prime Minister (ODPM) report 'The Fire & Rescue Service Retained Duty System – A Review of Recruitment and Retention Challenges'. This report concluded with the production of 51 recommendations for FRS to consider. Where these recommendations are pertinent to Norfolk and to this review they have been considered.

#### **3.4.3 Working Time Regulations. (WTR)**

Since October 2005, Fire and Rescue Services (FRS) are no longer exempt from the Working Time Regulations (WTR). This affects the amount of time an individual can spend at work and the amount of time an individual should at rest. It applies to all staff irrespective of duty system and requires individuals and their employers to aggregate the time spent at work. Primary employment for RDS personnel or secondary employment for WDS personnel would be included in these provisions. For RDS personnel, it is important to note that the WTR apply to actual time worked as opposed to cover provided.

There are two significant elements to the Regulations - the maximum 48 hour week at work and Rest Periods. Both of these elements can be varied - the 48 hour week by an individual 'opting out' where working longer is likely and by collective agreement to vary the weekly and daily rest periods. Within the context of this review, the impact of the WTR is relative to the actual working hours of RDS personnel and potential activity on stations.

The challenge for the Service will be to implement the spirit of the Regulations within a flexible set of arrangements to meet the needs of both the Service and our staff. Future changes of the WTR at European Community level may impact further on our operational requirements and specific regulations governing drivers and their working time will need specific adherence. The Service has developed guidance on the Working Time Regulations to help all staff to understand the Regulations and their impact.

#### **3.4.4 Alternative Duty Systems**

Some FRSs have or are considering introducing alternative duty systems of reward models for RDS personnel. The project team have identified examples of some of the options considered and these are

given in the Appendices. The drivers for Services adopting alternative duty and/or payment systems have focussed on recruitment and retention, ensuring availability and simplifying reward systems. Whilst several FRSs have developed alternatives, there is as yet limited evidence on implementation and whether the desired outcomes have been delivered.

This review would only propose a wholesale move to an alternative duty arrangement if evidence suggested that the current arrangements were significantly failing to support effective service delivery, could not be improved to address issues and/or where an alternative duty system could clearly be seen to address the problems identified. It is recognised that any duty system has to prove effective on stations with varying call levels, appliances and specialist equipment, recruitment or skills issues. Against that context one size might not fit all. However, there may be specific local issues which could be improved by varying working or contractual arrangements, either for a whole station or for different needs within the station. Over time, this could enable a potential menu of alternative arrangements being developed.

### **Context Review – Summary Points:**

- Retained Stations and RDS Staff play a crucial role in delivering our services, particularly in rural or semi rural areas.
- Changes from a variety of social, economic, environmental, political and organisational factors have put pressure on the ability of individuals to undertake the role of RDS managers and staff.
- The Service has clarified that IPDS and the national occupational standards should underpin development and competence, with an emphasis on risk critical skills.
- Station plans and risk profile should determine priorities.
- Whilst establishment numbers need to be monitored, it is individual availability that is essential to maintaining RDS operational cover.
- Proximity to the station places restrictions on recruitment and makes availability vulnerable to changes in individual circumstances.
- The operation of the RDS contract in Norfolk has reduced our focus on the provision of cover and the need to recognise availability.

- Whilst the reduction in incidents has currently stabilised, any further future reductions could impact on the motivation of the RDS workforce.
- There are significant variations on the call profile of stations and hours of work.
- Rota systems at stations offer significant advantages for planning cover. There are currently no guidelines on the use of rotas.
- Recording systems for cover, working hours etc are limited currently.
- Alternative duty systems have been developed elsewhere but there is limited information on their effectiveness in addressing recruitment or other issues.
- The Working Time Regulations need to be appropriately addressed for all groups of staff, including RDS

## 4 RECRUITMENT AND RETENTION REVIEW

### 4.1 Occupancy

Despite difficulties experienced in other parts of the country, occupancy rates in Norfolk have generally remained above 90% for the last 2 years. Current occupancy is 97%. Occupancy at May 2007:

Station	Establishment	Actual No. in post	WMB*	WMA	CM	Ff
DISS	20	17	1	1	4	11
HARLESTON	12	12	1		2	9
HETHERSETT	14	14	1		2	11
HINGHAM	12	11	1		2	8
LODDON	12	11			2	9
LONG STRATTON	12	12	1		2	9
WYMONDHAM	20	20	1	1	5	13
AYLSHAM	12	12	1		2	9
REEPHAM	12	10	1		1	8
WROXHAM	12	11	1		2	8
FAKENHAM	20	19		1	3	15
WELLS	12	9	1		2	6
ACLE	12	13	1		2	10
CROMER	20	21	1	1	4	15
GORLESTON	12	14	1		2	11
GREAT YARMOUTH	14	12		1	2	9
HOLT	12	12	1		2	9
MARTHAM	12	13	1		2	10
MUNDESLEY	12	11	1		2	8
NORTH WALSHAM	12	13	1		2	10
SHERINGHAM	12	14	1		2	11
STALHAM	12	11	1		2	8
ATTLEBOROUGH	12	11	1		2	8
DOWNHAM MARKET	12	11	1		2	8
DEREHAM	20	20		1	4	15
EAST HARLING	12	12	1		2	9
HEACHAM	12	11	1		2	8
HUNSTANTON	12	12	1		2	9
KING'S LYNN	14	14		1	2	11
MASSINGHAM	12	11	1		1	9
METHWOLD	12	12	1		2	9
OUTWELL	12	7			2	5
SANDRINGHAM	20	21	1	1	4	15



Station	Establishment	Actual No. in post	WMB*	WMA	CM	Ff
SWAFFHAM	12	12	1		2	9
TERRINGTON	12	12	1		1	10
THETFORD RETAINED	18	20		1	4	15
WATTON	12	12	1		2	9
WEST WALTON	12	12	1		2	9
NORTH EARLHAM	12	11	1		1	9
<b>Grand Total</b>	<b>528</b>	<b>513</b>	<b>32</b>	<b>9</b>	<b>88</b>	<b>384</b>

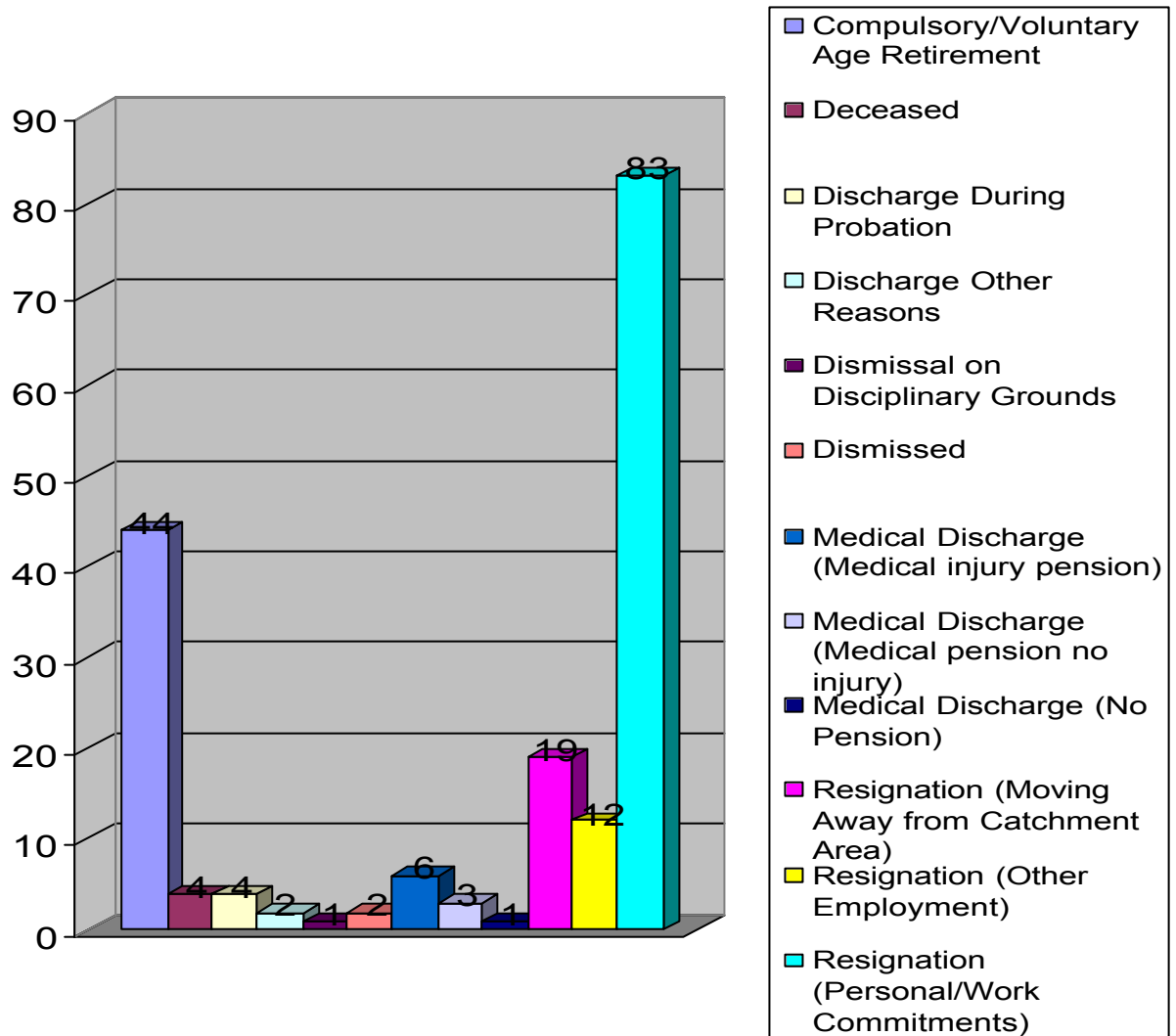
## 4.2 Turnover

- Over the last 6 years of activity, **RDS** turnover has averaged 7.2% per annum (this would equate to **36** leavers per annum). Underlying this is a significant variation of leavers year on year between 5 and 8% or 30 and 41 leavers. In comparison wholetime turnover averages 6.5% per annum (19 per annum).
- Excluding age related retirements, turnover amongst Retained Duty System personnel averages 5.5%, equating to 27 leavers per annum

## 4.3 Leaver Reasons

RDS personnel who do leave the service are not always provided with an exit interview. Leaver reasons are logged but are primarily lifted from the resignation letter. The following analysis is based on this information.

## Leaver Category since 01/04/01

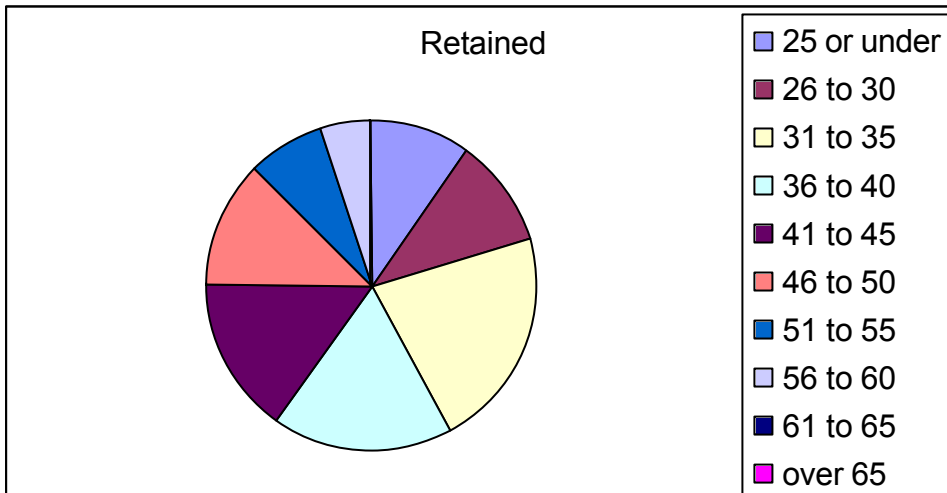


For RDS Personnel the most common reasons for leaving are:

- 37% personal/work commitments – average 16 pa
- 19% age related retirement – average 8 pa
- 5.6% medical retirements – average 2 pa

#### 4.4 Age Profile

The age profile of the RDS workforce is:



Compared with the age profile in the WDS workforce:



The Service could potentially lose 45 personnel by the end of 2007 through age related retirement. This would represent 9% of the RDS workforce. Of these 10 are Watch Managers, 16 are Crew Managers and 19 are Firefighters. Recent experience, however, has tended to suggest that RDS staff often wish to extend their service.

#### Recruitment and Retention Review – Summary Points:

- Norfolk has achieved and maintained high occupancy of our establishments at RDS stations, largely through the significant efforts of local managers.

- Turnover rates are low and RDS staff often extend their employment.
- We currently have limited information on leaver issues.

## 5 OPERATIONAL RESPONSE REVIEW

### 5.1 Station Availability

Effective emergency response requires sufficient skilled personnel to be available 24/7 to respond to operational incidents. It is known that some stations have a difficulty in maintaining their availability. The review has examined available evidence to identify the extent of this issue.

#### 5.1.1 Dual Attendance/Off the Run

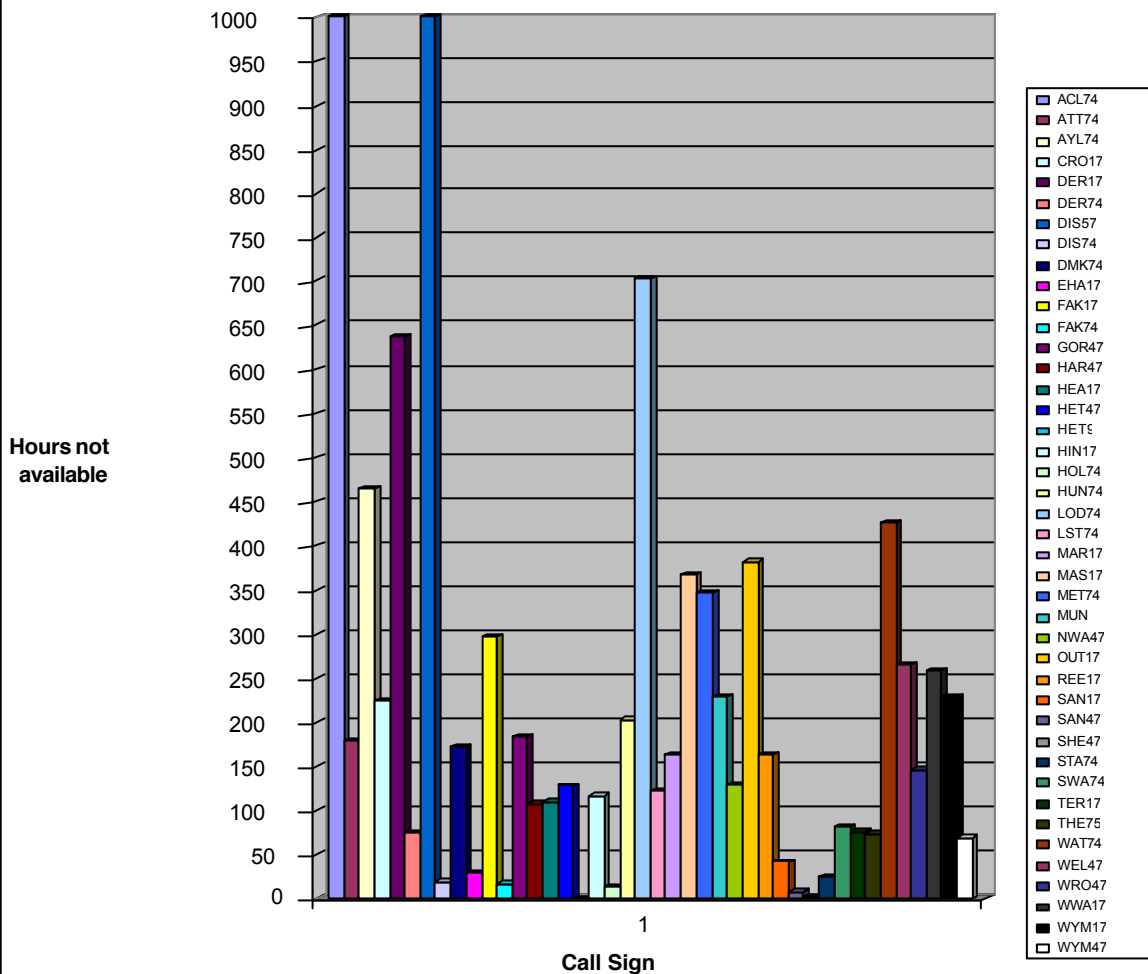
The following information is taken from the period 2005/6 **based on reported status to Control**. Stations are 'off the run' (OTR) when they cannot achieve 3 riders and on dual attendance when they reach 3 riders. The figures are based on the hours stations are declared either not available or on dual attendance. It is known that there is a problem with day time cover – largely due to the variety of primary employment of RDS and the tendency for people to live further from their place of work. The analysis is therefore given by day and night hours to identify whether there are particular times of when emergency response is vulnerable.

The following chart does demonstrate the significant problem at some stations in ensuring day time cover. It analyses the number of hours stations are off the run or on dual attendance between 0900 hours and 1700 across a single year. This suggests that for this period 4 stations were either off the run on or dual attendance for over 20% of those hours and 21 stations for more than 5% of the time.

(Difficulty was experienced with capturing appliance availability for off the run or dual attendance because of the number of times call signs have been changed. Although the figures for any station who have has a call sign change within 05/06 may not be completely accurate they provide a good indication of the extent of the problem.)

## Dual Attendance/OTR between 0900-1700.

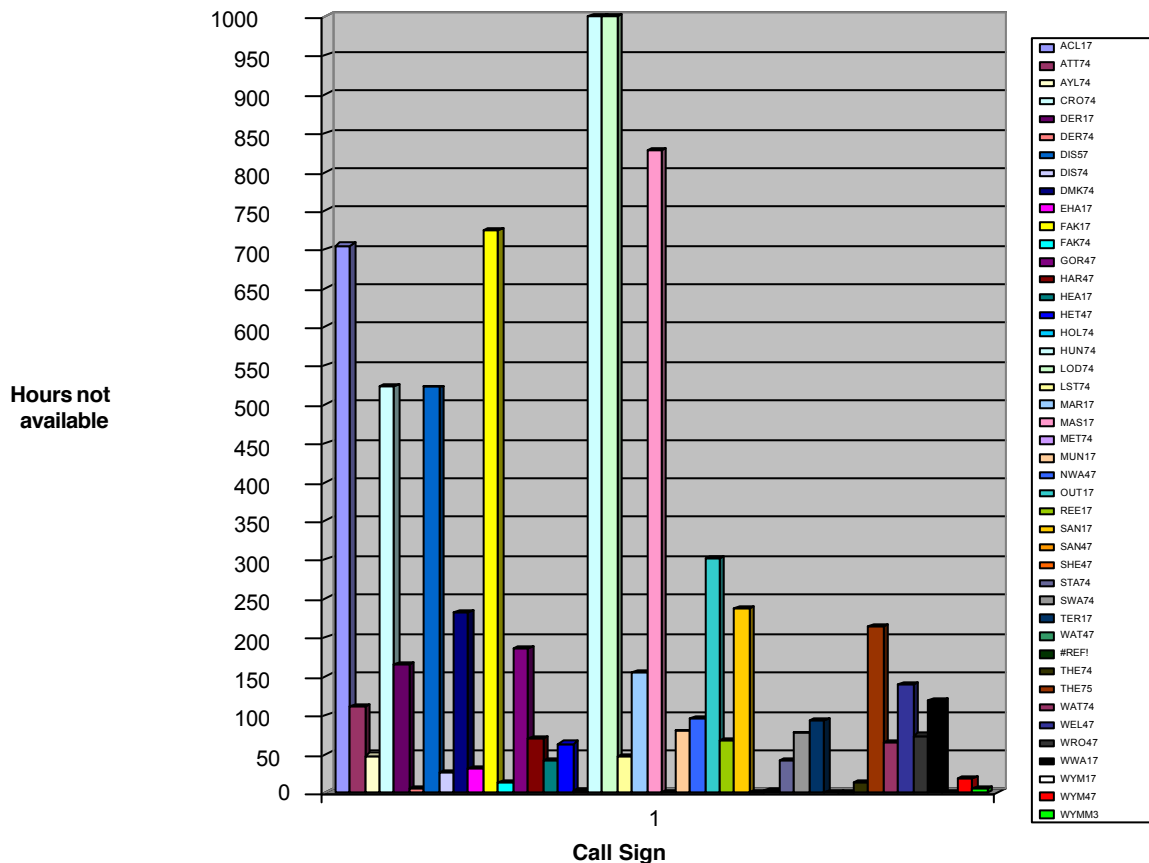
(hours per year = 2920)



Comparing this with reported time on dual attendance or off the run for the period between 1700 and 0900 demonstrates the day time cover issue. For evening and night cover there are no stations on dual attendance or off the run for more than 20% of the time, and only 8 for more than 5% of the time.

## Dual Attendance/Off the run between 1700 - 0900

(hours available per year = 5840)



This clearly demonstrates the disproportionate impact of availability issues during the day. Also:

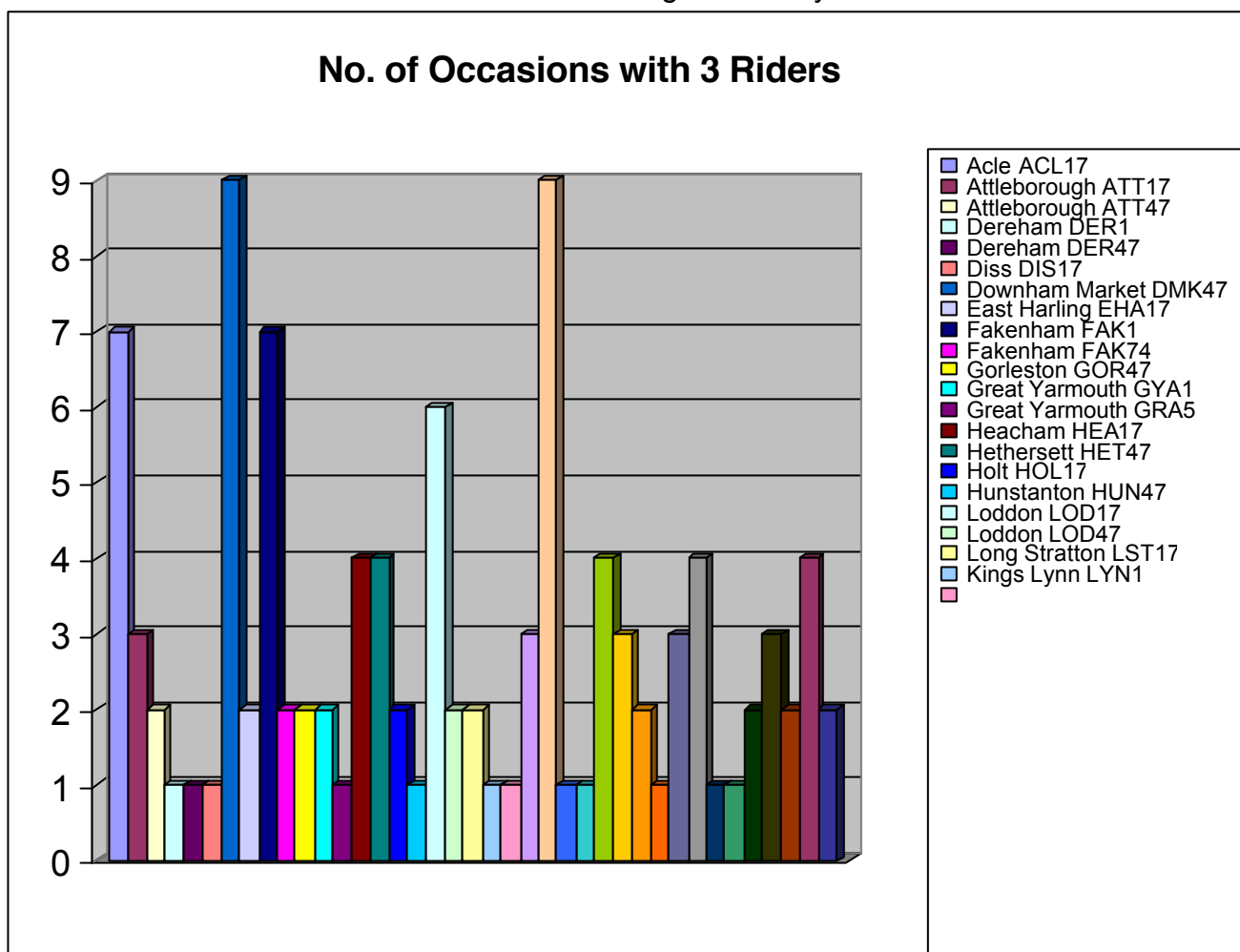
- There is no automatic link between stations with difficulties maintaining cover during the day with those who experience evening and night cover issues.
- Comparing this data with establishment information, a viability is not linked directly with staffing numbers on the station but is linked to the availability of individuals during the day.

- The analysis is drawn across a 7-day week and may present a more significant issue Monday to Friday.
- The analysis provides a picture of one year and may therefore vary as the cover profile at any one station varies over time.
- Difficulties with operational response may be compounded by skill shortages where information is limited through this source.
- Of significant concern is the potential impact of operational cover when neighbouring stations are off the run or on dual attendance, resulting in an unacceptable gap in operational availability, response and resilience.

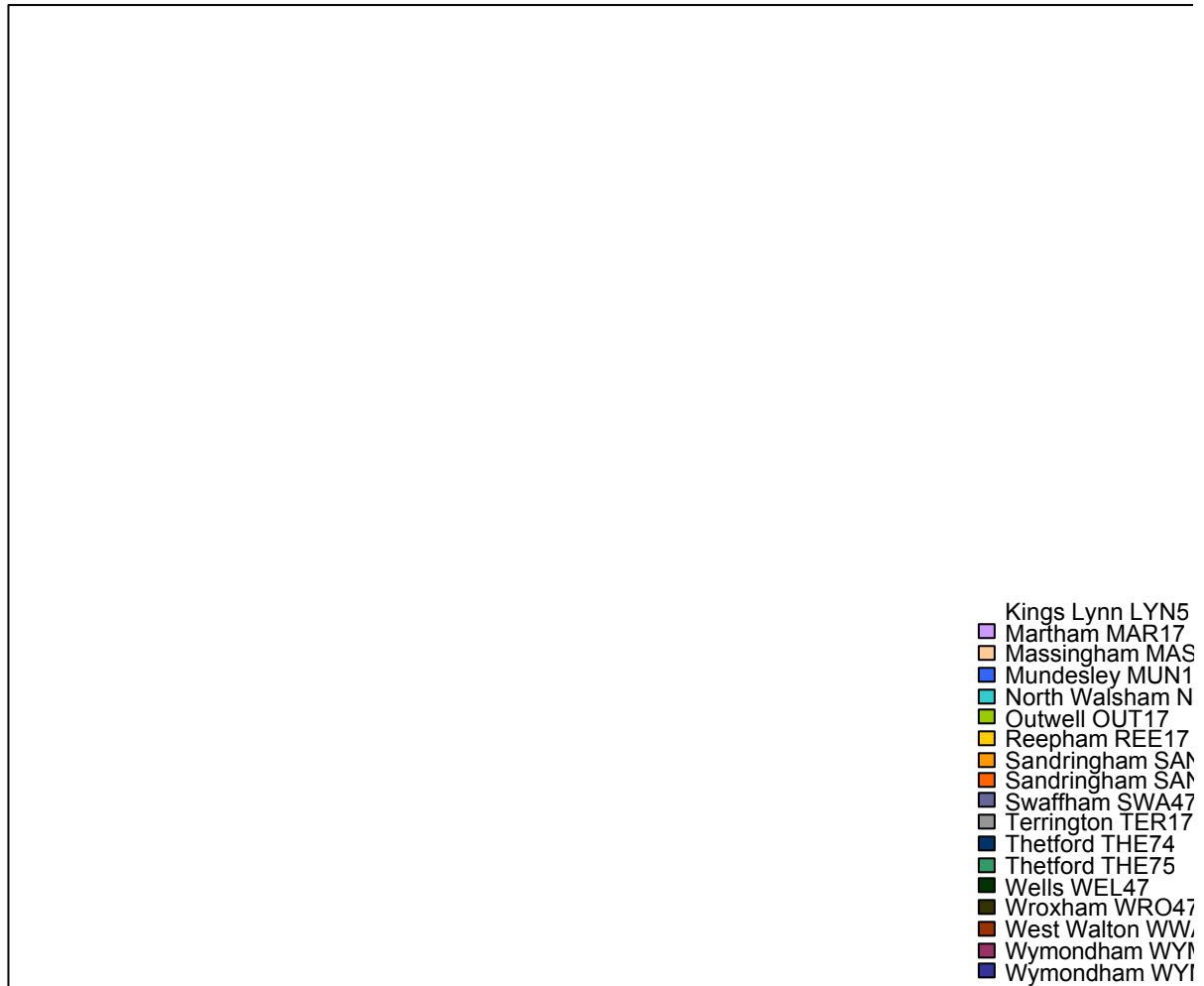
A number of these stations provide Rescue Pumps who provide specialist rescue capability across the county. There are also significant issues with the 2<sup>nd</sup> pump on 2 pump stations.

### 5.1.2 Mobilising with Crews of 3

Norfolk has a policy of permitting RDS stations to mobilise with 3 riders where life critical incidents occur. The likelihood of this occurring will increase where there are issues of crewing availability and the







frequency of this was reviewed.

There were 92 occasions in 2004/5 where stations mobilised with a crew of 3. The two stations who respond with 3 most frequently do not feature on the list of dual / off the run statistics. This suggests that stations are not advising Control of their availability.

### 5.1.3 Availability Reporting - RAPPEL

Data on availability of crews/stations has been limited to experience of notification of off the run, dual attendance or mobilisation with crews of 3. Based on the data captured for use in this report there are issues over the accuracy and reliability due to the number of status changes and what is reported to the control room.

The Service has been in the process of rolling out RAPPEL since October 2005. RAPPEL is an availability notification system which, if adopted universally, will provide more accurate and timely information on station availability. This will enable managers and RDS staff to respond more dynamically to availability issues.

Whilst RAPPEL is at an early stage of use, it is possible to gain some indications of the benefits it will bring in providing more accurate information. A comparison has been made between the first quarter of 2006 and 2007 in terms of station availability. The results are as follows:

<b>% of Total Hours Stations NOT Available(2160 Hours)</b>	<b>January to March 2006 Off the Run/Dual Attendance reports to Control Number of Stations</b>	<b>January to March 2007 Based on RAPPEL Data Number of Stations</b>
<b>Over 20%</b>	<b>3</b>	<b>0</b>
<b>Between 10-20%</b>	<b>3</b>	<b>8</b>
<b>Between 5-10%</b>	<b>0</b>	<b>5</b>
<b>Total Stations not available for over 5% of hours</b>	<b>6</b>	<b>13</b>

Comparison between Control reporting and RAPPEL information across all stations for these periods suggest that 26 stations are indicating an increase in the time they are either off the run or on dual attendance with the RAPPEL reporting, 9 have reduced their time. Not all of the increases are significant but there is a suggestion that that RAPPEL data can provide a dynamic and more detailed picture of availability. Anecdotally it has been noted that RAPPEL supports availability as RDS staff can, where possible, alter their availability status in response to a message that their station is off the run.

This early snapshot of information from RAPPEL obviously needs to be regarded as indicative. However it does support the benefit of the system and endorses the need to embed its use.

#### **5.1.4 Managerial Assessment of Availability**

In support of data on availability, a sample of RDS Watch Managers were asked to provide a snapshot of numbers of RDS personnel available across a typical week at their station to identify whether there was a known cover problem.

There are no accurate records held in areas or at HQ that detail the availability commitment of individual RDS personnel. Whilst this is a driving factor at recruitment, it is known that availability and cover can vary over time – particularly as a result of changing work patterns or commitments.

The sample from Watch Managers does not indicate any problems with cover either day or night but this is not supported by the station availability figures above. It reinforces the need for availability records to be re-established and accurately maintained.

### **Operational Response Review – Summary Points:**

- Reported instances of off the run and dual attendance clearly indicate availability issues at some stations
- Day time cover is a particular issue for some stations which is likely to result from the availability of RDS from their primary employment
- There are potential gaps in our operational response where neighbouring stations are experiencing cover difficulties
- RAPPEL looks to provide the information to manage availability more closely and effectively

Day Cover			Crew Availability							Crew Availability %						
Station	Crew Numbers	Drivers	Mon	Tue	Wed	Thur	Fri	Sat	Sun	Mon	Tue	Wed	Thur	Fri	Sat	Sun
Attleborough	11	7	6	5	6	5	7	5	5	55%	45%	55%	45%	64%	45%	45%
Aylsham	10	4	8	8	5	7	7	9	7	80%	80%	50%	70%	70%	90%	70%
East Harling	11	5	6	6	7	7	7	8	6	55%	55%	64%	64%	64%	73%	55%
Hingham	11	8	8	8	8	8	9	9	9	73%	73%	73%	73%	82%	82%	82%
Holt	10	8	9	9	9	9	9	10	10	90%	90%	90%	90%	90%	100%	100%
Hunstanton	9	4	5	5	6	6	6	8	8	56%	56%	67%	67%	67%	89%	89%
Mundesley	10		7	7	7	6	6	10	8	70%	70%	70%	60%	60%	100%	80%
Sheringham	14	7	7	8	9	10	6	10	7	50%	57%	64%	71%	43%	71%	50%
Stalham	12	5	11	11	11	11	11	11	11	92%	92%	92%	92%	92%	92%	92%
Swaffham	12	7	5	5	5	7	6	7	9	42%	42%	42%	58%	50%	58%	75%
Wells	9	5	7	7	7	7	6	7	8	78%	78%	78%	78%	67%	78%	89%
Wroxham	12	6	10	11	11	11	8	10	9	83%	92%	92%	92%	67%	83%	75%
Hethersett	12	10	8	8	7	7	9	10	10	67%	67%	58%	58%	75%	83%	83%
North Earlham	12	3	8	6	6	7	8	10	9	67%	50%	50%	58%	67%	83%	75%
Loddon	11	6	8	6	8	6	8			73%	55%	73%	55%	73%		
Dereham	20	11	10	8	9	10	9	13	18	50%	40%	45%	50%	45%	65%	90%
Heacham	13	9	9	9	9	9	9	13	12	69%	69%	69%	69%	69%	100%	92%

Night Cover			Crew Availability							Crew Availability %						
Station	Crew Numbers	Drivers	Mon	Tue	Wed	Thur	Fri	Sat	Sun	Mon	Tue	Wed	Thur	Fri	Sat	Sun
Attleborough	11	7	9	10	9	10	9	5	5	82%	91%	82%	91%	82%	45%	45%
Aylsham	10	4	10	10	10	10	10	10	10	100%	100%	100%	100%	100%	100%	100%
East Harling	11	5	11	10	10	9	10	8	9	100%	91%	91%	82%	91%	73%	82%
Hingham	11	8	9	9	9	9	9	9	9	82%	82%	82%	82%	82%	82%	82%
Holt	10	8	10	10	10	10	10	10	10	100%	100%	100%	100%	100%	100%	100%
Hunstanton	9	4	8	9	6	5	7	7	7	89%	100%	67%	56%	78%	78%	78%
Mundesley	10		10	10	10	9	10	10	10	100%	100%	100%	90%	100%	100%	100%
Sheringham	14	7	12	13	11	12	11	12	12	86%	93%	79%	86%	79%	86%	86%
Stalham	12	5	12	12	12	12	12	12	12	100%	100%	100%	100%	100%	100%	100%
Swaffham	12	7	9	11	10	9	10	5	8	75%	92%	83%	75%	83%	42%	67%
Wells	9	6	8	8	8	8	8	8	8	89%	89%	89%	89%	89%	89%	89%
Wroxham	12	6	8	10	11	10	8	8	10	67%	83%	92%	83%	67%	67%	83%
Hethersett	12	10	10	10	9	9	8	8	10	83%	83%	75%	75%	67%	67%	83%
North Earlham	12	3	9	8	9	8	9	11	11	75%	67%	75%	67%	75%	92%	92%
Loddon	11	6	10	10	10	10	9	11	11	91%	91%	91%	91%	82%	100%	100%
Dereham	20	11	20	15	17	19	18	19	18	100%	75%	85%	95%	90%	95%	90%
Heacham	13	4	13	13	13	13	13	13	13	100%	100%	100%	100%	100%	100%	100%

## **6. RDS STAFF SURVEY**

6.1 A survey questionnaire was sent to all RDS personnel seeking to identify issues with operating the system and potential for improvement. It sought views on:

- Time demands arising from the RDS role
- how this impacts on their primary employment and their personal life
- recruitment and retention issues
- provision and delivery of training
- use of IPDS
- delivery of local risk management initiatives
- working and remuneration arrangements
- provision and availability of cover

High levels of responses were received from RDS Watch Managers with 23 responding (56%). 25% of RDS Crew Managers or Firefighters responded. Consistent themes emerge from the analysis which can support the findings of the project and also act as a trigger to consider other issues. The results of the Survey are attached in the Appendices.

As might be expected, there is some differences to responses from Watch Managers on some issues to other personnel. One example would be having sufficient staff available to provide effective emergency response. The WM might see there being no problem where the rest of the crew might as it would reflect directly on them.

### **6.2 Summary of Conclusions from staff survey**

#### **Watch Managers**

- The most significant issue raised was the workloads associated with running a RDS station.
- Watch Managers identified paperwork as a key point as was the IPDS system. There were concerns that IPDS was not fully or robustly implemented and there remains a clear lack of understanding among many of RDS personnel. It was also felt the paper based recording system was not as robust as it needs to be. It was acknowledged that IPDS had not run a full 2 year cycle.
- Many Watch Managers felt obliged to act as a role model in ensuring that the appliance was kept on the run.

- The majority of responders stated that the RDS commitment impacted, often to the detriment, on their private life and primary employment. It was felt that the current system does not reflect modern day working where flexibility is key.
- The majority of Watch Managers felt that the current retaining fee did not reflect the amount of time RDS staff are available.
- Most felt that the current establishments provided a suitable level of RDS cover. However, more should be done with local employers to encourage day time cover. It was identified that it was a small number of RDS staff who provide the cover during the day.
- Although the majority felt that they were suitably trained to carry out the role of Watch Manager they felt more should be done locally
- A number commented on the effectiveness of the station planning process. They felt that other departments did not consider the impact of their plans on RDS staff and as a result a range of issues were dropped on RDS staff at short notice.

### **Crew Managers / Firefighters**

- The majority again identified that they were not utilising IPDS to its full extent. Common problems identified were the paperwork and the level of understanding of IPDS.
- The majority of responders felt that there would be benefit on concentrating on core skills and this should be supported by local delivery and local support. Lack of hours available for training was also an issue.
- The unwillingness or ability of employers to release RDS staff was a significant issue with regard to recruitment and retention, this coupled with lack of local employment opportunities.
- A third of respondents felt that they did not receive enough training in order for them to carry out their role with the need to concentrate more on core skills.
- There was a fairly even split when it came to researching alternative crewing arrangements highlighting some reluctance to seek alternatives.
- Whilst stations with specialist appliances attract additional training hours, the majority felt that the level should be increased further.

- There was a strong feeling that the amount of time that an individual is available should be rewarded.

**Staff Survey Review – Summary Points:**

- Need for greater understanding of IPDS and for the systems to be more user friendly
- Concerns about time for training and a wish to focus on core skills
- Respondees want to see a recognition of the commitment individuals give to the Service
- Identifies significant pressure on RDS Watch Managers



## **7. TRAINING AND MAINTAINING COMPETENCE**

### **7.1 Expectations**

With the implementation of IPDS and the adoption of national occupational standards and role maps across staff on all duty systems, learning and development processes for RDS staff are developing to meet the requirements of the role map.

On appointment and prior to mobilising for operational incident, RDS recruits still attend a 1 week core skills induction course. In terms of skills acquisition, this is supplemented with a modular programme which includes breathing apparatus, RTC skills, fire behaviour, trauma care and LGV/EFAD driving (as required). This is supplemented with specialist skills training for example on rescue pumps, working at height or other specialist requirements such as incident management for those acting up or taking on managerial responsibilities.

For station based training, RDS personnel are contracted to attend a 2 hour drill night per week but funded to 3 hours per week (the additional hour being added at drill nights or available for training activities or exercises at other times). Stations that crew specialist appliances attract additional training hours equating to an additional drill night per quarter.

All RDS staff record training and operational activity in accordance with the Brigades Integrated Personal Development System policy (IPDS). Personal Development Records are completed by RDS staff and assessed and verified by managers.

Through the station planning process the station plan will identify and tailor activities for the year which reflect the risk profile of the local area and the competency levels of the crew.

The new development systems have placed a significant additional requirement on RDS staff, compounded by the implementation of new equipment or procedures (such as rescue pumps, new BA equipment and working at height). A review of the PDR processes has clearly indicated that completion is patchy. To address some of these issues an ICT based workplace assessment system is currently rolling out across the Service. The Service is also adopting a suite of development modules and ICT based learning packages to support station based learning and development.

### **Training and Maintaining Competence – Summary Points:**

- The national occupational standards and IPDS systems provide the framework for RDS learning and development.
- The Service has confirmed the role of RDS firefighters and placed a priority on the safety critical elements for the development and maintenance of competence.
- RDS staff have expressed concerns about the implementation of IPDS systems and a wish to focus on core skills.
- The Service is introducing improvements to current systems and a Phase 2 development programme to support firefighter development.

## 8. MANAGEMENT OF RETAINED STATIONS

The majority of the Watch Managers felt under considerable pressure both to set an example to keep the pump on the run and to carry out the full range of managerial tasks required in their role.

### 8.1 Management Matrix

The chart provides an indication of the majority of managerial tasks that are undertaken at a RDS station. On some stations there may be more devolvement by Watch Managers to Crew Managers and Firefighters, although it remains the responsibility of the Watch Manager to ensure tasks are completed.

Managerial Responsibility	SM	RDS WM	RDS CM	RDS FF
Station planning	X	X		
Management of plan	X	X		
Appraisals management	X	X		
Management of training		X		
Securing of training		X		
Health & Safety	X	X		
Sickness monitoring	X	X		
PDR	X	X		
Std tests		X	X	
Stores		X	X	
F6 Returns		X		
Local Call out testing		X		
Community Safety Plans	X	X		
Stn Maintenance	X			
Legionella flushing		X		
Probationer monitoring	X	X	X	X
Fireground feeding supplies			X	X
Battery Management			X	X
Operational rota / availability		X	X	
Driving License details	X	X		
II D	X	X		
Risk File	X			
Management of Discipline		X	X	
Management of PPE		X	X	
Management of vehicle/Equipment defects		X		
Management of station defects		X		
Management of recruitment	X	X		
Management of station rota		X		

The management matrix is a fairly consistent representation of how the responsibilities have been allocated between station personnel.

This analysis recognises that the activity required of Watch Managers has grown with the broader role of the FRS, the introduction of new equipment and the implementation of IPDS and other management processes.

**Management of Retained Stations – Summary Points:**

- RDS Watch Managers are required to undertake a broader range of managerial activity which is having a significant impact
- There may be a variation across stations on the delegation of station management tasks which could contribute to this issue

## **9. CONCLUSIONS**

### **9.1 RDS Performance Criteria**

In reviewing the retained duty system, the project set out to consider whether it was 'fit for purpose' against the following:

- Individuals are attracted to join as RDS personnel
- Skilled employees stay with the service and some take on managerial roles
- Individuals feel appropriately and fairly rewarded for the work they do and the effort they put in
- Cover and response are incentivised to ensure the Service meets its response standards

### **9.2 Recruitment and Retention**

The evidence clearly identifies that currently in Norfolk the Service is able to recruit RDS staff and our retention rates are high. Whilst there can be localised difficulties on recruitment or progression, there is no suggestion that the duty systems itself is responsible for these.

### **9.3 Recognition of Commitment**

However, there are some issues raised by some staff about aspects of the duty system – primarily the issue of recognition of commitment. There are also clearly issues about availability and cover at some stations which have not been supported by either the way the Service has utilised the retained duty system in the past and (to some extent as a consequence) how information systems support the management of availability. This review should focus on the means of addressing both of these issues.

### **9.4 Alternative Duty Systems**

Alternative duty systems are being developed in other Services but as yet are largely untested. The evidence of this review would suggest that whilst there are issues and challenges with the retained duty system, there does not seem to be sufficient cause for a wholesale change of duty system at the current time. This does not mean that there might not be benefit in considering the use of alternative duty systems alongside our core RDS contract where these might address particular local problems. There also clearly needs to be a focus on providing systems and guidance on the Working Time Regulations for all staff.

## **9.5 Management on Retained Stations**

A common theme identified in this review is the pressure on the role and commitment of RDS Watch Managers. It is likely that in addressing some of the issues identified in review itself in terms of managing cover and availability will place further activity on those managers. This suggests that the management support on and for retained stations should be reviewed.

## **9.6 Role, Learning and Development**

The review has also clarified the expectations of RDS staff in terms of their role, the national occupational standards and IPDS processes. This clarification has also emphasised the primary importance of the risk critical elements in the role. This is consistent with concerns from RDS staff, particularly in terms of developing risk critical skills. These issues can be progressed through planned changes to the delivery of IPDS and learning and development within the Service.

In the light of these conclusions, the recommendations and actions arising from this report are presented in the following sections:

- cover and availability
- information and systems
- management on retained stations
- learning and development

## **10. RECOMMENDATIONS**

### **10.1 Cover and Availability**

- It is recommended that the current RDS system continues to provide the basis for core employment on RDS stations
- Develop a system to replace the current 65% attendance for a full retainer that focuses on cover requirements and seeks to provide an incentive for good levels of cover.
- Each station should undertake a review of the cover provided by current RDS staff as a baseline and this should be updated regularly
- The Service should put arrangements in place to manage the cover commitment of staff and provide clear guidelines to managers on how to manage changes in availability
- The Service should seek to recruit RDS staff who can meet local station needs and where stations identify issues in achieving cover, consideration should be given to alternative duty systems that address those local needs
- NFRS should develop a set of principles for the operation of a station based rota system in order for RDS staff to maintain operational cover and achieve and maintain competence. Any principles should cover availability, be family friendly and ensure competence.

### **10.2 Information and Systems**

- The Service should seek to maximise the implementation of RAPPEL to support Service capacity to manage availability
- The Service should provide managers with management information through Firewatch in order for them to manage availability effectively.
- When cover levels are established, NFRS should consider the use of a ridership factor to assist in determining establishment levels.
- Effective systems should be introduced to gauge leaver reasons for RDS staff.
- To meet the specific requirements of the Working Time Regulations:

- Guidelines on the Working Time Regulations should be issued to all staff (to include relevant information for RDS staff).
- The Service should adopt a guideline on the maximum number of hours of work per week. The maximum should be set to 76 hours per week at work across all employments. NB: this is time worked not cover provided.
- The Service should establish an Opt Out Agreement for employees who work above 48 hours per week.
- The Service should seek a collective agreement to amend the requirements of the Regulations in respect of rest periods to allow a degree of flexibility in when rest periods are taken. This will allow individuals to respond as required ensuring RDS availability and emergency response.
- The Service should seek to establish information systems to support the recording and analysis of worked time and address specific issues to manage working time within NFRS.

### **10.3 Management on Retained Stations**

- Allocation of managerial activities should be revisited on a station / district basis to ensure that the responsibilities are appropriate allocated to managers on the station to ensure the Watch Manager is not being over burdened. Crew Managers should play an active part in station management in accordance with their rolemap.
- Wider managerial support for retained stations should be considered as part of the review of services in rural/semi-rural areas.

### **10.4 Learning & Development**

- The clarification on the role and priority of risk critical development of RDS firefighters should be communicated and integrated into station planning.
- A review of critical training needs should be undertaken to support the planning and prioritisation of RDS training.
- Managers should ensure training is tailored to station/call profile and linked to station/district plan.



- Training and development opportunities should be introduced that support the role of RDS Managers .

## **11. ISSUES OUTSIDE THE SCOPE OF THE PROJECT**

During the course of the project, the project team had the opportunity to consider a range of issues some of which fell outside the scope of the project. The following recommendations have been identified through the work done by the project team and as a result of the survey and are submitted for consideration. Many of the issues have a direct bearing on availability and operational effectiveness.

- An alternative IT based recording system should be introduced for IPDS as soon as possible. (NB: an ICT based recording system PDRPro is in process of being rolled out)
- Consideration should be given to providing a direct link to BMT. Perhaps a AM or P.O with an agreed RDS terms of reference. This should supplement existing RDS structures within districts and areas.
- ODPM 'Recruitment and Retention of RDS firefighters'. It is recommended that the 51 recommendations within the document are considered from a Norfolk Fire Service perspective as on going work. The RDS reference 'owner' could support this.
- NFRS should positively engage with local and regional stakeholders and work with DCLG in order to identify some from incentive to make RDS more attractive for primary employers.
- The 5 minute envelope in which RDS personnel must respond should be considered in conjunction with emergency response standards.
- NFRS continues to progress a milestone to facilitate transferability from RDS to wholetime for firefighters.
- IPDS is reintroduced (where necessary) to the RDS staff by the development team in conjunction with local managers and consideration be given to utilise local RDS staff as 'IPDS champions'
- An employer's pack should be devised to contain information appropriate covering; what skills a RDS FF will bring to the potential primary employer, the contribution the RDS FF brings to the community and the likely demands the employer might expect.

- Use of any operational underspend for non operational activities should be channelled into supporting district / area community safety initiatives.
- NFRS should review current RDS recruitment and induction policy in order to meet the needs of the districts and potential recruits.
- Where staff are struggling to maintain/achieve competence opportunities could be provided to increase exposure either through simulation or incidents with supernumerary crewing – allowing RDS staff to ride on other stations/duty systems as an additional crew member.
- Consideration should be given to competency with regard to complex incidents remote from the station ground e.g. High rise; Hazmat; shipping. Staff who have not received specialist training could be restricted to a supporting role.

## 12. ACTION PLAN

	Priority	Complete In:
<b>Cover and Availability</b>		
<ul style="list-style-type: none"> <li>It is recommended that the current RDS system continues to provide the basis for core employment on RDS stations</li> </ul>	H	n/a
<ul style="list-style-type: none"> <li>Develop a system to replace the current 65% attendance for a full retainer that focuses on cover requirements and seeks to provide an incentive for good levels of cover.</li> </ul>	H	2007/08
<ul style="list-style-type: none"> <li>Each station should undertake a review of the cover provided by current RDS staff as a baseline and this should be updated regularly</li> </ul>	H	2007/08
<ul style="list-style-type: none"> <li>The Service should put arrangements in place to manage the cover commitment of staff by providing clear guidelines to managers on how to manage changes in availability</li> </ul>	H	2007/08
<ul style="list-style-type: none"> <li>Once cover arrangements are clearly understood, consideration should be given to the need to review retained establishment levels</li> </ul>	M	2008/09
<ul style="list-style-type: none"> <li>The Service should seek to recruit RDS staff who can meet local station needs and where stations identify issues in achieving cover, consideration should be given to variations or modifications to the duty system that address those local needs</li> </ul>	M	2008/09
<ul style="list-style-type: none"> <li>NFRS should develop a set of principles for the operation of a station based rota system to support RDS staff to maintain operational cover and achieve and maintain competence. Any principles should cover availability, be family friendly and support competence.</li> </ul>	M	2008/09

<b>Information and Systems</b>		
<ul style="list-style-type: none"> <li>The Service should seek to maximise the implementation of RAPPEL to support Service capability to manage availability</li> </ul>	H	2007/08
<ul style="list-style-type: none"> <li>The Service should provide managers with management information through Firewatch in order for them to manage availability effectively.</li> </ul>	M	2008/09
<ul style="list-style-type: none"> <li>When cover levels are established, NFRS should consider the use of a ridership factor to assist in determining establishment levels.</li> </ul>	M	2008/09
<ul style="list-style-type: none"> <li>Effective systems should be introduced to gauge leave reasons for RDS staff.</li> </ul>	L	2009/10
<ul style="list-style-type: none"> <li>To meet the specific requirements of the Working Time Regulations across the Service (not just RDS) consideration should be given to the following: <ul style="list-style-type: none"> <li>Guidelines on the Working Time Regulations should be issued to all staff (to include relevant information for RDS staff).</li> <li>The Service should adopt a guideline on the maximum number of hours of work per week. The maximum suggested is 76 hours per week at work across all employments. NB: this is time worked not cover provided</li> <li>The Service should establish an Opt Out Agreement for employees who work above 48 hours per week</li> <li>The Service should seek a collective agreement to amend the requirements of the Regulations in respect of rest periods to allow a degree of flexibility in when rest periods are taken. This will allow individuals to respond as required</li> </ul> </li> </ul>	M	2007/10

<p>ensuring RDS availability and emergency response</p> <ul style="list-style-type: none"> <li>The Service should seek to establish information systems to support the recording and analysis of worked time and address specific issues to manage working time within NFRS</li> </ul>		
<b>Management on Retained Stations</b>		
<ul style="list-style-type: none"> <li>Allocation of managerial activities should be revisited on a station / district basis to ensure that the responsibilities are appropriate allocated to managers on the station to ensure the Watch Manager is not being over burdened. Crew Managers should play an active part in station management in accordance with their rolemap.</li> </ul>	H	2007/08
<ul style="list-style-type: none"> <li>Wider managerial support for retained stations should be considered as part of the review of services in rural/semi-rural areas.</li> </ul>	H	2007/08
<b>Learning &amp; Development</b>		
<ul style="list-style-type: none"> <li>The clarification on the role and priority of risk critical development of RDS firefighters should be communicated and integrated into station planning</li> </ul>	H	2007/08
<ul style="list-style-type: none"> <li>A review of critical training needs should be undertaken to support the planning and prioritisation of RDS training</li> </ul>	H	2007/09
<ul style="list-style-type: none"> <li>Managers should ensure training is tailored to station/call profile and linked to station/district plan.</li> </ul>	H	Ongoing
<ul style="list-style-type: none"> <li>Training and development opportunities should be introduced that support the role of RDS Managers</li> </ul>	M	2007/09

### Review of Alternative Duty Systems

#### (A) **COMBINATION OF GUARANTEED CONTRACTED MONTHLY HOURS PAYMENT AND A RETAINING FEE, BASED ON CALL BANDING.**

##### Summary:

- ? This model categorises Stations in to either two or three bands, based on the level of calls.  
For example, using two bands, Category A would include Stations with a higher volume of calls (e.g. 250 and above calls per year); Category B would include those with a lower volume (e.g. less than 250 calls per year).

(If three bands are used, the following figures are shown as an example:

Category A – Stations with 250 and above calls per year  
Category B – Stations with 125-249 calls per year  
Category C – Stations with less than 125 calls per year).

- ? Payment is a monthly guaranteed fee comprising a fixed number of contracted hours, and in addition a retaining fee. Both of these pay elements would depend on the category of station (as detailed above) and the availability of the individual.
- ? With reference to the guaranteed contracted hours, different options of hours are shown below as examples for illustrative purposes.

### STATION CATEGORY (Call Banding)

	Availability (Hours per week)	Category A (E.g. Stations with 250 and above calls per year)			Category B (E.g. Stations with less than 250 calls per year)	
		Guaranteed Contracted Hours (Monthly)	Retaining Fee		Guaranteed Contracted Hours (Monthly)	Retaining Fee
1.	120 (maximum)	20, 25, or 30	100%		10, 15 or 20	100%
2.	80	10, 15 or 20	75%		8, 12 or 16	75%
3.	40 Day Time cover only Mon – Fri 0800 – 1800	10 or 15	100%		8 or 12	100%
4.	Bespoke Cover	None	Proportionate depending on available hours		None	Proportionate depending on available hours

#### Additional Notes:

1. The 120 hours availability (maximum) allows the equivalent of two days (48 hours per week) free from cover)
2. The exact contracted hours would need to be determined after further financial analysis, based on some form of historical data. For example based on the activity levels/staffing costs of providing the service at a particular Station over the last 3 years.
3. Any hours that are worked above contracted hours would be paid in addition.
4. Any hours worked less than contracted hours would be carried forward to the following month. This would then be used as a “credit” for the Fire Service to use. (Consideration will need to be given as to how many times the shortfall in hours could be rolled over to successive months).
5. To assist recruitment in problem areas, for example Monday - Friday day time cover, an additional premium could be added to the hourly rate,

and/or payment of a 100% retaining fee to be made for a relatively smaller number of hours.

6. In addition “bespoke cover” is provided to assist with recruitment and retention. This offers more flexibility to individuals who may have more limited availability (less than 80 hours per week for example); payment of a retaining fee in these cases could be based on a proportionate basis, and other fees based on work undertaken, rather than a guaranteed payment.
7. Retaining fee and hourly rate based on NJC rates.

### **Advantages:**

- ? Definite periods of time free from availability, thus more geared to rest periods of the Working Time regulations.
- ? Family friendly reducing an individual’s operational cover
- ? Payment based on availability and calls
- ? Individuals have a regular income
- ? Enhanced status for RDS, increased professionalism
- ? Improved recruitment
- ? Improved retention
- ? Operational activity shared more equally amongst team, thus improving individual and team competency levels.
- ? Attractive to some existing and new members
- ? Salary based rewarding availability
- ? Work life balance
- ? Improved conditions of service
- ? Reward of day cover
- ? Encouragement of Community Fire Safety
- ? Reduction of accidents and injuries
- ? IPDS compliant
- ? Increased opportunities for Crew and Watch Managers to develop command experience.



- ? Possibility of pay protection for existing staff (if agreed)
- ? Holiday and sick pay to be paid to align arrangements with wholetime staff
- ? Less of a “two tier” system compared to wholetime staff
- ? Decrease in administrative/payroll time in claiming and calculating salaries
- ? Total costs are more certain so assisting budgetary planning
- ? Increased equality of payments between staff

**Disadvantages:**

- ? Current higher earners disaffected
- ? Possible increased costs in long term
- ? Transition will result in increased costs in short/medium term
- ? If certain staff protected, disaffection from non protected staff
- ? Low volume stations may have more problems recruiting and retaining staff.
- ? Employee relations problems
- ? Decrease in morale at least in transition phase
- ? Banding of stations could encourage a “two/three tier” status between them.

**(B) COMBINATION OF A GUARANTEED ANNUAL SALARY  
RETAINING FEE, ADDITIONAL FEES FOR DRILL NIGHTS/TRAINING.**

(Salary of individual based on a historical analysis of calls received at his/her respective station over, say, the last three years. In addition a retaining fee paid dependent on availability, and other fees).

**Summary:**

- ? Basic payment is a guaranteed annual salary based on a historical analysis of calls received at the respective station over, say, the last three years.

i.e. (One hours pay + Disturbance Fee) x % of the average number of calls received at the individual station over the last 3 years).

For example a firefighter works at Station X providing 84 hours cover (50% of whole week) where the number of calls over the last three years have been 222; 276; 312 respectively.

Average calls = 270.  
Hourly Rate = £11.80  
Disturbance Fee = £3.39

Basic Salary would be:

$(£11.80 + £3.39 = £15.19) \times 270 = £4101.30 \times 50\% \text{ availability} =$   
£2050.65.

(Although cover is provided for 50% of the week, a different figure could be used for calculating the salary. For example cover provided for 50% of the week, but paid at 60%, depending on the costs).

If less availability is provided, compared to 84 hours, the above figure would be reduced accordingly.

For example different firefighters at the same station providing:

63 hours (75% of 84):  
Above salary would be multiplied by 0.75  
 $£2050.65 \times 0.75 =$  £1537.99

Below 63 hours:  
Above salary would be multiplied by 0.50  
 $£2050.65 \times 0.5 =$  £1025.325

Or directly proportionate to above salary. If providing, say, 44 hours cover above salary multiplied by 44/84 (0.52)  
 $£2050.65 \times 0.52 =$  £1066.34

? In addition to the above, an annual retaining fee is paid, which varies according to availability – please see table below.

? Also an hourly rate paid for drill nights, training, Community Fire Safety work.

	<b>Availability (Hours per week)</b>	<b>Retaining Fee</b>	<b>Additional Payments</b>
1.	84	100%	See notes above
2.	63	75%	
3.	Below 63	50% (Or pro-rata based on percentage of cover compared to 84 hours)	
4.	Day Time Cover Mon – Fri 0800 – 1800	A retaining fee, rate to be determined. In addition provision of operational cover during these hours to be rewarded by additional premium payment.	

#### **Additional Notes:**

1. A base line of operational activity could be set, reflecting the average level over the last 3 years. If operational activity decreases in the future, the agreed activity could remain protected, therefore guaranteeing that salary would not decrease over time.
2. A minimum station activity level could be set to encourage recruitment and retention at quieter stations.
3. An enhanced rate could be set for staff providing Monday – Friday day time cover.
4. Retaining fee and hourly rate based on NJC rates.

#### **Advantages:**

- ? Definite periods of time free from NFS availability, thus more geared to rest periods of the Working Time regulations.
- ? Family friendly reducing an individual's operational cover
- ? Payment based on availability and calls
- ? Individuals have a regular income
- ? Enhanced status for RDS, increased professionalism
- ? Improved recruitment

- ? Improved retention
- ? Operational activity shared more equally amongst team, thus improving individual and team competency levels
- ? Attractive to some existing and new members
- ? Salary based rewarding availability
- ? Work life balance
- ? Improved conditions of service
- ? Reward of day cover
- ? Encouragement of Community Fire Safety
- ? Reduction of accidents and injuries
- ? IPDS compliant
- ? Increased opportunities for Crew and Watch Managers to develop command experience
- ? Possibility of pay protection for existing staff (if agreed)
- ? Holiday and sick pay to be paid to align arrangements with wholetime staff
- ? Less of a “two tier” system compared to wholetime staff
- ? Less complex than (A) as there is no banding of stations
- ? Decrease in administrative/payroll time in claiming and calculating salaries
- ? Total costs are more certain so assisting budgetary planning
- ? Increased equality of payments between staff

**Disadvantages:**

- ? Current higher earners disaffected
- ? Possible increased costs in long term
- ? Transition will result in increased costs in short/medium term

- ? If certain staff protected, disaffection from non protected staff
- ? Employee relations problems
- ? Decrease in morale at least in transition phase

(C) **ANNUAL SALARIED SYSTEM**  
(Inclusive salary – paid monthly)

**Summary:**

- ? With this option, payment is solely a salary. No separate retaining fee or other payments. Salary includes requirement to attend drill nights, training, Fire Community safety work.
- ? The salary could be based on existing costs at a particular station or group of stations. For example station Y has an average staffing cost of £80000 per year, employing 13 operational staff. The fixed annual salary costs to be calculated taking account of this existing or similar total cost.
- ? Salary would also depend on availability, with 100% salary based on a set number of weekly hours of availability e.g. 84 or 100 or 120). Lower levels of availability would be rewarded by a percentage of the 100% salary.  
For example, with availability of 63 or 75 or 90 (75% of above), the 100% salary would be multiplied by 0.75; with availability of 42 or 50 or 60 (50% of above), the 100% salary would be multiplied by 0.50
- ? In the example of Station Y mentioned above £80000 would need to be apportioned by thirteen but allowing for some increases for Watch Manager and Crew Manager roles. Thus each firefighter at the station offering the same band of availability would receive the same monthly amount.

	<b>Availability (Hours per week) – Different options shown</b>	<b>Payment</b>
1.	84, 100 or 120	100% salary. Monthly payment of y hours at equivalent wholetime rate.
2.	63, 75 or 90	75% salary. (As 1. x 75%)
3.	42, 50 or 60	50% salary. (As 1. x 50%)
	<b>Availability (Hours per week) Day Time Cover only Mon-Fri</b>	
4.	50	100% salary. Monthly payment of z hours at equivalent wholetime rate.
5.	40	75% salary. (As 4. x 75%)
6.	30	50% salary. (As 4. x 50%)

#### **Additional Notes:**

1. Again, an enhanced system of payment could be paid for providing Monday – Friday day time cover.
2. An additional % of the salary or an hourly rate could be paid for undertaking additional tasks, if appropriate.

#### **Advantages:**

- ? Definite periods of time free from NFS availability, thus more geared to rest periods of the Working Time regulations
- ? Family friendly, reducing an individual's operational cover
- ? Payment based on availability and calls
- ? Individuals have a regular income
- ? Enhanced status for RDS, increased professionalism
- ? Improved recruitment
- ? Improved retention
- ? Operational activity shared more equally amongst team, thus improving individual and team competency levels

- ? Attractive to some existing and new members
- ? Salary based rewarding availability
- ? Work life balance
- ? Improved conditions of service
- ? Reward of day cover
- ? Encouragement of Community Fire Safety
- ? Reduction of accidents and injuries
- ? IPDS compliant
- ? Increased opportunities for Crew and Watch Managers to develop command experience
- ? Possibility of pay protection for existing staff (if agreed)
- ? Holiday and sick pay to be paid to align arrangements with wholetime staff
- ? Less of a “two tier” system compared to wholetime staff
- ? Decrease in administrative/payroll time in claiming and calculating salaries, more so than models (A) and (B).
- ? Total costs are more certain so assisting budgetary planning
- ? Increased equality of payments between staff

**Disadvantages:**

- ? Current higher earners disaffected
- ? Possible increased costs in long term
- ? Transition will result in increased costs in short/medium term
- ? If certain staff protected, disaffection from non protected staff
- ? Employee relations problems
- ? Decrease in morale at least in transition phase

(D) **PAYMENT BASED ON CURRENT SYSTEM BUT CORRELATING RETAINING FEE WITH AVAILABILITY**

**Summary:**

? Retaining fee would be based on availability. Other fees would be as per current system, i.e. hourly rate for work undertaken, attendance fee and disturbance payment per call out.

? For the highest band of availability, a retaining fee of greater than 100% is paid.

	<b>Availability (Hours per wk) – Different options shown</b>	<b>Retaining Fee (For additional payments see notes above)</b>
1.	120 or 144 max	125%
2.	96 or 120	100%
3.	72 or 90	75%
4.	48 or 60	50%
5.	<b>Day Time Cover</b> Mon – Fri 0800 – 1800	100% (In addition possible enhanced rate paid)

**Additional Notes:**

1. The figure of 144 quoted above would allow the equivalent of one day (24 hours free) from availability per week.
2. Again, an enhanced system of payment could be paid for providing Monday – Friday day time cover.
3. Retaining fee and hourly rate based on NJC rates.

**Advantages:**

- ? Based on existing scheme but rewards availability
- ? Essentially “tried and tested” – established and understood
- ? Flexible
- ? Effective response for most of the time
- ? Cost effective
- ? Encourages response



**Disadvantages:**

- ? Less guaranteed income, thereby affecting recruitment and retention
- ? Could be earning more for primary employer
- ? Difficulties with recruitment and retention
- ? Lack of cover compared to salaried type of scheme

**(E) AS (D) BUT ADDITIONAL CATEGORIES OF AVAILABILITY****Summary:**

- ? Retaining fee would be based on availability. Other fees would be as per current system, i.e. hourly rate for work undertaken, attendance fee and disturbance payment per call out.
- ? Retaining fee would be on a proportionate basis depending on availability, but more categories. This could have recruitment and retention benefits, for example an individual may wish to join the RDS but only have limited time available.

	<b>Availability (Hours per week)</b>	<b>Retaining Fee</b>	<b>Additional Payments</b>
1.	100	100%	See notes above.
2.	90	90%	
3.	80	80%	
4.	70	70%	
5.	60	60%	
6.	50	50%	
7.	40	40%	
8.	30	30%	
9.	20	20%	
10.	10	10%	

	<b><u>Day Time Cover only</u></b> Mon – Fri 0800 -1800 <b>Availability (Hours per week)</b>	<b>Retaining Fee</b>	<b>Additional Payments</b>
1.	50	100%	See notes above.
2.	40	80%	
3.	30	60%	
4.	20	40%	
5.	10	20%	

#### **Additional Notes:**

1. For day time cover, the retaining fee is doubled for the same number of hours covered at other times, as a day time premium payment.
2. Retaining fee and hourly rate based on NJC rates.

#### **Advantages:**

- ? Maximises operational cover from the community
- ? Promotes a more flexible working environment for part time staff
- ? Helps to maintain continuity of service
- ? Based on existing scheme but rewards availability
- ? Essentially “tried and tested” – established and understood
- ? Flexible
- ? Effective response for most of the time
- ? Cost effective
- ? Encourages response
- ? Provides flexibility of cover, allowing individual’s more choice. (E.g. Individual may only wish to offer 10 hours per week, mainly community safety work)

#### **Disadvantages:**

- ? Less guaranteed income, thereby affecting recruitment and retention
- ? Could be earning more for primary employer

- ? Difficulties with recruitment and retention
- ? Lack of cover compared to salaried type of scheme

**(F) ANNUAL BANK OF HOURS OF AVAILABILITY**

**Summary:**

- ? Each individual would be allocated an annual hours. Retaining fee would be paid on a proportionate basis, based on availability. Other fees would be as per current system, i.e. hourly rate for work undertaken, attendance fee and disturbance payment per call out.
- ? Hours to be used more flexibly as an annual bank of hours, rather than on a weekly basis.
- ? The period could be, for example, a half year or quarterly period instead.

	<b>Availability (Annual hours)</b>	<b>Retaining Fee</b>	<b>Additional Payments</b>
1.	5000	100%	See notes above
2.	4000	80%	
3.	3000	60%	
4.	2000	40%	
5.	1000	20%	

**Additional Notes:**

1. Retaining fee and hourly rate based on NJC rates.
2. Rota sheets to be completed by individuals with their availability.
3. Bank of hours could be used for community/training exercises.

**Advantages:**

- ? Based on existing scheme but rewards availability
- ? Essentially “tried and tested” – established and understood
- ? Flexible

- ? Effective response for most of the time
- ? Cost effective
- ? Encourages response
- ? Provides the individual and the Service with flexibility of cover
- ? Reflects inputs such as community fire safety with “reward”

**Disadvantages:**

- ? Less guaranteed income, thereby affecting recruitment and retention
- ? Could be earning more for primary employer
- ? Difficulties with recruitment and retention
- ? Lack of cover compared to salaried type of scheme
- ? Less control on weekly hours thus may be less geared to the working time regulations

## Results of RDS Employee Survey

**RDS Review 2006 Watch Manager Question collation.**

	No. commented	Returns	%
<b>1. What do you consider to be the 3 most significant issues facing you as a RDS Watch Manager?</b>			
Work load	9	23	39%
IPDS:	9	23	39%
Paper work	8	23	35%
Keeping appliance on the run	5	23	22%
Time constraints	5	23	22%
Motivation/Morale	4	23	17%
3 hrs training not enough to run station	4	23	17%
Non performing staff	3	23	13%
Recruitment/retainment	3	23	13%
Lack of calls	2	23	9%
Short time scales	2	23	9%
More training on station	2	23	9%
Managing change	2	23	9%
Short term sickness	1	23	4%
Dual contracts, absents on drill nights.	1	23	4%
Rank to role	1	23	4%
Pressure from management	1	23	4%
Changing levels of responsibility	1	23	4%
Training support/materials	1	23	4%
Pay system	1	23	4%
More time needed for training	1	23	4%
Lack of support	1	23	4%
Being demoted	1	23	4%
Course cancellations	1	23	4%
Maintaining competencies	1	23	4%
<b>2. Time Demands</b>			
<b>Family life:</b>			
Impact	17	23	74%
None	6	23	26%
<b>Personal Life:</b>			
Impact	12	23	52%
None	6	23	26%
<b>Professional Life:</b>			

Impact	17	23	74%
None	10	23	43%
<b>3. IPDS</b>			
<b>Is your station fully utilising IPDS?</b>			
Yes	9	23	39%
No	15	23	65%
<b>Are there any issues/difficulties with the IPDS System?</b>			
Complicated	16	23	70%
Time consuming	12	23	52%
Designed round WT	2	23	9%
Lack of support	1	23	4%
Lack of motivation	1	23	4%
Converting long serving personnel	1	23	4%
Using drill nights for IPDS	1	23	4%
Difficult to meet some elements.	1	23	4%
<b>If so, how could this be improved?</b>			
Make it simpler	13	23	57%
Training/understanding	3	23	13%
IT based	3	23	13%
Tick box system	3	23	13%
Recognise toe differences between WT & RT	1	23	4%
Time set aside for IPDS not drill nights.	1	23	4%
Evidence records need to fit the role	1	23	4%
<b>Are you satisfied in your own competency to carry out the role of Watch manager?</b>			
Yes	23	23	100%
No	0	23	0%
<b>4. Recruitment / Retention</b>			
<b>What are the current issues facing your station with regard to recruitment/retention?</b>			
None	10	23	43%
Lack of local employment	4	23	17%
Employers	4	23	17%
Low morale	3	23	13%
Low call profile	2	23	9%
Lack of day cover	1	23	4%
Work load	1	23	4%
Brigade restriction on establishment	1	23	4%
Personnel working out off area	1	23	4%
Finding suitable personnel i.e. cover & availability	1	23	4%
<b>How could we improve on what currently happens?</b>			
More day cover	2	23	9%
Reinstate Bounty scheme	1	23	4%

Improved remuneration	1	23	4%
Flexible training courses	1	23	4%
Reward commitment	1	23	4%
Review workload	1	23	4%
Limit dual contract	1	23	4%
Less paper work	1	23	4%
<b>Do we need to do more to improve relationships with local employers?</b>			
Yes	18	23	78%
No	4	23	17%
<b>If yes, what could we do?</b>			
Understanding and value of the RDS	7	23	30%
Reduced business rate/tax	6	23	26%
Free Trauma care/ commercial training	5	23	22%
Offer incentives	2	23	9%
better communication	1	23	4%
Visits by LRMs & SM	1	23	4%
Better promotion	1	23	4%

## 5. Training

### Is the training you receive sufficient in order for you to carry out the role of Watch Manager?

Yes	15	23	65%
Could improve	2	23	9%
No	6	23	26%

### If not, how could this be improved?

Periodic refresher courses	2	23	9%
IOSH	1	23	4%
IPDS training	1	23	4%
IT & administration training	2	23	9%
Specialist training e.g. Hazmat, Ship, Radiation	1	23	4%
More monitoring & support	1	23	4%
More management courses	2	23	9%
Keep courses alive e.g. IOSH 7 IC	1	23	4%
Training at weekends	1	23	4%

### Do you feel that you have the necessary competencies & support in order to deliver your station plan?

Yes	21	23	91%
No		23	0%

### If not, how can this be improved?

More notice	3	23	13%
Support	1	23	4%
LRM & SM to do plan	1	23	4%
IT based	1	23	4%

IT , training, Tech services to give more notice	1	23	4%
Further training	1	23	4%
Set time aside not on drill nights.	1	23	4%
Cascade to all crew	1	23	4%
<b>Does your station contain specialist appliances?</b>			
Yes	14	23	61%
No	8	23	35%
<b>If yes, does the level of training support the level of competency required for you and your staff?</b>			
Yes	10	14	71%
No	4	14	29%
<b>If not, how could this be improved?</b>			
More training hours	2	23	9%
LRM/SM assessments	1	23	4%
Concentrate on FF training.	1	23	4%
More visits from training dept.	1	23	4%
<b>6. Remuneration</b>			
<b>Are you satisfied that the retaining fee reflects</b>			
Yes	5	23	22%
No	18	23	78%
<b>If not, how could this be improved?</b>			
Payment for cover	10	23	43%
Increase retainer fee	4	23	17%
Bring back bounty payments.	2	23	9%
Review A/L agreement - 10%	2	23	9%
Increase in disturbance fee	1	23	4%
<b>Should the Brigade consider Part time contracts/ alternative working arrangements</b>			
Yes	12	23	52%
Don't know	4	23	17%
No	4	23	17%
<b>7. Establishments</b>			
<b>Does your current / agreed establishment level provide effective emergency response?</b>			
Yes	16	23	70%
No	7	23	30%
<b>If not, what are the difficulties you face and what would assist in overcoming them?</b>			
Recruitment of personnel who can give day cover	3	23	13%
Increase establishment (15)	2	23	9%
Reduced dual contracts	1	23	4%
2 Pump stations establishment 20	1	23	4%
Dealing with personnel who give little cover	1	23	4%
Lack of local employment	1	23	4%



## RDS Review 2006 - Crew Manager / Firefighter Collation

### 1. What do you consider to be the 3 most significant issues facing you as RDS Crew Manager?

		Returns	%
IPDS work load	31	125	25%
Managing paper work	28	125	22%
Lack of training hours	26	125	21%
Maintaining competencies	11	125	9%
Family Commitments	9	125	7%
Motivation/moral	8	125	6%
Understanding IPDS	7	125	6%
Complying with H & S changes	7	125	6%
Finding time to full fill RDS requirements	6	125	5%
Being competent in IPDS	4	125	3%
Making percentages	4	125	3%
Working Time directive	3	125	2%
To many CFS hours	3	125	2%
Lack of operational experience	3	125	2%
Calls being given to other counties.	3	125	2%
Maintaining response levels	2	125	2%
Pensions	2	125	2%
Lack of local employment	1	125	1%

### 2. Time demands

#### What impact does your role as a RDS Crew Manager/Firefighter have on your Family Life?

Impact	51	125	41%
Sometimes	12	125	10%
None	13	125	10%

#### What impact does your role as a RDS Crew Manager/ Firefighter have on your Personnel Life?

Impact	57	125	46%
Sometimes	9	125	7%
None	50	125	40%

#### What impact does your role as a RDS Crew Manager have on your Primary Employment?

Impact	50	125	40%
Sometimes	4	125	3%
None	46	125	37%

### 3. IPDS

#### Are you using IPDS to its full extent?

Yes	40	125	32%
No	74	125	59%
Don't know	7	125	6%

#### Are there any issues/difficulties you are experiencing with the IPDS system?

Difficult to understand	54	125	43%
Insufficient time to do paperwork	40	125	32%
Insufficient training	12	125	10%
Lack of fire calls/incidents to cover elements.	5	125	4%
Cross referencing	3	125	2%

#### If so, how can this be improved?

Written in simpler terms	47	125	38%
Time allocated to complete paperwork (not drill nights)	12	125	10%
IT based (System able to cross reference units/elements)	11	125	9%
Remuneration	6	125	5%
Tick box system	5	125	4%
Further training	3	125	2%

#### Are you satisfied that you can complete the CM/FF role map in its entirety or should

#### we look at being selective?

Yes	32	125	26%
Not sure	9	125	7%
No	51	125	41%

### 4. Recruitment / Retention

#### What do you consider to be the current issues facing your station with regard to Retention/recruitment?

Employers willing to release personnel.	40	125	32%
Lack of local employment	14	125	11%
Lack of Fire calls	6	125	5%
Local people working out of town	6	125	5%
Lack of day cover	5	125	4%
Enrolment process too long	4	125	3%
Low moral	4	125	3%
IPDS (Low moral)	4	125	3%
Loss of bounty	2	125	2%

#### How could we improve on what currently happens?

Better advertising	5	125	4%
Reduce paper work	4	125	3%
Part time duty system	3	125	2%

Increase establishment	3	125	2%
Speed up recruitment	2	125	2%
Employ RT Recruitment Officer	2	125	2%
Regular meetings with Brigade managers	2	125	2%
<b>Do we need to do more to improve relationships with local employers?</b>			
Yes	55	125	44%
Don't know	4	125	3%
No	20	125	16%
<b>If yes, what could we do?</b>			
Reduction in Tax/Business rates.	21	125	17%
Offer incentives / free training	14	125	11%
Visits by LRM / Station Rep	10	125	8%
Information sent out explaining benefits for them and the local community.	5	125	4%
Employers open day	3	125	2%
<b>5. Training</b>			
<b>Is the training you receive as a CM / Firefighter sufficient for you to carry out your role?</b>			
Yes	69	125	55%
Not sure	4	125	3%
No	47	125	38%
<b>If not, how could this be improved?</b>			
More training on core skills.	26	125	21%
Reduce paper work	12	125	10%
More help from LRMs on drill nights	5	125	4%
Better access to information	4	125	3%
Drill nights for training only	3	125	2%
Stop canceling courses	3	125	2%
Flexible training (evening and weekends)	2	125	2%
<b>Do you feel that you have the necessary competencies and support in order to do your RDS job?</b>			
Yes	96	125	77%
Not sure	4	125	3%
No	10	125	8%
<b>If not, how can this be improved?</b>			
Less paper work.	6	125	5%
More drill nights	2	125	2%
Better support from line managers	2	125	2%
Specialist training e.g. Hazmat; Radiation; USAR	2	125	2%
Regular refresher courses	2	125	2%
<b>Does your station contain specialist appliances ?</b>			
Yes	25	125	20%

No	62	125	50%
<b>If yes, does the level of training support the level of competency required?</b>			
Yes	25	25	100%
No	16	25	64%
<b>If not, how could this be improved?</b>			
More training hours.	17	125	14%
Less paper work.	2	125	2%

## 6. Remuneration

**Are you satisfied that the retaining fee fully reflects the commitment personnel give in**

**order to maintain an emergency response?**

Yes	31	125	25%
No	82	125	66%

**If not, how could this be improved?**

Payment for availability/commitment not calls	31	125	25%
Pay increase	15	125	12%
Tax / NI incentives on second wage	9	125	7%
Reinstate long service bounties.	3	125	2%
Financial reward for personnel who enhance station training e.g RTCT	3	125	2%
2 tier pay system for day and night cover	2	125	2%

**Should the Brigade consider Part time contracts / alternative working arrangements?**

Yes	41	125	33%
Not sure	10	125	8%
No	39	125	31%

## 7. Risk Reduction

**Are you able to fully support your station plan?**

Yes	71	125	57%
Not sure	8	125	6%
No	18	125	14%

**What areas would you like to spend more time on than you do currently?**

CFS	16	125	13%
Practical drills, especially RTC	42	125	34%
Training at different locations	25	125	20%
IPDS	3	125	2%
Training on new equipment	5	125	4%
School visits	2	125	2%
Specialist training e.g. Hazmat; Radiation; USAR	6	125	5%

## Appendix B      Firefighter earnings under the current and proposed models

*Example B1 - Firefighter Level A - who attends 100 calls per year*

*Example B2 - Firefighter Level A - who attends 200 calls per year*

*Example B3 - Firefighter Level A - who attends 300 calls per year*

*Example B4 - Firefighter Level A - who attends 600 calls per year*

### Assumptions and Rates used

<b>Current Award provisions on February 2014 rates</b>
--

Kilometre Allowance, per km	\$1.16
Return Kilometres, per fire call	5
Fortnightly Retainer (Firefighter Level A)	\$60.80
Fortnightly RTAS	\$13.85
Hourly rate	\$30.43

<b>Assumptions applied to both the Dept's and Union's models</b>
--

2014 wage increase %	0.025
Declared Availability hours, per week	24

Dept's Availability Allowance, per km	\$1.29
---------------------------------------	--------

Union's Hourly Rate	\$30.27
Union's Retainer (Firefighter, per fortnight)	\$63.56
Union's Disturbance Allowance, per fire call	\$7.91

## Appendix B Firefighter earnings under the current and proposed models

*Example B1 - Firefighter Level A - who attends 100 calls per year*

### Current Award provisions

Retainer	\$ 1,586.23
RTAS	\$ 360.10
Calls	\$ 3,043.00
Kilometres	\$ 580.00
<b>Annual Total</b>	<b>\$ 5,569.33</b>

### Department's proposed model

Availability Payment (24 hours)	\$ 1,615.45
Calls	\$ 3,043.00
<b>Annual Total</b>	<b>\$ 4,658.45</b>

Annual loss -\$ 910.88

### Department's proposed model, but with kilometres preserved

Availability Payment (24 hours)	\$ 1,615.45
Calls	\$ 3,043.00
Kilometres	\$ 580.00
<b>Annual Total</b>	<b>\$ 5,238.45</b>

Annual loss -\$ 330.88

### Union's proposed model

Retainer	\$ 1,658.31
RTAS	\$ 360.10
Calls	\$ 3,027.00
Disturbance Allowance	\$ 791.00
<b>Annual Total</b>	<b>\$ 5,836.41</b>

Annual gain \$ 267.08

## Appendix B      Firefighter earnings under the current and proposed models

*Example B2 - Firefighter Level A - who attends 200 calls per year*

### Current Award provisions

Retainer	\$ 1,586.23
RTAS	\$ 360.10
Calls	\$ 6,086.00
Kilometres	\$ 1,160.00
<b>Annual Total</b>	<b>\$ 9,192.33</b>

### Department's proposed model

Availability Payment (24 hours)	\$ 1,615.45
Calls	\$ 6,086.00
<b>Annual Total</b>	<b>\$ 7,701.45</b>

Annual loss -\$ 1,490.88

### Department's proposed model, but with kilometres preserved

Availability Payment (24 hours)	\$ 1,615.45
Calls	\$ 6,086.00
Kilometres	\$ 1,160.00
<b>Annual Total</b>	<b>\$ 8,861.45</b>

Annual loss -\$ 330.88

### Union's proposed model

Retainer	\$ 1,658.31
RTAS	\$ 360.10
Calls	\$ 6,054.00
Disturbance Allowance	\$ 1,582.00
<b>Annual Total</b>	<b>\$ 9,654.41</b>

Annual gain \$ 462.08

## Appendix B Firefighter earnings under the current and proposed models

*Example B3 - Firefighter Level A - who attends 300 calls per year*

### Current Award provisions

Retainer	\$ 1,586.23
RTAS	\$ 360.10
Calls	\$ 9,129.00
Kilometres	\$ 1,740.00
<b>Annual Total</b>	<b>\$ 12,815.33</b>

### Department's proposed model

Availability Payment (24 hours)	\$ 1,615.45
Calls	\$ 9,129.00
<b>Annual Total</b>	<b>\$ 10,744.45</b>

Annual loss -\$ 2,070.88

### Department's proposed model, but with kilometres preserved

Availability Payment (24 hours)	\$ 1,615.45
Calls	\$ 9,129.00
Kilometres	\$ 1,740.00
<b>Annual Total</b>	<b>\$ 12,484.45</b>

Annual loss -\$ 330.88

### Union's proposed model

Retainer	\$ 1,658.31
RTAS	\$ 360.10
Calls	\$ 9,081.00
Disturbance Allowance	\$ 2,373.00
<b>Annual Total</b>	<b>\$ 13,472.41</b>

Annual gain \$ 657.08



## Appendix B Firefighter earnings under the current and proposed models

*Example B4 - Firefighter Level A - who attends 600 calls per year*

### Current Award provisions

Retainer	\$ 1,586.23
RTAS	\$ 360.10
Calls	\$ 18,258.00
Kilometres	\$ 3,480.00
<b>Annual Total</b>	<b>\$ 23,684.33</b>

### Department's proposed model

Availability Payment (24 hours)	\$ 1,615.45
Calls	\$ 18,258.00
<b>Annual Total</b>	<b>\$ 19,873.45</b>

Annual loss -\$ **3,810.88**

### Department's proposed model, but with kilometres preserved

Availability Payment (24 hours)	\$ 1,615.48
Calls	\$ 18,258.00
Kilometres	\$ 3,480.00
<b>Annual Total</b>	<b>\$ 23,353.48</b>

Annual loss -\$ **330.85**

### Union's proposed model

Retainer	\$ 1,658.31
RTAS	\$ 360.10
Calls	\$ 18,162.00
Disturbance Allowance	\$ 4,746.00
<b>Annual Total</b>	<b>\$ 24,926.41</b>

Annual gain \$ **1,242.08**