The Retained Duty System in the Fire and Rescue Services of England, Northern Ireland and Scotland

Part B – A survey of Retained Duty System Managers


This research was commissioned by the previous government and is not necessarily a reflection of the current government’s policies and priorities.

DCLG is publishing this report in the interests of transparency.
The Retained Duty System in the Fire and Rescue Services of England, Northern Ireland and Scotland

Part B – A survey of Retained Duty System Managers


This research was commissioned by the previous government and is not necessarily a reflection of the current government’s policies and priorities.

DCLG is publishing this report in the interests of transparency.
Contents

Section 1: Executive Summary 5

Section 2: The Survey 17
  Questionnaire design 17
  Methodology 17
  Respondent profile 18

Section 3: Retained Duty System contracts, roles and duties 19
  Policies and procedures 23

Section 4: Working Time Regulations and Drivers’ Hours Rules 27
  Maintaining records 27
  Working Time Regulations 28
  Drivers’ Hours Rules 31

Section 5: Recruitment of Retained Duty System personnel 33
  Attracting applicants from diverse backgrounds 40
  Retention of Retained Duty System personnel 41
  Exit interviews 45

Section 6: Maintaining crew levels 47
  Barriers to recruiting and retaining staff 50

Section 7: Training and development in the Retained Duty System 53
  Maintaining competence 53
  Promotion 57
  Transferring to the wholetime duty system 57

Section 8: Appendix One 49

List of tables and charts

Table 1 Role of survey respondents 18
Table 2 Retained Duty System contracts offered 19
Table 3 Trialling salary schemes 20
Table 4 Number of Fire and Rescue Services with staff on dual Wholetime Duty System/Retained Duty System contracts 21
Table 5 Proportion of Retained Duty System staff undertaking roles in addition to emergency response across the Fire and Rescue Service 22
Table 6 Primary employment skills brought to the Retained Duty System 23
Table 7  Policies applying to Retained Duty System personnel  24
Table 8  Consulting Retained Duty System staff on the development and implementation of policies  25
Table 9  How Retained Duty System staff were consulted on the development and implementation of policies  26
Table 10  Records kept by Fire and Rescue Services  28
Table 11  48-hour working week, opt-outs and rest periods (Working Time Regulations)  30
Table 12  Person/area responsible for Retained Duty System recruitment  33
Table 13  Number of Retained Duty System vacancies  35
Table 14  Retained Duty System stations experiencing recruitment difficulties  36
Table 15  Impact on Retained Duty System recruitment in the past three years  37
Table 16  Recruitment activities undertaken in the previous 12 months  39
Table 17  Recruitment activities and the percentage of respondents who considered them successful  40
Table 18  Attracting Retained Duty System applicants from diverse backgrounds  41
Table 19  Retained Duty System fire stations affected by retention issues  42
Table 20  Issues impacting on Retained Duty System retention  43
Table 21  Persons conducting exit interviews  45
Table 22  Retained Duty System fire stations affected by crewing issues  48
Table 23  Times when Fire and Rescue Services found it difficult to maintain crewing levels  49
Table 24  Reasons for crewing shortages  50
Table 25  Barriers to Retained Duty System recruitment and retention  51
Table 26  Length of time to complete basic training  54
Table 27  Length of time taken between completing basic training and becoming a competent firefighter  55
Section 1

Executive summary

This executive summary reports the findings from the organisational questionnaire distributed for completion by the Retained Duty System Liaison Officer (or the designated officer responsible for the day to day management of the duty system) in each Fire and Rescue Service in England, Scotland and Northern Ireland.

The findings relating to Part A of the survey regarding serving Retained Duty System personnel and recent leavers can be found in the historical research section on the DCLG website.

Results

The response rate to this part of the survey was high. The findings describe the challenges faced by the Retained Duty System and corroborate the views of respondents to the survey of current Retained Duty System personnel (see Part A of the survey at xxyy).

Many of the key findings suggest that progress has been slow on Retained Duty System issues since the publication of the Retained Review report in 2005.

The key findings of this part of the survey were that:

- policies and procedures affecting the Retained Duty System were not being developed or implemented in a consistent manner across the Fire and Rescue Service and not by all Fire and Rescue Services
- record keeping and compliance with EU legislation was poor – many Fire and Rescue Services were still not keeping records of the hours Retained Duty System personnel were working and/or driving for their primary employers or ensuring that adequate rest and break periods were being taken
- many Fire and Rescue Services were failing to ensure Retained Duty System staff signed a waiver to opt-out of the 48 hour average weekly requirement under the Working Time Regulations
- communication between the Fire and Rescue Service and Retained Duty System personnel could be improved as could communication between the Fire and Rescue Service and local employers (those who already release staff for Retained Duty System duties and those that the Fire and Rescue Service would seek to persuade to do so)
• a large number of Fire and Rescue Services were facing recruitment and retention difficulties and many were struggling to overcome these challenges
• there remained a lack of integration between the Retained and Wholetime Duty Systems on, for example, issues of training, development and transfers.

Response rate
A total of 54 questionnaires were distributed across the three countries and 45 usable returns were received, giving an overall response rate of 83 per cent.

Retained Duty System contracts offered
Forty-one of the 45 Fire and Rescue Services reported that they offered 100 per cent retainer fee contracts (i.e. a commitment to be available for Retained Duty System duties for 120 hours per week), 38 Fire and Rescue Services offered 75 per cent contracts and four offered 50 per cent contracts. Some Fire and Rescue Services offered other percentage scheme contracts and eight offered a salary scheme where Retained Duty System were paid for set hours.

• thirty nine of the responding Fire and Rescue Services employed Wholetime Duty System staff on dual Wholetime Duty System/Retained Duty System contracts.
A total of 2,042 members of staff
• those on Wholetime Duty System/Retained Duty System contracts accounted for 12 per cent of the entire Retained Duty System workforce (that is Retained Duty System – only staff and Wholetime Duty System/Retained Duty System staff).

Roles of Retained Duty System personnel
The most common roles that Retained Duty System staff undertook (in addition to attending emergencies) varied between Fire and Rescue Services. The most common additional roles were:

1. Community fire safety (in 32 Fire and Rescue Services)
2. Water and flood rescue (in 15 Fire and Rescue Services), and

In some cases, smaller proportions of the Retained Duty System workforce in each Service were carrying out other roles such as co-responding, urban search and rescue, high-volume pumping, operating or crewing special appliances and crewing Wholetime Duty System appliances.
Primary employment skills and the Retained Duty System

The vast majority of respondents (38 Fire and Rescue Services) believed that their Fire and Rescue Service had benefited from the skills brought by Retained Duty System staff from their primary employment. Typically, these included managerial and leadership skills, vocational and professional qualifications and the ability to work with community groups.

1. Communicating with Retained Duty System staff

Fire and Rescue Services used both written and face-to-face methods for communication with Retained Duty System personnel, including:

- presentations, forums and regular meetings (in 19 Fire and Rescue Services)
- email (in 14 Services)
- Fire and Rescue Service intranets (in eight Services)
- bulletins (in six Services), and
- in-house magazine (in five Services).

When asked what else they could do to communicate more effectively with their Retained Duty System personnel many respondents suggested more face-to-face contact, including inviting them to strategic meetings, forums and group meetings and senior management briefings.

Nine Services did not provide any information on how they communicated with their Retained Duty System staff.

2. Policies and procedures

Impact assessments

Twenty five Fire and Rescue Services reported that all of their organisation’s policies were assessed to identify potential impact on their Retained Duty System staff, but only 16 of them said that they ‘regularly’ reviewed the impact of policies. A further 10 Services reported that ‘most’ of their policies were assessed for impact on the Retained Duty System, while in four others only ‘some’ policies were assessed. Two Fire and Rescue Services reported they did not carry out Retained Duty System impact assessments for any of their policies. (The remaining four Fire and Rescue Services did not know or did not answer the question).
Consultation

Fire and Rescue Services were more likely to consult Retained Duty System staff on the implementation of their policies than they were on the development of policies, as indicated below:

- twenty nine Fire and Rescue Services reported that Retained Duty System staff were either ‘always’ (14 respondents) or ‘often’ (15 respondents) consulted on the development of new policies which directly affected them.
- thirty four Fire and Rescue Services reported that they either ‘always’ (17 respondents) or ‘often’ (17 respondents) consulted their Retained Duty System staff on the implementation of the policies that directly affected them.

Fire and Rescue Services used different ways of consulting with their Retained Duty System staff on the development and implementation of policies, most typically through employee representative bodies, directly with the Retained Duty System staff themselves or through the Fire and Rescue Service Retained Duty System Liaison Officer.

3. EU legislation

Record keeping

To ensure that staff do not breach the requirements of the relevant legislation, each Fire and Rescue Service should be maintaining accurate records on Retained Duty System working hours and rest periods.

Across the survey:

- thirty nine Fire and Rescue Services recorded the number of hours individuals carried out training, responding to emergencies, or undertaking other activities.
- thirty five recorded the number of hours individuals were on-call/standby.
- thirteen recorded the number of hours individuals drove in their primary employment.
- eight recorded the average weekly hours individuals worked for their primary employer.
- seven recorded the unbroken rest and break periods taken by individual Retained Duty System employees.
- five recorded the number of individuals working on average 48 hours and over per week for their primary employer.
Working Time Regulations

Opt-outs
- twenty five Fire and Rescue Services stated that they did not ask their Retained Duty System staff to sign a waiver to opt-out of the 48 hour average working week under the Working Time Regulations (with either their primary employer or their Fire and Rescue Service)
- only four Fire and Rescue Services asked their Retained Duty System staff to sign a waiver to opt-out with their primary employer
- seventeen Fire and Rescue Services asked their Retained Duty System staff to sign the waiver to opt-out with their Fire and Rescue Service.

Guidance
Twenty four Fire and Rescue Services had issued guidance to all Retained Duty System staff on compliance with the requirements of the Working Time Regulations. Nine were planning to issue guidance and 12 did not provide any guidance to Retained Duty System staff.

Rest and break periods
- ten Fire and Rescue Services stated that they ensured that Retained Duty System staff received the appropriate level of rest as required under the Working Time Regulations
- thirty Fire and Rescue Services stated they did not ensure appropriate levels of rest were adhered to
- five Fire and Rescue Services reported that they did not know whether appropriate levels of rest were met.

Twenty four respondents reported that the requirements of the Working Time Regulations did not have an impact on crewing levels at their Retained Duty System fire stations. Only seven Fire and Rescue Services indicated the requirements had impacted on crewing levels. The remaining 14 Fire and Rescue Services did not know.

Drivers’ Hours Rules

Drivers of ‘in-scope’ vehicles
Three respondents reported that their Fire and Rescue Service did not employ Retained Duty System personnel who drove ‘in-scope’ vehicles for their primary employer. A further 10 respondents did not know if their Service employed Retained Duty System staff that drove in-scope vehicles in their primary employment.

---

1 ‘In-scope’ describes a goods vehicle over 3.5 tonnes or a passenger vehicle with nine or more passenger seats
Thirty two Fire and Rescue Services reported that they employed Retained Duty System staff who drove in-scope vehicles in their primary employment. Of these, only 19 Fire and Rescue Services provided information on the actual numbers concerned (225 Retained Duty System staff in total – an average of 12 per Fire and Rescue Service).

**Rest and break periods**
Of the 32 Fire and Rescue Services employing drivers of in-scope vehicles:

- nine ensured that Retained Duty System staff took the required rest and break periods
- fifteen did not ensure the breaks were taken, and
- eight did not know whether appropriate levels of rest were met.

Sixteen of the 32 Fire and Rescue Services employing Retained Duty System staff that drove in-scope vehicles reported that the requirements of the Drivers’ Hours Rules had not impacted on crewing levels at their Retained Duty System stations. Only 10 reported that the Rules impacted on crewing levels.

**Guidance**
Seventeen of the 32 Fire and Rescue Services had issued guidance on the rest and break requirements under the Drivers’ Hours Rules.

4. Recruitment
Twenty five Fire and Rescue Services had an identified team member responsible for Retained Duty System recruitment, while just under one-half (21 Fire and Rescue Services) had a nominated individual. In just under one-third of cases, local fire station personnel were responsible for Retained Duty System recruitment.

Twenty seven of the 45 Services responding to the survey reported that they used the full suite of national firefighter selection tests for Retained Duty System recruitment. A further 11 ‘partially’ used the tests. Six did not use the tests.

**Staffing and vacancy numbers**

- forty one Fire and Rescue Services reported having a total of 14,008 Retained Duty System posts
- of which 12,385 posts were filled and 1,623 posts were vacant, giving a vacancy rate of 12 per cent
- thirty one Fire and Rescue Services reported current vacancies of between six and 192 posts
- seven Fire and Rescue Services had no Retained Duty System vacancies.
Recruitment difficulties
- all but two Fire and Rescue Services were experiencing Retained Duty System recruitment difficulties
- in 12 Services, more than 50 per cent of their Retained Duty System stations were facing difficulties.

A high proportion of Fire and Rescue Services reported that recruitment problems were a result of:
- fewer people living and working locally (41 Fire and Rescue Services)
- movement of industries/employers away from local areas (35 Fire and Rescue Services)
- changes to local population profiles/demography (33 Fire and Rescue Services)
- other reasons, including changing attitudes within local communities (26 Fire and Rescue Services), and
- lack of support from the local business community (22 Fire and Rescue Services).

Tackling the recruitment challenges
The most popular activities used by Fire and Rescue Services to tackle recruitment, which were also considered the most successful, included:
- posters and adverts advertising the vacancies (40 Fire and Rescue Services)
- open days and radio adverts (36 Fire and Rescue Services), and
- other social events (30 Fire and Rescue Services).

Other strategies used by fewer Fire and Rescue Services included engaging with the business community (21 Fire and Rescue Services) and employers’ awareness events (11 Fire and Rescue Services).

Employers’ Recognition Scheme (England only)
Six English Fire and Rescue Services used the national Retained Duty System Employers’ Recognition Scheme launched by the Department for Communities and Local Government in March 2010. A further 11 stated their intention to use it in the future. Eleven Services used their own recognition scheme and a further 12 planned to use their own local scheme in the future. However, seven Services did not use either their own or the national scheme.

Employers’ Toolkit (England only)
Seventeen of the 36 English Fire and Rescue Services responding to the survey reported they had used the Employers’ Toolkit (launched by DCLG in October 2009) to raise awareness about the Retained Duty System. Of these two Fire and Rescue Services reported that the Toolkit had encouraged employers to release staff for Retained Duty System duties and one had received positive feedback from employers. Thirteen reported it was too early
to provide feedback. Only one Fire and Rescue Service had used the DCLG produced radio advert (launched by DCLG in October 2009) and five were planning to use it. A further 10 did not plan to use the advert and six were not aware it existed.

**Attracting applicants from diverse backgrounds**

Only 11 Fire and Rescue Services felt that they were good at attracting recruits from diverse backgrounds; 17 rated themselves as poor, while 15 reported that they were neither ‘good nor poor’ at this. Twenty two Services had employed a range of different strategies to attract a diverse workforce (for example awareness days for currently under-represented groups, positive action). Thirteen Services reported that they had not employed any strategies and 10 did not answer the question.

5. Retention

- eight Fire and Rescue Services reported that none of their stations were affected by retention issues
- eleven Fire and Rescue Services experienced Retained Duty System retention problems across a total of 68 stations – an average of just over six stations per Fire and Rescue Service
- thirteen Services reported that under 50 per cent of their Retained Duty System stations experienced difficulties, and
- five Fire and Rescue Services reported that over 50 per cent of their Retained Duty System stations experienced difficulties.

**Retention difficulties**

The main reasons Fire and Rescue Services gave for retention difficulties were:

- fewer people living and working in the locality (38 Fire and Rescue Services)
- movement of employers away from local areas (30)
- changing attitudes within local communities (28), and
- changes to the local population profiles/demography (22).

**Strategies to deal with retention difficulties**

Fifteen of the 29 Fire and Rescue Services reporting difficulties with retention had tried a mix of strategies including:

- engaging with Retained Duty System personnel to understand the issues affecting them
- engaging with primary employers, and
- looking at migration to the Wholetime Duty System.
(The responses were free text, not tick-box, and therefore not quantifiable).

Fourteen Fire and Rescue Services had not employed any strategies to tackle the issues.

The strategies that managers considered successful included managing the availability process more closely; flexible working arrangements; and improved engagement with primary employers.

**Exit interviews**

Thirty six of the 45 Fire and Rescue Services offered exit interviews, while four were planning to do this. Five did not offer exit interviews. Of the 36 Fire and Rescue Services that undertook exit interviews, 19 collated and analysed the results, while 15 did not (although eight were planning to do this in the future).

The results of analysis showed the main reasons Retained Duty System personnel had given for leaving included the demands placed on Retained Duty System staff and wanting a better work-life balance.

6. Maintaining crew levels

- forty two Services reported experiencing difficulties maintaining crewing levels at their Retained Duty System stations
- a total of 16 Services experienced difficulties maintaining crewing levels at a total of 111 stations (an average of almost seven stations per Service)
- the most frequently cited time when crewing levels were most difficult to maintain were weekdays (39 Fire and Rescue Services), followed by weekend nights (11 Fire and Rescue Services) and then weekend days (nine Fire and Rescue Services).

**Difficulties with maintaining crewing levels**

Reasons given for difficulties in maintaining crewing levels included:

- difficulty recruiting staff locally (26 Fire and Rescue Services)
- firefighters not committing enough cover (23 Fire and Rescue Services)
- firefighters not fulfilling their contractual commitments (23 Fire and Rescue Services), and
- employers not releasing staff for Retained Duty System duties during work times (19 Fire and Rescue Services).

Other less frequently cited reasons included inflexible Retained Duty System contracts; the recruitment process taking too long; and insufficient Retained Duty System personnel to provide cover.
7. Training and development

Twenty nine Fire and Rescue Services reported that they had carried out a training needs analysis for the Retained Duty System role in the previous 12 months. Thirty four Fire and Rescue Services reported that ‘some’ (nine respondents), ‘most’ (six respondents) or ‘all’ (19 respondents) of their Retained Duty System staff had received a training needs analysis. Seven Fire and Rescue Services reported that none of their Retained Duty System personnel had received a training needs analysis. A further four Services did not answer this question.

**Competence**

Thirty five Fire and Rescue Services reported that it took an average of 7.8 weeks to complete basic training.

Forty two Fire and Rescue Services reported that the average time taken for Retained Duty System personnel to become competent after completion of basic training was 32 months.

Eighteen Fire and Rescue Services had carried out an assessment of the number of hours per week that were required to maintain competence: the average was 3.8 hours per week.

**Delivery of training**

Thirty-two Fire and Rescue Services delivered on-going training at times and places that were convenient to Retained Duty System staff.

Fire and Rescue Services recommended the following to improve training:

- increased availability of training events
- increased time spent training, as well as payment for Retained Duty System staff taking part, and
- greater flexibility – when and how training is delivered.

**Promotion**

Twenty seven Fire and Rescue Services operated either nationally (23 respondents) or locally agreed (four) Assessment Development Centre processes to assess the potential of Retained Duty System staff. Sixteen did not operate Assessment Development Centres.

**Integration with the wholetime duty system**

Eleven Fire and Rescue Services reported that all of their Retained Duty System training and development was integrated with the Wholetime Duty System. A further 26 Services reported that only some of their Retained Duty System training and development was integrated.
Transferring to the Wholetime Duty System

Twenty Fire and Rescue Services had a policy or procedure (a further five Fire and Rescue Services) that allowed Retained Duty System to transfer to Wholetime Duty System roles in their Service.

- twenty two Services had a total of 243 Retained Duty System staff transfer to the Wholetime Duty System in the previous 12 months – an average of 11 per Service
- twenty Services saw no Retained Duty System staff transfer to the Wholetime Duty System.

Reported difficulties with transferring Retained Duty System to Wholetime Duty System included:

- a lack of confidence by Fire and Rescue Service staff in Retained Duty System staff abilities
- some problems with the technical ability of Retained Duty System staff, and
- staff challenges to the transfer of Retained Duty System staff to the Wholetime Duty System.

Where transfers had occurred from the Retained Duty System to the Wholetime Duty System, 12 Services reported that those transferring undertook a full initial training course. In contrast, 20 Services did not place these staff on a full initial training course, but 16 required them to undertake the training modules where the transferee did not have evidence of competence.

Summary

The results of this part of the survey describe the challenges faced by the Retained Duty System. In most instances, the data corroborates the findings of the Survey of Retained Duty System Personnel (part A of the report). In addition many of the key findings suggest that since the publication of the Retained Review in 2005, progress on a number of Retained Duty System issues has been slow.

The EU regulations require Fire and Rescue Services to monitor the hours worked and driven by Retained Duty System personnel and to ensure rest and break requirements are met. However, a number of Retained Duty System managers stated that they did not keep accurate records of the hours Retained Duty System personnel worked and/or drove in their primary employment. They also did not ensure adequate rest and break periods were taken. In fact some Fire and Rescue Services indicated that they did not know if their staff drove in-scope vehicles.
The majority of managers are struggling with Retained Duty System recruitment and retention, citing lack of support from local businesses and the changing local environment (e.g. people working/living away, employers moving away) as reasons for this. Despite this, only some Fire and Rescue Services had engaged directly with the business community, held employers awareness events or used other means to build links with local employers (such as the DCLG Retained Duty System Employers Toolkit or the radio advert).

There remains a lack of integration between Retained Duty System and Wholetime Duty System personnel, notably in relation to the training and development of Retained Duty System personnel as well as opportunities for promotion and/or transfer to the Wholetime Duty System. Managers suggested that there remains a lack of confidence in the abilities of Retained Duty System staff to carry out Wholetime Duty System duties.

Communication between the Fire and Rescue Service and Retained Duty System personnel and their primary employers could be improved. Although Fire and Rescue Services used different ways to communicate with Retained Duty System staff, many managers indicated they could benefit by more face-to-face communication (a view shared by the respondents to the Survey of Retained Duty System personnel).
Section 2

The survey

Part B of the survey (the organisational questionnaire) asked questions of those responsible for the day-to-day management of the Retained Duty System.

Questionnaire design

The design of the questionnaire was informed by existing literature, the initial findings from the survey of serving personnel, input from the project sponsors, a Project Advisory Group, the Chief Fire Officers’ Association Retained Duty System Working Group, and telephone and face-to-face discussions with Retained Duty System personnel, Retained Duty System managers, Retained Duty System Liaison Officers and Chief Fire Officers.

This process saw the formulation of a self-completion questionnaire designed to capture information on a range of issues such as Retained Duty System roles and duties, remuneration, policies and procedures, European regulations, working patterns, recruitment and retention, crewing levels, training, development and promotion.

A copy of the distributed questionnaire can be found in Appendix One of this report.

Methodology

All Fire and Rescue Services in England and Scotland, and the Northern Ireland Fire and Rescue Service, were invited to participate. A self-completion questionnaire was emailed to Retained Duty System Liaison Officers or to those individuals who held the Retained Duty System remit for their Fire and Rescue Service.

A total of 54 questionnaires were distributed and 45 usable returns were received, giving an overall response rate of 83 per cent. In England, 44 questionnaires were sent out (i.e. one to each of the Fire and Rescue Services employing Retained Duty System personnel as part of its operational workforce), 36 were returned (an 82 per cent response rate), while in Scotland and Northern Ireland there was a 100 per cent response rate to the survey.

2 The group comprised of representatives from DCLG, Scottish Resilience, Northern Ireland Fire & Rescue Service, Employment Research and Consulting (the research contractor), Fire Brigades Union, Retained Firefighters Union, Chief Fire Officers Association in England, Chief Fire Officers Association in Scotland
The analysis relies mainly on frequency counts. As a result of the number of responses received (drawn from a small population), the report does not present findings as percentages, but as whole numbers (integers).

Respondent profile

Of the 45 respondents, 33 were the Retained Duty System Liaison Officers for their Fire and Rescue Service. Fifteen Fire and Rescue Services had a dedicated Retained Duty System Liaison Officer post, 14 had managers whose remit included an Retained Duty System reference, while four had a Green Book post, i.e. non-uniformed post. The remaining four posts were individuals working on a specific Retained Duty System project. As shown in Table 1 below, the majority of the respondents (37) worked in managerial roles.

<table>
<thead>
<tr>
<th>Role</th>
<th>Number of Fire and Rescue Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brigade manager</td>
<td>2</td>
</tr>
<tr>
<td>Area manager</td>
<td>7</td>
</tr>
<tr>
<td>Group manager</td>
<td>8</td>
</tr>
<tr>
<td>Station manager</td>
<td>14</td>
</tr>
<tr>
<td>Watch manager (A or B)</td>
<td>6</td>
</tr>
<tr>
<td>Human resources</td>
<td>3</td>
</tr>
<tr>
<td>Other</td>
<td>3</td>
</tr>
<tr>
<td>No response</td>
<td>2</td>
</tr>
</tbody>
</table>


The ‘Green Book’ is the National Joint Council for Local Government Services conditions of employment. It covers pay and conditions for local authority employees.
Section 3

Retained Duty System contracts, roles and duties

Nearly all respondents (41) reported that their Fire and Rescue Service offered 100 per cent contracts (i.e. commitment to be available for 120 hours per week) to Retained Duty System personnel, with 38 offering 75 per cent contracts and four offering 50 per cent contracts. Some Fire and Rescue Services offered other contracts (including 37.5 per cent, 75-125 per cent), while eight used a salary scheme (see Table 2 below).

<table>
<thead>
<tr>
<th>Table 2: Retained Duty System contracts offered</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract type</td>
</tr>
<tr>
<td>100 per cent retainer</td>
</tr>
<tr>
<td>75 per cent retainer</td>
</tr>
<tr>
<td>50 per cent retainer</td>
</tr>
<tr>
<td>Other percentage retainer schemes</td>
</tr>
<tr>
<td>Salary schemes</td>
</tr>
</tbody>
</table>

Source: Survey of Fire and Rescue Services in England, Northern Ireland and Scotland, ERC 2010. Base: All respondents, 45. Column adds up to more than 45 as respondents could choose more than one option.

Trialling salary schemes

Only one respondent’s Fire and Rescue Service had trialled a salary scheme for all its Retained Duty System staff, while two Fire and Rescue Services had trialled it with some of their Retained Duty System stations. Two reported that a trial was underway while a further six were planning to trial a salary scheme.

Thirty respondents reported that their Fire and Rescue Service had not used, trialled, nor were thinking about trialling, a salary scheme.
The responses to this question are shown in Table 3 below.

<table>
<thead>
<tr>
<th>Type of trial</th>
<th>Number of Fire and Rescue Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trialled a salary scheme for all Retained Duty System staff</td>
<td>1</td>
</tr>
<tr>
<td>Trialled a salary scheme at some Retained Duty System stations</td>
<td>2</td>
</tr>
<tr>
<td>Planning to trial a salary scheme</td>
<td>6</td>
</tr>
<tr>
<td>A salary scheme trial is underway</td>
<td>2</td>
</tr>
<tr>
<td>None of the above</td>
<td>30</td>
</tr>
</tbody>
</table>

Source: Survey of Fire and Rescue Services in England, Northern Ireland and Scotland, ERC 2010. Base: All respondents that do not have a salary scheme, 41.

Trainee and development rates of pay for Retained Duty System personnel

Thirty eight respondents reported that their Fire and Rescue Service used trainee rates of pay, while four did not use this form of remuneration. A further three respondents did not answer this question.

Thirty eight Fire and Rescue Services used development rates of pay, while only one did not. A further five respondents said that their Fire and Rescue Service did not currently use development rates of pay, but was planning to do so. One respondent did not answer this question.

Wholetime-Retained Duty System personnel

A total of 39 Fire and Rescue Service had Wholetime Duty System staff on dual Retained Duty System contracts; they reported employing a total of 2,042 Wholetime Duty System staff on dual contracts. In contrast, two Services had no Wholetime/Retained Duty System dual contract staff, while four Services did not answer this question.
This information is shown in Table 4 below.

<table>
<thead>
<tr>
<th>Staff on Wholetime/Retained Duty System contracts</th>
<th>Number of Fire and Rescue Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>No staff</td>
<td>2</td>
</tr>
<tr>
<td>1-49 staff</td>
<td>26</td>
</tr>
<tr>
<td>50-99 staff</td>
<td>9</td>
</tr>
<tr>
<td>100-149 staff</td>
<td>2</td>
</tr>
<tr>
<td>150-199 staff</td>
<td>1</td>
</tr>
<tr>
<td>200+staff</td>
<td>1</td>
</tr>
<tr>
<td>No information provided</td>
<td>4</td>
</tr>
</tbody>
</table>


Of the 39 Services with Wholetime/Retained Duty System dual contract staff, 38 provided information on the total number of Retained Duty System staff they employed and the total number of Wholetime/Retained Duty System dual contract staff. These 38 Services employed 14,434 Retained Duty System staff, made up of 12,694 Retained Duty System-only staff and 1,740 Wholetime/Retained Duty System staff. Staff on Wholetime/Retained Duty System dual contracts represented 12 per cent of the Retained Duty System workforce of these Services (that is Retained Duty System-only staff and Wholetime/Retained Duty System staff).

Retained Duty System roles in the Fire and Rescue Service

The most common roles that Retained Duty System staff undertook (in addition to attending emergencies) were community fire safety, water and flood rescue and mass decontamination. However, in some cases, smaller proportions of the Retained Duty System workforce carried out roles in addition to those mentioned previously, such as co-responding, urban search and rescue, high-volume pumping, operating or crewing special appliances, covering Wholetime Duty System shortages and other activities (e.g. animal rescue, command support, road safety and small fires units).
The roles that Retained Duty System undertook in their Fire and Rescue Services, in addition to emergency response, are detailed in Table 5 below.

The numbers in the table refer to the number of Fire and Rescue Services in which these activities were undertaken.

<table>
<thead>
<tr>
<th>Role</th>
<th>Number of Fire and Rescue Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community fire safety</td>
<td>1 1 3 5 3 32 0 0</td>
</tr>
<tr>
<td>Mass decontamination</td>
<td>13 19 3 0 0 7 2 1</td>
</tr>
<tr>
<td>Co-responding</td>
<td>27 11 4 1 1 0 1 0</td>
</tr>
<tr>
<td>Urban search and rescue</td>
<td>35 5 1 0 0 0 3 1</td>
</tr>
<tr>
<td>Water and flood rescue</td>
<td>15 8 4 0 0 15 2 1</td>
</tr>
<tr>
<td>High volume pumping</td>
<td>23 20 0 0 0 0 1 1</td>
</tr>
<tr>
<td>Operating or crewing special appliances</td>
<td>8 18 10 6 0 0 1 2</td>
</tr>
<tr>
<td>Crewing Wholetime Duty System deficiencies</td>
<td>26 11 1 0 3 0 2 2</td>
</tr>
<tr>
<td>Other (animal rescue, command support, road safety and small fires unit)</td>
<td>– 4 1 0 0 0 – –</td>
</tr>
</tbody>
</table>


Communicating with Retained Duty System staff

Fire and Rescue Services used traditional written communication channels, such as an in-house magazine (in five Fire and Rescue Services) and bulletins (in six Fire and Rescue Services) as well as more contemporary written communications, such as email (in 14 Fire and Rescue Services) and Fire and Rescue Service intranets (in eight Fire and Rescue Services) to communicate with their Retained Duty System staff. As well as these formal communications, Fire and Rescue Services were using face-to-face channels, such as presentations, forums and regular meetings (in 19 Fire and Rescue Services). Nine Fire and Rescue Services did not provide any information about how they communicated with their Retained Duty System workforce.
Respondents were asked what else could be done to communicate more effectively with Retained Duty System staff and although they mentioned using email and intranet systems, many highlighted more face-to-face contact with Retained Duty System staff, including inviting Retained Duty System staff to strategic meetings, forums and group meetings and senior management briefings.

Primary employment skills and the Retained Duty System

The vast majority (38) reported that their Fire and Rescue Service had benefited from the skills brought by staff from their primary employment to their Retained Duty System role. In contrast, two respondents felt their Fire and Rescue Service had not benefited, while a further five did not know.

The skills that respondents thought their Fire and Rescue Service had benefited from are shown in Table 6 below.

<table>
<thead>
<tr>
<th>Skills</th>
<th>Number of Fire and Rescue Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management</td>
<td>29</td>
</tr>
<tr>
<td>Leadership</td>
<td>27</td>
</tr>
<tr>
<td>Vocational qualifications</td>
<td>24</td>
</tr>
<tr>
<td>Professional qualifications</td>
<td>23</td>
</tr>
<tr>
<td>Working with community groups</td>
<td>22</td>
</tr>
</tbody>
</table>


Policies and procedures

Respondents were asked to select, from a list of policies, those which applied to their Retained Duty System personnel and which did not. In all but one case, they reported that these policies applied to their Retained Duty System personnel, albeit with differences across Fire and Rescue Services.
Table 7: Policies applying to Retained Duty System personnel

<table>
<thead>
<tr>
<th>Policy</th>
<th>Number of Fire and Rescue Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Loss of earnings</td>
<td>39</td>
</tr>
<tr>
<td>Sick pay</td>
<td>43</td>
</tr>
<tr>
<td>Paid annual leave</td>
<td>44</td>
</tr>
<tr>
<td>Paternity/maternity leave</td>
<td>42</td>
</tr>
<tr>
<td>Childcare arrangements</td>
<td>17</td>
</tr>
</tbody>
</table>

Source: Survey of Fire and Rescue Services in England, Northern Ireland and Scotland, ERC 2010. Base: All respondents, 45. Column adds up to more than 45 as respondents could choose more than one option.

Impact assessments

Respondents were asked if their Fire and Rescue Service assessed policies and procedures to identify the potential impact on their Retained Duty System staff. In total, 25 reported that all of their organisation’s policies were assessed. Ten reported that ‘most’ of their policies were assessed and in four Services only ‘some’ policies were assessed. In two organisations no policies were assessed for the impact on Retained Duty System staff.4

Only 16 of the 25 Fire and Rescue Services that assessed their policies and procedures ‘regularly’ reviewed them to assess the ongoing impact on Retained Duty System staff, although this differed between Services and the type of policy. Reviews were typically carried out either every one, two or three years.

The impact of policies on Retained Duty System was assessed either by directly involving Retained Duty System staff, in consultation with their workplace representatives, or by managers and senior managers in the Fire and Rescue Service. Below are some of the comments from respondents on how impact assessments were conducted in their organisation.

“[The policies are subjected to] equality impact assessments...consultation with trade unions, directorates and the area management teams. More consideration (has been) given in recent years to ensure that the implications of operational policy and equipment use are fully explored and consulted with Retained Duty System staff. Retained Duty System staff are now used in developing operational policy...and are [consulted] in [focus] groups when their skills and experience are best for the role.”

“All policies undergo consultation with Fire Brigades Union (and) Retained Firefighters Union prior to implementation.”

“All policies are subject to scrutiny at senior management team which includes the head of community safety.”

4 A further one respondent did not answer this question.
“[An] assessment (is carried out) to ascertain if applicable to Retained Duty System staff...undertaken by HR with advice from Retained Duty System Liaison (Officer).”

“Policies are assessed through the retained management group which meets every six weeks.”

However, there were a number of Fire and Rescue Services where the impact assessments were undertaken in an unstructured way, as illustrated by respondent’s comments below:

“Policies are occasionally forwarded to the Retained Duty System Liaison Manager who considers the financial and working conditions impacts on Retained Duty System personnel and the Fire and Rescue Service. This is not a formalised system and depends upon the policy writer to forward policy to the Retained Duty System Liaison Manager.”

“They are assessed if I [happen] to hear of them. I am asked for my opinion, I [then seek] opinion from selected watch managers.”

Policy development and implementation

Twenty-nine respondents reported that Retained Duty System staff were either ‘always’ (14 respondents) or ‘often’ (15 respondents) consulted on the development of new policies which directly affected them. In contrast, 12 Fire and Rescue Services consulted with Retained Duty System staff only ‘sometimes’, while four ‘rarely’ consulted with their Retained Duty System.

Fire and Rescue Services were more likely to consult Retained Duty System staff on policy implementation than they were on policy development, with 34 Services reporting that they either ‘always’ (17) or ‘often’ (17) consulted their Retained Duty System staff on the implementation of the policies that directly affected them.

This information is shown in Table 8 below.

<table>
<thead>
<tr>
<th>How often consulted</th>
<th>Development</th>
<th>Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rarely consulted</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>Sometimes consulted</td>
<td>12</td>
<td>10</td>
</tr>
<tr>
<td>Often consulted</td>
<td>15</td>
<td>17</td>
</tr>
<tr>
<td>Always consulted</td>
<td>14</td>
<td>17</td>
</tr>
</tbody>
</table>

Fire and Rescue Services used different ways of consulting with their Retained Duty System staff on the development and implementation of policies, typically through employee representative bodies, the Retained Duty System Liaison Officer or directly with the staff themselves. This information is shown in Table 9 below.

<table>
<thead>
<tr>
<th>How consulted</th>
<th>Number of Fire and Rescue Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retained Duty System staff do not provide any input</td>
<td>1</td>
</tr>
<tr>
<td>Through representative bodies</td>
<td>36</td>
</tr>
<tr>
<td>Through direct engagement with Retained Duty System personnel themselves</td>
<td>22</td>
</tr>
<tr>
<td>Through the Retained Duty System Liaison Officer</td>
<td>21</td>
</tr>
<tr>
<td>In other ways (such as Retained Duty System station ambassadors, Retained Duty System forum, Retained Officer meetings)</td>
<td>6</td>
</tr>
</tbody>
</table>

Notes: Column does not add up to 45 as respondents could chose more than one response.

The following provide examples of the way in which these consultations took place:

“Directly via ambassadors selected on each station. [There is a] project running which is reviewing the Retained Duty System and this relies on regular news updates and extensive use of intranet and internet.”

“Consultation process – both formal and informal. Quarterly Retained Duty System management group meetings with Retained Duty System managers and strategic manager. Retained Duty System Seminars every two years.”

“Currently the Retained Duty System Liaison Manager either circulates policy to Retained Duty System watch/crew managers for discussion at station level or, time permitting, policy is discussed at quarterly Retained Duty System liaison meetings between Retained Duty System watch managers and the Retained Duty System Liaison Manager.”

“Policies are put through a consultation process where Retained Duty System managers and Retained Duty System union representatives are given the opportunity to comment. All comments and any necessary action or amendments are recorded in a consultation log.”
Section 4

Working Time Regulations and Drivers’ Hours Rules

The following section looks at the internal practices of Fire and Rescue Services in maintaining records of the primary employment activities and working and/or driving hours of their Retained Duty System staff, as well as the guidance Fire and Rescue Services had issued about compliance with Working Time Regulations and Drivers’ Hours Rules and the effect the EU legislation has on the Retained Duty System.

Maintaining records

Fire and Rescue Services were asked to indicate, from a pre-coded list, if they recorded the following for Retained Duty System staff: hours on-call; the positive hours worked; rest periods; hours in primary employment; and hours spent driving in primary employment.

This information is set out in Table 10 below and shows that not all Fire and Rescue Services were keeping records of hours worked by staff engaged on Retained Duty System contracts, or the hours they worked or drove in their primary employment (where appropriate).
Table 10: Records kept by Fire and Rescue Services

<table>
<thead>
<tr>
<th>Records kept on individual Retained Duty System staff</th>
<th>Yes</th>
<th>No</th>
<th>Planning to do this</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of hours individuals are on-call/standby</td>
<td>35</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Number of hours individuals carry out training, responding to emergencies, or undertaking other activities</td>
<td>39</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Unbroken rest and break periods taken by individual Retained Duty System employees</td>
<td>7</td>
<td>25</td>
<td>12</td>
</tr>
<tr>
<td>Average weekly hours individuals work for their primary employer</td>
<td>8</td>
<td>27</td>
<td>9</td>
</tr>
<tr>
<td>Number of individuals working on average 48 hours and over per week for their primary employer</td>
<td>5</td>
<td>31</td>
<td>8</td>
</tr>
<tr>
<td>Number of hours individuals drive in their primary employment</td>
<td>13</td>
<td>18</td>
<td>13</td>
</tr>
</tbody>
</table>

Notes: Columns do not add up to 45 as respondents could choose more than one response.

Working Time Regulations

The Working Time Regulations were introduced so that adult workers could not be required to work more than 48 hours a week on average. Workers are able to work in excess of 48 hours in any week, but they should not exceed 816 hours over a 17 week period – i.e. an average of 48 hours per week over 17 weeks. Some workers are exempted from the Regulations, including those who choose how long they work (e.g. a managing executive), those in the armed forces, the emergency services and the police. Any worker can sign an ‘opt-out’ from the 48 hour average working week requirement under the Regulations as an individual but not as part of a collective agreement.

Although wholetime firefighters are excluded from the regulations, Retained Duty System personnel do not have this same exclusion.
Opt-out agreements

In view of the hours Retained Duty System personnel work in their primary employment, Fire and Rescue Services should ensure that their Retained Duty System staff have signed an ‘opt-out’ from the 48 hour average working week set by the Regulations, with both their primary employer and the Fire and Rescue Service. However, the extent to which Fire and Rescue Services were complying with the Regulations was somewhat mixed.

A total of 24 Fire and Rescue Services reported they had issued guidance to all Retained Duty System staff on compliance with the requirements of the Regulations. In contrast, nine were planning to do so, whilst a further 12 did not provide any guidance to all Retained Duty System staff.

In addition, 25 Fire and Rescue Services reported that they did not ask their Retained Duty System staff to sign an opt-out from the Regulations’ provisions (with either the primary employer or the Fire and Rescue Service). Only four Fire and Rescue Services asked their staff to sign an opt-out with their primary employer, while 17 asked their Retained Duty System staff to sign the opt-out with their Fire and Rescue Service.

A total of 18 Fire and Rescue Services provided information on how frequently they kept the opt-out waivers up-to-date. Of these, only two kept the waivers up-to-date, nine did not keep them up-to-date and seven did not know if they were kept up to date.

Rest and break requirements

Finally, only 10 Fire and Rescue Services ensured their staff abided by the rest requirements of the Regulations. In contrast, 30 Services did not ensure that their Retained Duty System staff received the appropriate level of rest as required under the Regulations, while five did not know.
The information on which records Fire and Rescue Services kept on the 48-hour opt-out and guidance issued is shown in Table 11 below.

<table>
<thead>
<tr>
<th>Table 11: 48-hour working week, opt-outs and rest periods (Working Time Regulations)</th>
<th>Number of Fire and Rescue Services</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Working Time Regulations guidance</strong></td>
<td></td>
</tr>
<tr>
<td>Had issued guidance to staff on compliance with the Working Time Regulations</td>
<td>24</td>
</tr>
<tr>
<td>Planned to issue guidance on compliance with the Working Time Regulations</td>
<td>9</td>
</tr>
<tr>
<td>Not planning to issue guidance on compliance with the Working Time Regulations</td>
<td>12</td>
</tr>
<tr>
<td><strong>Opt-outs from the 48-hour maximum</strong></td>
<td></td>
</tr>
<tr>
<td>Fire and Rescue Service asked Retained Duty System staff to sign opt-out from 48-hour maximum with primary employer</td>
<td>4</td>
</tr>
<tr>
<td>Fire and Rescue Service asked Retained Duty System staff to sign opt-out from 48-hour maximum with Fire and Rescue Service</td>
<td>17</td>
</tr>
<tr>
<td>Fire and Rescue Service did not ask Retained Duty System staff to sign opt-out from 48-hour maximum with either Fire and Rescue Service/primary employer</td>
<td>25</td>
</tr>
<tr>
<td><strong>Waivers kept up to date</strong></td>
<td></td>
</tr>
<tr>
<td>Fire and Rescue Service kept the waivers up-to-date</td>
<td>2</td>
</tr>
<tr>
<td>Fire and Rescue Service did not keep the waivers up-to-date</td>
<td>9</td>
</tr>
<tr>
<td>Fire and Rescue Service did not know if waivers were kept up-to-date</td>
<td>7</td>
</tr>
<tr>
<td><strong>Rest periods</strong></td>
<td></td>
</tr>
<tr>
<td>Did ensure individuals received required rest periods</td>
<td>10</td>
</tr>
<tr>
<td>Did not ensure individuals received required rest periods</td>
<td>30</td>
</tr>
<tr>
<td>Did not know if individuals received required rest periods</td>
<td>5</td>
</tr>
</tbody>
</table>

Representations from staff or primary employers

Those surveyed were asked if they had received representations about the impact of the 48-hour maximum working week from either primary employers (i.e. those who released staff for the Retained Duty System) or Retained Duty System staff themselves. Eight Fire and Rescue Services reported that their Retained Duty System personnel had contacted them about this, while two respondents reported that primary employers had contacted them. Thirty six respondents said that they had not received representations from either party.

Effect on crewing levels

Finally, respondents were asked if the requirements of the Regulations had impacted on crewing levels at their Retained Duty System fire stations. Seven Fire and Rescue Services reported that the Regulations had impacted on crewing levels, the impact being limited availability especially of staff with Wholetime/Retained Duty System dual contracts. In contrast, 24 reported there had been no impact, whilst 14 did not know.

Drivers’ Hours Rules

The purpose of the EC Drivers’ Hours and Tachograph Rules is to limit the driving time of drivers of in-scope vehicles and ensure proper rest and break periods are taken to help prevent road traffic accidents.

A total of 32 Services reported that they employed Retained Duty System staff that drove in-scope vehicles in their primary employment. A further 10 respondents did not know if their Service employed Retained Duty System staff that drove in-scope vehicles in their primary employment, while three Services did not employ drivers of in-scope vehicles.

Numbers of drivers of in-scope vehicles

Of the 32 Services that employed Retained Duty System personnel who drove in-scope vehicles in their primary employment, only 19 provided information on the number of staff that drove in-scope vehicles. These 19 Fire and Rescue Services employed a total of 225 Retained Duty System staff that drove in-scope vehicles in their primary employment – an average of 12 per Fire and Rescue Service.

Of the 32 Services employing Retained Duty System staff that drove in-scope vehicles in their primary employment, 17 Fire and Rescue Services issued guidance on the rest and break requirements of the Drivers’ Hours Rules, while five did not. Ten were planning to issue guidance in the future.

In-scope vehicles include goods vehicles over 3.5 tonnes and passenger vehicles with nine or more passenger seats.
Representations from staff or primary employers

Thirty Services reported that they had not received representations from either primary employers or Retained Duty System staff about the impact of the rest and break requirements of the Drivers' Hours Rules. In contrast, 15 Services had received representations from Retained Duty System personnel and five had received representations from primary employers.

Rest and break requirements

Respondents were asked if their Fire and Rescue Service ensured that Retained Duty System staff who drove in-scope vehicles in their primary employment complied with the rest and break requirements of the Drivers’ Hours Rules. Of the 32 Services that employed in-scope drivers, only nine ensured that Retained Duty System staff took the required rest and break periods, while 15 did not ensure the breaks were taken. Eight Fire and Rescue Services did not know.

Effect on crewing levels

Of the 32 Services employing Retained Duty System staff that drove in-scope vehicles in their primary employment, 10 reported that the Drivers’ Hours Rules had impacted on crewing levels at their Retained Duty System stations. In contrast, 16 reported that it had not impacted and six did not know if it had affected crewing levels.

Where the Drivers’ Hours Rules had impacted on crewing levels, respondents reported that it had limited or reduced Retained Duty System staff availability, as well as resulted in some resignations from the Service. However, in those Services where there had been resignations the levels were low, with only eight resignations across three Fire and Rescue Services.

The following comments were also received from respondents about the impact of the Drivers’ Hours Rules on the Retained Duty System:

“One person resigned [and] one person requested to resign as [their] availability did not meet station needs. [There is also] evidence that Retained Duty System personnel have changed primary employment to continue Retained Duty System duties, or have refused to accept driving as primary employment.”

“It is likely that six out of the seven drivers of in-scope vehicles will have to resign from the Fire and Rescue Service as we are unable to offer them reduced hours contracts.”

“None [as] yet, but [it is] likely to result in resignations and terminations when they are implemented.”
Section 5

Recruitment of Retained Duty System personnel

The role, or the person, who had responsibility for Retained Duty System recruitment varied across the Fire and Rescue Services responding to this survey. The majority of Fire and Rescue Services (25) had an identified team responsible for Retained Duty System recruitment, while just under half of Fire and Rescue Services (21) had a nominated individual. In just under a third of cases, fire station personnel were responsible for local Retained Duty System recruitment, while smaller numbers of Services reported that the responsibility lay with their Human Resources teams.

This information is presented in Table 12 below.

<table>
<thead>
<tr>
<th>Person/area</th>
<th>Number of Fire and Rescue Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>An identified team</td>
<td>25</td>
</tr>
<tr>
<td>A nominated individual</td>
<td>21</td>
</tr>
<tr>
<td>Local fire station personnel</td>
<td>13</td>
</tr>
<tr>
<td>Human Resources and other officers</td>
<td>5</td>
</tr>
<tr>
<td>Other</td>
<td>6</td>
</tr>
</tbody>
</table>

Notes: Column does not add up to 45 as respondents could choose more than one response.

National firefighter selection tests

Twenty seven of the 45 Services responding to the survey reported that they used the full suite of national firefighter selection tests when recruiting Retained Duty System personnel. Eleven ‘partially’ used the tests. Six did not use the tests and one did not answer this question.
Retained Duty System recruitment literature

Respondents were asked if they used any Government or locally-produced recruitment materials. In total, 31 Services used Government-produced recruitment materials, while 43 used recruitment materials produced by their own Fire and Rescue Service.

National initiatives

On-Call Firefighters Toolkit
The ‘On-Call Firefighters’ Toolkit was launched in England in 2009 to support Fire and Rescue Services in engaging support from local employers in tackling Retained Duty System recruitment and retention challenges. Fire and Rescue Services in England were asked in the survey if they used the Toolkit to generate awareness of the Retained Duty System and as a recruitment tool. Seventeen of the 36 respondents reported they used the Toolkit, 12 were planning to use it and six intended to use it. One Fire and Rescue Service had no plans to use it.

Of the 17 Services that used the Toolkit, 13 reported that it was too early to provide feedback on how useful it had been. Two Services reported that it had succeeded in encouraging employers to release staff, while another Service had received positive feedback from local primary employers. One Service reported that the Toolkit had not encouraged local primary employers to release staff.

Radio advert
In 2009 DCLG produced a radio advert for use by Fire and Rescue Services in England, to help them to engage with local employers and in support of the ‘On-Call Firefighters’ Toolkit. Only one Service had used the advert, reporting that it was too early to provide feedback on the impact. Five Services were planning to use the advert. A further 10 said they did not plan to use the advert while six were not aware of its existence.

Employers’ Recognition Scheme
Six Fire and Rescue Services had used the national Retained Duty System Employers’ Recognition Scheme launched by DCLG in March 2010 for use by English Fire and Rescue Services. A further 11 intended to use it in the future. Eleven Services currently used their own recognition scheme with a further 12 planning to use their own in the future. Seven Fire and Rescue Services used neither a local nor the national recognition scheme.

Most respondents did not provide any feedback on the national scheme, with only four reporting that it was too early to provide feedback on its effectiveness.
Staffing and vacancy numbers

Forty one of the 45 respondents provided data on the number of Retained Duty System posts in their organisation as at April 2010, as well as the number of filled posts and the number of vacancies. Overall, these Services had 14,008 Retained Duty System posts, with 12,385 filled posts and 1623 unfilled posts, giving a vacancy rate of 12 per cent.

A total of seven Services had no Retained Duty System vacancies, while 31 reported vacancies of between six and 192 posts. This information is presented in Table 13 below.

<table>
<thead>
<tr>
<th>Number of vacancies</th>
<th>Number of Fire and Rescue Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-20 vacancies</td>
<td>10</td>
</tr>
<tr>
<td>21-40 vacancies</td>
<td>7</td>
</tr>
<tr>
<td>41-60 vacancies</td>
<td>9</td>
</tr>
<tr>
<td>61-80 vacancies</td>
<td>3</td>
</tr>
<tr>
<td>81 or more vacancies</td>
<td>2</td>
</tr>
</tbody>
</table>


Recruitment difficulties

Fire and Rescue Services were asked to give the number or proportion of their Retained Duty System fire stations experiencing recruitment difficulties. This information is shown in Table 14 below.
The Retained Duty System in the Fire and Rescue Services of England, Northern Ireland and Scotland:

Part B – A survey of Retained Duty System Managers

Table 14: Retained Duty System stations experiencing recruitment difficulties

<table>
<thead>
<tr>
<th>Fire stations</th>
<th>Number of Fire and Rescue Services</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Number</strong></td>
<td></td>
</tr>
<tr>
<td>None</td>
<td>2</td>
</tr>
<tr>
<td>1 to 4 stations</td>
<td>6</td>
</tr>
<tr>
<td>5-9 stations</td>
<td>7</td>
</tr>
<tr>
<td>10 or more stations</td>
<td>5</td>
</tr>
<tr>
<td><strong>Proportion</strong></td>
<td></td>
</tr>
<tr>
<td>1-9 per cent of stations</td>
<td>–</td>
</tr>
<tr>
<td>10-19 per cent of stations</td>
<td>3</td>
</tr>
<tr>
<td>20-29 per cent of stations</td>
<td>2</td>
</tr>
<tr>
<td>30-39 per cent of stations</td>
<td>2</td>
</tr>
<tr>
<td>40-49 per cent of stations</td>
<td>1</td>
</tr>
<tr>
<td>50-74 per cent of stations</td>
<td>7</td>
</tr>
<tr>
<td>75 per cent or more stations</td>
<td>5</td>
</tr>
<tr>
<td>Don’t know</td>
<td>4</td>
</tr>
<tr>
<td>No information provided</td>
<td>1</td>
</tr>
</tbody>
</table>


* Managers reporting no vacancies did report difficulties with recruitment.

The reasons for Retained Duty System recruitment difficulties varied from station to station and from one Fire and Rescue Service to another. However, a high proportion of respondents reported that recruitment problems tended to be as a result of local, economic or demographic changes, such as people living away from their place of work, or supportive employers moving away from areas served by the Retained Duty System. This information, as well as the other issues impacting in either a negative or positive way on recruitment, is presented in Table 15.
Table 15: Impact on Retained Duty System recruitment in the past three years

<table>
<thead>
<tr>
<th>Impact on recruitment</th>
<th>Number of Fire and Rescue Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fewer people living and working in the locality</td>
<td>41</td>
</tr>
<tr>
<td>Movement of employers away from areas served by Retained Duty System fire stations</td>
<td>35</td>
</tr>
<tr>
<td>Changes to local population profiles/demography</td>
<td>33</td>
</tr>
<tr>
<td>Changing attitudes within local communities served by Retained Duty System fire stations</td>
<td>26</td>
</tr>
<tr>
<td>Lack of support from local business community</td>
<td>22</td>
</tr>
<tr>
<td>The economic downturn</td>
<td>19</td>
</tr>
<tr>
<td>EU legislation (e.g. Working Time Regulations, Drivers’ Hours Rules)</td>
<td>17</td>
</tr>
<tr>
<td>Improved support from local business community</td>
<td>3</td>
</tr>
<tr>
<td>Movement of employers into areas served by Retained Duty System fire stations</td>
<td>2</td>
</tr>
<tr>
<td>Other, including availability, Fire and Rescue Service profile improvement, no salary scheme and work-life balance</td>
<td>8</td>
</tr>
</tbody>
</table>

Source: Survey of Fire and Rescue Services in England, Northern Ireland and Scotland, ERC 2010. Base: All respondents, 45. Notes: Column does not add up to 45 as respondents could choose more than one response.

Respondents were asked how the issues listed above had impacted on Retained Duty System recruitment. Services believed that a number of factors were impacting on their ability to recruit Retained Duty System staff, though the biggest single factor was the changing make-up of towns and villages, whereby there were fewer local employers in these areas and larger numbers of people commuting to work outside of their locality.

“Fewer potential Retained Duty System recruits available in the locality that are able to achieve the required turn out time.”

“It has become more difficult to attract potential applicants. With the reduction in size of rural communities this has created a smaller ‘pot’ from which to recruit from.”

“Less population and therefore working labour within communities has made recruitment more difficult.”

“Society has changed from living and working in one town to a more mobile workforce. Plus, an economic downturn has made people work further a field.”
“Some villages and towns have become ‘dormitory’ towns where residents work elsewhere.”

“Affluent areas have few people who work close enough to give cover.”

“Local industry [is] in decline, fewer [employers are] able to support the local fire station by releasing employees to give fire cover.”

Linked to the issue of changing working patterns, Services reported that there were fewer people able to provide daytime cover during the week days.

“[It is] difficult to recruit and retain Retained Duty System [personnel] in small villages served by one-pump stations. Industry is scarce in these areas forcing the population to commute to larger towns or cities.”

“It is becoming increasingly difficult to recruit Retained Duty System [personnel] in rural- or semi-rural areas, especially people who are able to give daytime cover between 8am and 5pm.”

“Changes in lifestyle expectations and the extended hours of availability have seen less individuals prepared to commit to such a duty system.”

“Difficulty recruiting for [week] day time availability on 100 per cent contracts, resulting in an increase of Retained/Wholetime Duty System dual contracts.”

A small number of respondents also mentioned difficulties with local academic standards and the National Firefighter Selection Tests.

“The National Firefighter Selection Tests has had a large impact. We are attracting more interested people than ever before but are having difficulties in getting them through the process, especially the psychometric stage. At one location we attracted 10 people and only one was successful.”

“Academic standards in poorer areas prevents [applicants] passing the national selection process.”

“Reduced number of applicants [to the Retained Duty System and a] reduction in numbers passing the written elements of the National Firefighter Selection Tests”

Finally, Services recognised that the lack of awareness in local communities about the work of the Retained Duty System was an issue, with one respondent noting that “[There is a lack of] public awareness of how Retained Duty System stations are crewed [that] reduces [the number of] people coming forward”.
Tackling recruitment problems

Fire and Rescue Services were asked what activities they had undertaken in the previous 12 months to tackle their Retained Duty System recruitment problems. The most popular activity was the use of posters and adverts (used by 40 Services), followed by open days and radio adverts (both used by 36 Services) and other social events (used by 30 Services). Only 21 Services engaged with the local business community.

This information is presented in Table 16 below.

<table>
<thead>
<tr>
<th>Recruitment activity</th>
<th>Number of Fire and Rescue Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Posters/adverts</td>
<td>40</td>
</tr>
<tr>
<td>Awareness open days/evenings</td>
<td>36</td>
</tr>
<tr>
<td>Radio and newspaper advert(s)</td>
<td>36</td>
</tr>
<tr>
<td>Other social events (fetes, etc)</td>
<td>30</td>
</tr>
<tr>
<td>Engagement with local business community</td>
<td>21</td>
</tr>
<tr>
<td>Employers’ awareness events</td>
<td>11</td>
</tr>
<tr>
<td>Partnerships with other Fire and Rescue Services</td>
<td>8</td>
</tr>
<tr>
<td>Partnerships with local organisations</td>
<td>5</td>
</tr>
<tr>
<td>Partnerships with local Job Centres</td>
<td>4</td>
</tr>
<tr>
<td>Other recruitment activities, such as employer mail shots, leaflet drops, positive action events</td>
<td>7</td>
</tr>
</tbody>
</table>

Source: Survey of Fire and Rescue Services in England, Northern Ireland and Scotland, ERC 2010. Base: All respondents, 45. Notes: Column does not add up to 45 as respondents could chose more than one response.

Services were asked to list the recruitment activities they had used in the previous 12 months and rate which of these were successful. The activities considered by most as successful were posters and adverts, followed by open days, radio and newspaper adverts, and other social activities (such as attending fetes). This information is presented in Table 17 below.
Table 17: Recruitment activities and the percentage of respondents who considered them successful

<table>
<thead>
<tr>
<th>Recruitment activity</th>
<th>Number of Fire and Rescue Services</th>
<th>Percentage of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Posters/ adverts</td>
<td>42</td>
<td>47%</td>
</tr>
<tr>
<td>Awareness open days/evenings</td>
<td>39</td>
<td>42%</td>
</tr>
<tr>
<td>Radio and newspaper advert(s)</td>
<td>39</td>
<td>33%</td>
</tr>
<tr>
<td>Other social events (fetes, etc)</td>
<td>29</td>
<td>27%</td>
</tr>
<tr>
<td>Local media campaigns</td>
<td>29</td>
<td>22%</td>
</tr>
<tr>
<td>Other local campaigns</td>
<td>22</td>
<td>20%</td>
</tr>
<tr>
<td>Employers’ awareness events</td>
<td>23</td>
<td>9%</td>
</tr>
<tr>
<td>Engagement with local business community</td>
<td>25</td>
<td>4%</td>
</tr>
<tr>
<td>Partnerships with local organisations</td>
<td>13</td>
<td>4%</td>
</tr>
<tr>
<td>Partnerships with other Fire and Rescue Services</td>
<td>11</td>
<td>4%</td>
</tr>
<tr>
<td>Partnerships with local Job Centres</td>
<td>33</td>
<td>0%</td>
</tr>
</tbody>
</table>

Source: Survey of Fire and Rescue Services in England, Northern Ireland and Scotland, ERC 2010. Base: All respondents, 45. Notes: Columns do not add up to 45 or 100 per cent as respondents could chose more than one response.

Attracting applicants from diverse backgrounds

A total of 11 respondents reported that their Fire and Rescue Service was either ‘very’ (three Fire and Rescue Services) or ‘somewhat’ (eight) good at attracting recruits from diverse backgrounds, while 15 reported that they were neither ‘good nor poor’ at this. In contrast, 17 respondents rated their Service as either ‘very’ (three Fire and Rescue Services) or ‘somewhat’ (14) poor at attracting recruits from diverse backgrounds, while two did not answer the question.

This information is shown in Table 18 below.
Section 5 Recruitment of Retained Duty System personnel

Table 18: Attracting Retained Duty System applicants from diverse backgrounds

<table>
<thead>
<tr>
<th>Rating of the Fire and Rescue Service</th>
<th>Number of Fire and Rescue Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very good</td>
<td>3</td>
</tr>
<tr>
<td>Somewhat good</td>
<td>8</td>
</tr>
<tr>
<td>Neither good nor poor</td>
<td>15</td>
</tr>
<tr>
<td>Somewhat poor</td>
<td>14</td>
</tr>
<tr>
<td>Very poor</td>
<td>3</td>
</tr>
<tr>
<td>No answer</td>
<td>2</td>
</tr>
</tbody>
</table>


Twenty two Fire and Rescue Services had employed a range of different strategies to recruit Retained Duty System staff from a more diverse applicant base. Thirteen had not tried anything and 10 did not answer this question. Those that had attempted to recruit a more diverse workforce had used awareness and open days targeted at under-represented groups, while some Services had undertaken positive action initiatives.

“[We have] developed a positive action committee to specifically address recruitment in these areas.”

“[We have] targeted women by attending gyms, schools, parenting classes [and produced] female-specific [recruitment] materials [and] enhanced [our] maternity policy.”

“Use of equality forum’s ‘outreach team’ for Retained Duty System recruitment [and] MOSAIC to profile underrepresented groups.”

Retention of Retained Duty System personnel

Respondents were asked to state the number or proportion of their Retained Duty System stations facing difficulties with staff retention. Eight reported that none of their Service’s stations were affected, and six did not know. Eleven stated that they experienced retention problems across a total of 68 stations – an average of just over six stations per Service.

The proportions of stations affected by retention issues ranged from five to 100 per cent (or all) stations as shown in Table 19 below.
Table 19: Retained Duty System fire stations affected by retention issues

<table>
<thead>
<tr>
<th>Fire stations</th>
<th>Number of Fire and Rescue Services</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Number</strong></td>
<td></td>
</tr>
<tr>
<td>None</td>
<td>8</td>
</tr>
<tr>
<td>1 to 4 stations</td>
<td>4</td>
</tr>
<tr>
<td>5 to 9 stations</td>
<td>4</td>
</tr>
<tr>
<td>10 or more stations</td>
<td>3</td>
</tr>
<tr>
<td><strong>Proportion</strong></td>
<td></td>
</tr>
<tr>
<td>1 to 9 per cent of stations</td>
<td>3</td>
</tr>
<tr>
<td>10 to 19 per cent of stations</td>
<td>4</td>
</tr>
<tr>
<td>20 to 29 per cent of stations</td>
<td>3</td>
</tr>
<tr>
<td>30 to 39 per cent of stations</td>
<td>2</td>
</tr>
<tr>
<td>40 to 49 per cent of stations</td>
<td>1</td>
</tr>
<tr>
<td>50 to 74 per cent of stations</td>
<td>3</td>
</tr>
<tr>
<td>75 per cent or more stations</td>
<td>2</td>
</tr>
<tr>
<td>Don’t know</td>
<td>6</td>
</tr>
<tr>
<td>No information provided</td>
<td>2</td>
</tr>
</tbody>
</table>

Notes: Column does not add up to 45 as respondents could chose more than one response.
* Managers reporting no vacancies did report difficulties with retention.

Issues which impact on Retained Duty System retention

Fire and Rescue Services were asked to select, from a pre-coded list, what had impacted on Retained Duty System retention. The main reasons for retention difficulties were fewer people living and working in the locality, primary employers moving away from areas, changing attitudes within local communities (for example, on work-life balance issues) and demographic changes. This information is shown in Table 20 below.
Table 20: Issues impacting on Retained Duty System retention

<table>
<thead>
<tr>
<th>Reasons</th>
<th>Number of Fire and Rescue Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fewer people living and working in the locality</td>
<td>38</td>
</tr>
<tr>
<td>Movement of employers <strong>away from</strong> areas served by Retained Duty System fire stations</td>
<td>30</td>
</tr>
<tr>
<td>Changing attitudes within local communities served by Retained Duty System fire stations</td>
<td>28</td>
</tr>
<tr>
<td>Changes to the local population profiles/demography</td>
<td>22</td>
</tr>
<tr>
<td>EU legislation (eg Working Time Regulations, Drivers’ Hours Rules)</td>
<td>16</td>
</tr>
<tr>
<td>The economic downturn</td>
<td>15</td>
</tr>
<tr>
<td>Lack of support from local business community</td>
<td>14</td>
</tr>
<tr>
<td>Movement of employers <strong>into</strong> areas served by Retained Duty System fire stations</td>
<td>3</td>
</tr>
<tr>
<td>Improved support from local business community</td>
<td>1</td>
</tr>
</tbody>
</table>

Notes: Column does not add up to 45 as respondents could chose more than one response.

Respondents were asked to state what they thought affected retention in their Fire and Rescue Services. The main issues identified were changes to local demographic and employment profiles, Retained Duty System staff being unable to commit the required level of commitment to the Service, and changing working patterns, whereby fewer people were living and working close to their home.

“Personnel are leaving the Service mainly because they now work outside turnout times. There is (sic) also personnel working outside turnout times, not informing [us], but incident attendance record has fallen and stations are [having to be] backed up regularly.”

“A limited number of Retained Duty System staff have [left their posts] due to no longer working in the area. None have resigned due to work or living changes.”

“[We have experienced] personnel moving out of area to seek primary employment.”

“[Retained Duty System] personnel are having to travel further for employment which impacts on the time they can commit to availability.”
Services reported that individuals were keen to ensure a good work-life balance and were consequently less prepared to provide the level of commitment required to be a Retained Duty System firefighter.

“[We are experiencing] difficulty in gaining the commitment required – many leave because [they] just can’t or not prepared to make required availability rates.”

“[It has become] harder to encourage recruitment from local communities and a reluctance to commit to 119/120 hours per week.”

“Work-life balance [issues have affected retention and] Retained Duty System no longer prepared to give same level of commitment.”

Of the 29 Fire and Rescue Services reporting retention problems at some of their stations, 14 had not employed any strategies to tackle the issues. Of those that had they had tried a mix of approaches, including: engaging with Retained Duty System personnel to understand the issues affecting them; engaging with their primary employers; and looking at migration to the Wholetime Duty System.

“Improving family friendly benefits [and] engagement of Retained Duty System staff in recruitment activities.”

“Increased communication with Retained Duty System staff [and] increased involvement in developing policies/projects.”

“Undertaking a full review of Retained Duty System at present, particularly in terms of work-life balance issues.”

“[We have undertaken the following]: 1. Revision of duty system 2. Improved facilities at Retained Duty System stations [and] 3. Evaluation of access to Wholetime Duty System.”

“Engagement with [primary] employers; ad hoc roster systems [to] improve work/life balance; station facilities review [and] Retained Duty System review.”

Of those that had tried to tackle the retention issues, the activities considered most effective were: managing the availability process more closely; more flexible working arrangements, and improving engagement with primary employers.

“Clear management of availability [and] support and development of retained role.”

“Collaboration with neighbouring Fire and Rescue Service in employing specialist skills to improve our recruitment process and share testing arrangements and fire kit.”
“Continuous training for all staff respecting diversity [and] working with local employers to increase cooperation.”

“Flexible working arrangements [and] revitalised role, equipment, uniform and infrastructure.”

“[Our] employer partnerships [have been] very successful.”

**Exit interviews**

Fire and Rescue Services, as a matter of good practice, should offer exit interviews. Thirty six of the 45 Fire and Rescue Services offered exit interviews, while four were planning to do this. Five did not offer exit interviews.

Where exit interviews took place, these were conducted by a wide range of staff but tended to be carried out by the station, line or watch manager. This information is shown in Table 21 below.

<table>
<thead>
<tr>
<th>Role/rank</th>
<th>Number of Fire and Rescue Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Station Manager</td>
<td>10</td>
</tr>
<tr>
<td>Retained Duty System Liaison Manager</td>
<td>9</td>
</tr>
<tr>
<td>Line Manager</td>
<td>7</td>
</tr>
<tr>
<td>Watch Manager</td>
<td>5</td>
</tr>
<tr>
<td>Human Resources</td>
<td>4</td>
</tr>
<tr>
<td>Station Commander</td>
<td>3</td>
</tr>
<tr>
<td>Choice given to staff</td>
<td>2</td>
</tr>
<tr>
<td>Group Managers</td>
<td>2</td>
</tr>
<tr>
<td>Command staff</td>
<td>1</td>
</tr>
<tr>
<td>Contractor</td>
<td>1</td>
</tr>
<tr>
<td>District Manager or District Support Manager</td>
<td>1</td>
</tr>
<tr>
<td>District staff (whole time)</td>
<td>1</td>
</tr>
<tr>
<td>Nominated manager</td>
<td>1</td>
</tr>
</tbody>
</table>


Notes: Column does not add up to 36 as respondents could chose more than one response.
Of the 36 Services that undertook exit interviews, 19 collated and analysed the results while 15 did not (although eight were planning to do this in the future). Where Services conducted and analysed exit interviews some common themes emerged, such as the demands placed on Retained Duty System staff, wanting a better work-life balance and employees leaving the area.

“Anecdotally [there is] too much expected of them, [as well as Retained Duty System staff] moving jobs, work-life balance [and that the Retained Duty System is] not a hobby anymore.”

“[The] time commitment [is] too demanding [and the] effect [it has] on [their] other work.”

“Work commitments and family commitments. Moving out of the area and cannot offer enough time.”

“Personal [and] work commitments; moving away from area; and retirements.”

“Previous research done by myself suggests people are leaving for employment further afield. Harassment and bullying has [also] been cited.”
Maintaining crew levels

Fire and Rescue Services were asked about difficulties they experienced in maintaining crewing levels at Retained Duty System stations i.e. ensuring enough staff were available at all times of the day to respond to emergencies. This differs to the discussion in the previous section on retention issues which refers to difficulties in keeping Retained Duty System staff. However, the two issues are inextricably linked.

A total of 42 Services reported experiencing difficulties in maintaining crewing levels at their Retained Duty System stations. Of these, 33 Services went on to give details of the number or proportion of their stations affected.

Sixteen Fire and Rescue Services experienced difficulties maintaining crewing levels at 111 stations in total – an average of almost seven stations per Service.

A further 17 Services that reported difficulties maintaining crewing levels expressed this as a proportion of their stations being affected. Those expressing crewing problems in this way reported that it affected between 10 and 100 per cent (all) of their stations. This information is presented in Table 22 below.
The Retained Duty System in the Fire and Rescue Services of England, Northern Ireland and Scotland:
Part B – A survey of Retained Duty System Managers

Table 22: Retained Duty System fire stations affected by crewing issues

<table>
<thead>
<tr>
<th>Fire stations</th>
<th>Number of Fire and Rescue Services</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Number</strong>*</td>
<td></td>
</tr>
<tr>
<td>None</td>
<td>–</td>
</tr>
<tr>
<td>1-9 stations affected</td>
<td>12</td>
</tr>
<tr>
<td>10-19 stations affected</td>
<td>7</td>
</tr>
<tr>
<td><strong>Proportion</strong></td>
<td></td>
</tr>
<tr>
<td>1%-9% stations affected</td>
<td>–</td>
</tr>
<tr>
<td>10%-19% stations affected</td>
<td>2</td>
</tr>
<tr>
<td>20%-29% stations affected</td>
<td>3</td>
</tr>
<tr>
<td>30%-39% stations affected</td>
<td>3</td>
</tr>
<tr>
<td>40%-49% stations affected</td>
<td>–</td>
</tr>
<tr>
<td>50%-74% stations affected</td>
<td>6</td>
</tr>
<tr>
<td>75%-100% stations affected</td>
<td>3</td>
</tr>
<tr>
<td>Don’t know</td>
<td>1</td>
</tr>
<tr>
<td>No answer given</td>
<td>8</td>
</tr>
</tbody>
</table>


* Managers reporting no vacancies did report difficulties with maintaining crewing levels.

The time when Fire and Rescue Services found crewing levels most difficult to maintain were week days (39 Fire and Rescue Services), followed by weekend nights (11 Fire and Rescue Services) and then weekend days (nine Fire and Rescue Services). In contrast, no Fire and Rescue Services reported experiencing crewing difficulties during week nights. This information is shown in Table 23 below.
Table 23: Times when Fire and Rescue Services found it difficult to maintain crewing levels

<table>
<thead>
<tr>
<th>Time</th>
<th>Number of Fire and Rescue Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week days</td>
<td>39</td>
</tr>
<tr>
<td>Week nights</td>
<td>0</td>
</tr>
<tr>
<td>Weekend days</td>
<td>9</td>
</tr>
<tr>
<td>Weekend nights</td>
<td>11</td>
</tr>
</tbody>
</table>

Source: Survey of Fire and Rescue Services in England, Northern Ireland and Scotland, ERC 2010. Base: All respondents, 45
Notes: Column does not add up to 45 as respondents could chose more than one response.

Fire and Rescue Services reported that the reasons for crewing problems at stations were recruitment difficulties, firefighters being unable to commit or provide the required cover and employers not releasing staff during work times. Two respondents reported that they had not experienced any difficulties in maintaining crewing levels.

This information, as well as the full list of reasons for crewing shortages is shown in Table 24 below.
Barriers to recruiting and retaining staff

The main recruitment barriers identified were: difficulties recruiting staff; firefighters being unable to commit or provide enough cover; employers not releasing staff during work times; and inflexible Retained Duty System contracts. Only one respondent reported not experiencing any barriers to Retained Duty System recruitment.

Those Services that experienced barriers to retaining Retained Duty System staff gave the following as reasons: firefighters not fulfilling their contractual requirements; stations receiving too few calls; inflexible Retained Duty System contracts; and problems with local employers not releasing staff. Four Services did not experience any barriers.
The information on barriers to recruitment and retention barriers is shown in Table 25 below.

<table>
<thead>
<tr>
<th>Reasons</th>
<th>Number of Fire and Rescue Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Difficulty recruiting staff locally</td>
<td>30 12</td>
</tr>
<tr>
<td>Local employers not willing to release staff</td>
<td>25 18</td>
</tr>
<tr>
<td>Contracts not flexible enough</td>
<td>21 19</td>
</tr>
<tr>
<td>Firefighters not committing enough cover</td>
<td>20 15</td>
</tr>
<tr>
<td>Recruitment process too long</td>
<td>20 4</td>
</tr>
<tr>
<td>Firefighters not fulfilling their contractual commitments</td>
<td>18 24</td>
</tr>
<tr>
<td>Poor Fire and Rescue Service engagement with potential primary employers</td>
<td>16 8</td>
</tr>
<tr>
<td>Entry criteria too difficult</td>
<td>16 3</td>
</tr>
<tr>
<td>The profile of the Retained Duty System not high enough locally</td>
<td>12 5</td>
</tr>
<tr>
<td>While we are at the designated establishment levels there are still insufficient firefighters to provide 24/7 availability</td>
<td>8 8</td>
</tr>
<tr>
<td>Too few calls</td>
<td>6 21</td>
</tr>
<tr>
<td>Too many calls</td>
<td>2 2</td>
</tr>
<tr>
<td>Others, including pay, time-off for initial training, small local population</td>
<td>6 –</td>
</tr>
<tr>
<td>Others, including pay, work-life balance, small local population</td>
<td>– 8</td>
</tr>
<tr>
<td>Difficulty recruiting staff locally</td>
<td>30 12</td>
</tr>
</tbody>
</table>

Source: Survey of Fire and Rescue Services in England, Northern Ireland and Scotland, ERC 2010. Base: All respondents, 45. Notes: Columns do not add up to 45 as respondents could choose more than one response.
Respondents were asked to describe the actions they had taken to deal with maintaining crewing levels on stations. These included: raising the profile of the Retained Duty System in the local community and with primary employers; better management of availability and flexibility in using Wholetime Duty System and Retained Duty System staff; and undertaking local recruitment campaigns. Some comments made by managers are included below:

“[Targeted] local recruitment drives; [a] review of [the] Retained Duty System; and robust performance management processes [have been] introduced.”

“Specific recruitment [and] awareness sessions in targeted areas; media campaigns; and educational assistance during [the] recruitment stage.”

“Electronic availability system [and] proposed pay bonding system.”

“Increased levels of recruitment [and] detachment from one station to another.”

“Wholetime/Retained Duty System dual contracts; dual [Retained Duty System workplaces] with stations that the firefighter’s employer is based during the daytime, and reverting to home station area during the evening and weekends.”

“Increased profile locally; recruitment drives; changes to working practices, contracts and [the] introduction of corporate policy; increased training; changes to Wholetime/Retained Duty System requirements encouraging more people to apply.”

“[The] introduction of [a] Retained Duty System support team to provide operational intervention and managerial support.”

“Offering the salary scheme – retained payment scheme – more work life balance.”

“Personnel reserve system – using spare Wholetime Duty System [firefighters] and additional work activity payments – using spare Retained Duty System personnel from other stations.”
Section 7

Training and development in the Retained Duty System

Twenty nine Fire and Rescue Services reported that they had carried out a training needs analysis for the Retained Duty System role in the previous 12 months. Fifteen had not carried this out and one did not respond to the question.

Fire and Rescue Services were asked the extent to which, if at all, individual Retained Duty System personnel had received a training needs analysis in the previous 12 months. In seven Services no Retained Duty System personnel had received a training needs analysis and a further four respondents did not answer this question. The remaining 34 Fire and Rescue Services reported that ‘some’ (nine Fire and Rescue Services), ‘most’ (six Fire and Rescue Services) or ‘all’ (19 Fire and Rescue Services) of their Retained Duty System staff had received a training needs analysis.

The reasons given by respondents for not carrying out a training needs analysis ranged from a lack of capacity to the use of a range of different systems to capture the training requirements of the role in general as well as for individuals.

“Each [firefighter] has [a] personal Integrated Personal Development System portfolio to maintain and training is based on their needs.”

“Ongoing progress, forms part of career management framework.”

“Personnel highlight development needs to line managers.”

“This has been carried out as a generic training needs analysis based on the National Occupational Standards against all firefighters on Retained Duty System.”

“Training Needs Analysis carried out on the generic Retained Duty System role. Specific training needs are addressed through personal development reviews.”

Maintaining competence

Respondents were asked if their Fire and Rescue Service had carried out an assessment of how many hours per week were needed for Retained Duty System staff to maintain competence. Twenty four Services had not carried out an assessment and three did not answer the question.
The 18 Services that had carried out an assessment reported that Retained Duty System personnel required between two to 12 hours per week to maintain competence. The average number of hours required to maintain competence was 3.8 hours per week. While the majority of Fire and Rescue Services (10) stated that three hours per week was required to maintain competence, five stated that it was between four and six hours per week.

Basic training

A total of 35 respondents reported that it took between two and sixteen weeks to complete basic training at their Service, with the average among these Services being 7.8 weeks. The breakdown for the number of weeks is shown in Table 26 below.

<table>
<thead>
<tr>
<th>Number of weeks</th>
<th>Number of Fire and Rescue Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>2-3 weeks</td>
<td>12</td>
</tr>
<tr>
<td>4-6 weeks</td>
<td>16</td>
</tr>
<tr>
<td>7-10 weeks</td>
<td>3</td>
</tr>
<tr>
<td>13-16 weeks</td>
<td>4</td>
</tr>
</tbody>
</table>


Notes: In addition to these times, one Service reported it took 78 hours and another Service that it took 248 hours to complete basic training.

Among 42 Services responding to the question, the average time taken for Retained Duty System personnel to become competent after completion of basic training was 32 months – with a range of between six and 60 months. The breakdown among Services is shown in Table 27 below.
Table 27: Length of time taken between completing basic training and becoming a competent firefighter

<table>
<thead>
<tr>
<th>Length of time</th>
<th>Number of Fire and Rescue Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>6 months</td>
<td>1</td>
</tr>
<tr>
<td>18 months</td>
<td>5</td>
</tr>
<tr>
<td>19-24 months</td>
<td>11</td>
</tr>
<tr>
<td>25-30 months</td>
<td>2</td>
</tr>
<tr>
<td>31-36 months</td>
<td>16</td>
</tr>
<tr>
<td>48 months</td>
<td>5</td>
</tr>
<tr>
<td>60 months</td>
<td>2</td>
</tr>
</tbody>
</table>


Developing and maintaining competence

Forty-one respondents reported that there were challenges in developing and maintaining Retained Duty System competence. Only one respondent did not think there were any challenges, one did not know if there were and two did not answer the question.

Training delivery

Thirty-two Fire and Rescue Services delivered on-going training at times and places they considered were convenient to Retained Duty System staff, seven stated that they did not and two Services did not answer the question.

Fire and Rescue Services offered a range of ways of accommodating the needs and personal circumstances of Retained Duty System employees by offering e-learning (24 Fire and Rescue Services), flexible training times (28) and flexible training locations (23).

Respondents were asked how their Service could improve training for Retained Duty System personnel. They tended to recommend increased training events and hours – and payment – for Retained Duty System staff, as well as greater flexibility as to when and how the training was delivered.

“Flexible locations and times, e-learning [and] additional training time.”

“Increased time allowance [and] increased budget [for training].”

“Payment for more training time, more efficient use of current training time [and] greater Retained Duty System training support.”
“Greater capacity in funding to improve contact hours with Retained Duty System staff and available hours for training.”

“Increased hours paid [for training] from 2 to 3 hours per week.”

“Increased resources, flexibility [and] more specialised training relating to risks in their area alone.”

“A dedicated Retained Duty System support team who: complete all testing and maintenance tasks; arrange training for personnel and log all training; and generic training programme for all Retained Duty System. In essence ensure that allocated training time is protected.”

“It could only be improved if extra personnel and financial resources were available to speed up delivery.”

“Offer ‘option dates’ for training, [and] not assume weekends are best.”

“We are investigating strategic training locations throughout the Service, utilising service instructors, instead of one central location.”

“Need a complete reassessment of what a Retained Duty System firefighter is required to do. [This] needs to be done nationally and then locally, meaning [training] can then be based on that.”

Integration with Wholetime Duty System staff

A total of 40 respondents reported that either some or all of their Retained Duty System training and development was integrated with the Wholetime Duty System.

Eleven of those 40 Fire and Rescue Services reported that all of their Retained Duty System training and development was integrated with the Wholetime Duty System and 26 Services reported that some of their Retained Duty System training and development was integrated. A further three Services had some integrated training between the two duty systems and were planning to integrate training further. Finally, one Service did not integrate training between the two duty systems but was planning to do so.

A further two Services did not integrate training and development at all and another two Services did not answer this question.
Promotion

Overall, 27 Services used Assessment Development Centres designed either nationally (23) or locally (four) to assess the potential of Retained Duty System staff. In contrast, 16 did not use Assessment Development Centres whilst a further two respondents did not answer the question.

Of those 27 Services that used Assessment Development Centres for Retained Duty System staff, 23 allowed Retained Duty System staff to attend the same Assessment Development Centres as Wholetime Duty System staff, while three did not and one Fire and Rescue Service was planning to allow Retained Duty System and Wholetime Duty System to attend the same Assessment Development Centres.

Seventeen Services allowed Retained Duty System staff to apply for Wholetime Duty System managerial vacancies, while 26 did not and two Services did not provide an answer to the question.

Transferring to the Wholetime Duty System

Twenty-five respondents had a policy (20) or procedure (five) that allowed Retained Duty System personnel to transfer to Wholetime Duty System roles in their Service. Overall, 22 Services saw a total of 243 Retained Duty System staff transfer to the Wholetime Duty System in the previous twelve months – an average of eleven per Service. Twenty Services saw no Retained Duty System staff transfer to the Wholetime Duty System, one did not know if, or how many, had transferred and one Service did not provide any information.

A total of 15 Services had encountered challenges when transferring Retained Duty System personnel to the Wholetime Duty System. These tended to be: a lack of confidence in Retained Duty System staff; some problems with the technical ability of Retained Duty System staff; and staff challenges to the transfer of Retained Duty System staff to the Wholetime Duty System.

“Challenges from small number of staff – policy being developed for implementation during 2010.”

“Increasing the technical knowledge of Retained Duty System personnel.”

“Lack of confidence of Retained Duty System staff; perceived lack of ability of Retained Duty System staff; some evidence of lack of ability of Retained Duty System staff; Wholetime staff viewing opportunities for promotion taken by transferring Retained Duty System staff in crew and watch manager roles.”
“Providing evidence of competency is sufficiently robust.”

“Retained Duty System staff resistance [and] amendment to some policies.”

Where transfers of Retained Duty System personnel to the Wholetime Duty System had occurred, 12 Services reported that those transferring undertook a full initial training course. Of these, five Services put these staff on ‘competent’ pay rates straight away, while seven placed them on ‘development’ rates. In contrast, 20 Services did not place these staff on a full initial training course, but 16 required them to undertake the training modules where the transferee did not have evidence of competence. The remaining four Services simply transferred the Retained Duty System staff member to the Wholetime Duty System.
Section 8

Appendix One

Questionnaire shown on the following page
BACKGROUND

1. Please tell us where your Fire and Rescue Service is based.
   - Northern Ireland
   - Scotland
   - English Region
   - North west
   - North east
   - Yorkshire and Humberside
   - East midlands
   - West midlands
   - Eastern
   - South west
   - South east

2. Are you the Retained Duty System Liaison Officer within your Fire and Rescue Service?
   - Yes
   - No – go to Q4

3. Is the Retained Duty System Liaison Officer’s (or equivalent) post.
   SELECT ALL THAT APPLY
   - A dedicated post
   - A post which includes the Retained Duty System reference
   - A Green Book post
   - Other, please state

4. What is your role?
   SELECT ALL THAT APPLY
   - Brigade manager
   - Area manager
   - Group manager
   - Station manager
   - Other, please state

RETAINED DUTY SYSTEM ROLE AND DUTIES

5. How many of the following does your Fire and Rescue Service have?
   Number of Retained Duty System personnel (all contracts, including Wholetime personnel)
   □□□□ 1
   Wholetime personnel on Retained Duty System contracts number
   □□□□ 2
6. Approximately what proportion of your Retained Duty System fire stations currently undertake the following? For this question, we are interested in Retained Duty System stations ONLY.

<table>
<thead>
<tr>
<th>Activity</th>
<th>None</th>
<th>&lt;25%</th>
<th>25-49%</th>
<th>50-74%</th>
<th>75+%</th>
<th>All</th>
<th>Don’t know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community fire safety</td>
<td>□1</td>
<td>□2</td>
<td>□3</td>
<td>□4</td>
<td>□5</td>
<td>□6</td>
<td>□7</td>
</tr>
<tr>
<td>Mass decontamination</td>
<td>□1</td>
<td>□2</td>
<td>□3</td>
<td>□4</td>
<td>□5</td>
<td>□6</td>
<td>□7</td>
</tr>
<tr>
<td>Co-responding</td>
<td>□1</td>
<td>□2</td>
<td>□3</td>
<td>□4</td>
<td>□5</td>
<td>□6</td>
<td>□7</td>
</tr>
<tr>
<td>Urban search and rescue (USAR)</td>
<td>□1</td>
<td>□2</td>
<td>□3</td>
<td>□4</td>
<td>□5</td>
<td>□6</td>
<td>□7</td>
</tr>
<tr>
<td>Water rescue or flood rescue</td>
<td>□1</td>
<td>□2</td>
<td>□3</td>
<td>□4</td>
<td>□5</td>
<td>□6</td>
<td>□7</td>
</tr>
<tr>
<td>High volume pumping</td>
<td>□1</td>
<td>□2</td>
<td>□3</td>
<td>□4</td>
<td>□5</td>
<td>□6</td>
<td>□7</td>
</tr>
<tr>
<td>Operating or crewing special appliances</td>
<td>□1</td>
<td>□2</td>
<td>□3</td>
<td>□4</td>
<td>□5</td>
<td>□6</td>
<td>□7</td>
</tr>
<tr>
<td>Crewing wholetime duty system deficiencies (eg sickness, holidays, shift cover)</td>
<td>□1</td>
<td>□2</td>
<td>□3</td>
<td>□4</td>
<td>□5</td>
<td>□6</td>
<td>□7</td>
</tr>
<tr>
<td>Other please state below</td>
<td>□1</td>
<td>□2</td>
<td>□3</td>
<td>□4</td>
<td>□5</td>
<td>□6</td>
<td>□7</td>
</tr>
</tbody>
</table>

7. By 2013, approximately what proportion of your Retained Duty System fire stations do you expect to be undertaking the following activities?

For this question, we are interested in Retained Duty System stations ONLY.

<table>
<thead>
<tr>
<th>Activity</th>
<th>None</th>
<th>&lt;25%</th>
<th>25-49%</th>
<th>50-74%</th>
<th>75+%</th>
<th>All</th>
<th>Don’t know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community fire safety</td>
<td>□1</td>
<td>□2</td>
<td>□3</td>
<td>□4</td>
<td>□5</td>
<td>□6</td>
<td>□7</td>
</tr>
<tr>
<td>Mass decontamination</td>
<td>□1</td>
<td>□2</td>
<td>□3</td>
<td>□4</td>
<td>□5</td>
<td>□6</td>
<td>□7</td>
</tr>
<tr>
<td>Co-responding</td>
<td>□1</td>
<td>□2</td>
<td>□3</td>
<td>□4</td>
<td>□5</td>
<td>□6</td>
<td>□7</td>
</tr>
<tr>
<td>Urban search and rescue (USAR)</td>
<td>□1</td>
<td>□2</td>
<td>□3</td>
<td>□4</td>
<td>□5</td>
<td>□6</td>
<td>□7</td>
</tr>
<tr>
<td>Water rescue or flood rescue</td>
<td>□1</td>
<td>□2</td>
<td>□3</td>
<td>□4</td>
<td>□5</td>
<td>□6</td>
<td>□7</td>
</tr>
<tr>
<td>High volume pumping</td>
<td>□1</td>
<td>□2</td>
<td>□3</td>
<td>□4</td>
<td>□5</td>
<td>□6</td>
<td>□7</td>
</tr>
<tr>
<td>Operating or crewing special appliances</td>
<td>□1</td>
<td>□2</td>
<td>□3</td>
<td>□4</td>
<td>□5</td>
<td>□6</td>
<td>□7</td>
</tr>
<tr>
<td>Crewing wholetime duty system deficiencies (eg sickness, holidays, shift cover)</td>
<td>□1</td>
<td>□2</td>
<td>□3</td>
<td>□4</td>
<td>□5</td>
<td>□6</td>
<td>□7</td>
</tr>
<tr>
<td>Other please state below</td>
<td>□1</td>
<td>□2</td>
<td>□3</td>
<td>□4</td>
<td>□5</td>
<td>□6</td>
<td>□7</td>
</tr>
</tbody>
</table>
8. If you have expanded the role of Retained Duty System personnel to carry out the activities identified in Q6 and Q7, what challenges have you encountered in the last 3 years?

9. Does your Fire and Rescue Service benefit from the skills that Retained Duty System staff bring from their primary employment?
SELECT ONE ONLY
☐ 1 Yes
☐ 2 No
☐ 3 Don’t know

10. If yes, are there particular skills that are beneficial to your Fire and Rescue Service?
SELECT ALL THAT APPLY
☐ 1 Leadership skills
☐ 2 Management skills
☐ 3 Working with community groups
☐ 4 Vocational qualifications
☐ 5 Professional qualifications
☐ 6 Other, please state
RETAINED DUTY SYSTEM REMUNERATION

11. Which of the following contracts do you offer Retained Duty System personnel?

SELECT ALL ☑ THAT APPLY
☐1 100% retainer fee
☐2 75% retainer fee
☐3 Other percentage scheme (state range)

☐4 Salary scheme
☐5 Other scheme (such as front loaded salary, commitment based payment, etc) Please give details

12. If your Fire and Rescue Service does not have a salary scheme for Retained Duty System personnel, has one been trialed?

SELECT ALL ☑ THAT APPLY
☐1 Yes – for all Retained Duty System personnel
☐2 Yes – on some fire stations
☐3 We are planning to do this – go to Q14
☐4 There is a trial underway – go to Q14
☐5 No – go to Q14

13. If yes, what was the outcome of that trial?

14. Does your Fire and Rescue Service use trainee and development rates of pay for Retained Duty System staff?

<table>
<thead>
<tr>
<th>Trainee rates</th>
<th>Yes</th>
<th>No Planning to do this</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐1</td>
<td></td>
<td>☐2</td>
</tr>
<tr>
<td>☐2</td>
<td></td>
<td>☐3</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Development rates</th>
<th>Yes</th>
<th>No Planning to do this</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐1</td>
<td></td>
<td>☐2</td>
</tr>
<tr>
<td>☐2</td>
<td></td>
<td>☐3</td>
</tr>
</tbody>
</table>

DEVELOPMENT OF POLICIES

15. Which of the following policies apply to Retained Duty System personnel in your Fire and Rescue Service?

☐1 Loss of earnings (in relation to injury)
☐2 Sick pay
☐3 Paid annual leave
☐4 Paternity/maternity leave
☐5 Childcare arrangements
☐6 Other, please state

16. Does your Fire and Rescue Service ensure that all policies developed are assessed for their impact on the Retained Duty System?

☐1 All policies are assessed
☐2 Most policies are assessed
☐3 Some policies are assessed
☐4 No policies are assessed – go to Q18
☐5 Don’t know – go to Q18
17. If yes, please tell us briefly what an assessment of policies involves.

18. Do you regularly review existing policies to assess their impact on the Retained Duty System?
   - [ ] No, not regularly, but we do review policies for their impact
   - [ ] No, we never review policies for their impact
   - [ ] Yes – please tell us how often below
   - [ ] Don’t know
   - [ ] Other, please state

19. To what extent, if at all, are Retained Duty System personnel consulted about the development of policies which directly affect them?
   - SELECT ONE ✗ ONLY
   - [ ] Never consulted
   - [ ] Rarely consulted
   - [ ] Sometimes consulted
   - [ ] Often consulted
   - [ ] Always consulted

20. To what extent, if at all are Retained Duty System personnel consulted about the implementation of policies that directly affect them?
   - SELECT ONE ✗ ONLY
   - [ ] Never consulted
   - [ ] Rarely consulted
   - [ ] Sometimes consulted
   - [ ] Often consulted
   - [ ] Always consulted

21. How do Retained Duty System personnel in your Fire and Rescue Service provide input into policy development/implementation?
   - SELECT ALL ✗ THAT APPLY
   - [ ] They do not provide any input – go to Q23
   - [ ] Through direct engagement with Retained Duty System personnel themselves
   - [ ] Through representative bodies
   - [ ] Through the Retained Duty System Liaison Officer
   - [ ] Other (please specify)

22. Please briefly describe how Retained Duty System personnel are consulted about policies affecting them.
WORKING TIME AND DRIVER HOURS REGULATIONS

23. Which of the following, if any, does your Fire and Rescue Service keep records on?

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>Planning to do this</th>
</tr>
</thead>
<tbody>
<tr>
<td>The number of hours that individual Retained Duty System employees are on-call/standby?</td>
<td>□1</td>
<td>□2</td>
<td>□3</td>
</tr>
<tr>
<td>The number of hours that individual Retained Duty System employees are carrying out training, responding to emergencies, or undertaking other activities?</td>
<td>□1</td>
<td>□2</td>
<td>□3</td>
</tr>
<tr>
<td>Unbroken rest and break periods taken by individual Retained Duty System employees?</td>
<td>□1</td>
<td>□2</td>
<td>□3</td>
</tr>
<tr>
<td>The average weekly hours your Retained Duty System staff work for their primary employer?</td>
<td>□1</td>
<td>□2</td>
<td>□3</td>
</tr>
<tr>
<td>The number of Retained Duty System staff working on average 48 hours and over per week for their primary employer</td>
<td>□1</td>
<td>□2</td>
<td>□3</td>
</tr>
<tr>
<td>The number of hours that Retained Duty System employees drive in their primary employment</td>
<td>□1</td>
<td>□2</td>
<td>□3</td>
</tr>
</tbody>
</table>

24. Has your Fire and Rescue Service issued guidance to all staff on Retained Duty System contracts about compliance with the Working Time Regulations?

□1 Yes, we do this
□2 We are planning to do this
□3 No, we do not do this

25. How many of your Retained Duty System workforce are in the following categories?

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>With a primary employer</td>
<td>□□□□ 1</td>
</tr>
<tr>
<td>Self-employed</td>
<td>□□□□ 2</td>
</tr>
<tr>
<td>Unemployed</td>
<td>□□□□ 3</td>
</tr>
<tr>
<td>Total</td>
<td>□□□□ 4</td>
</tr>
</tbody>
</table>
□3 Don’t know

26. Does your Fire and Rescue Service ask its Retained Duty System Personnel to sign a waiver to opt-out of the 48-hour maximum working week under the Working Time Regulations?

SELECT ALL □ THAT APPLY
□1 Yes – with the primary employer
□2 Yes – with the Fire and Rescue Service
□3 Neither – go to Q29

27. If yes, how many Retained Duty System personnel have signed an opt-out/employee release with your Fire and Rescue Service?

Number □□□□ 1
□2 Don’t know
28. If you have responded yes to Q26, are these waivers kept up-to-date?

☐¹ Yes
☐² No
☐³ Don’t know

29. Does your Fire and Rescue Service ensure that your Retained Duty System personnel receive appropriate levels of rest as required by the Working Time Regulations?

☐¹ Yes
☐² No
☐³ Don’t know

30. Has your Fire and Rescue Service received representations about the impact of the 48-hour maximum working week under the Working Time Regulations?

☐¹ Yes – from Retained Duty System personnel
☐² Yes – from primary employers
☐³ Neither

31. Have the requirements of the Working Time Regulations had an impact on crewing levels at your Retained Duty System fire stations?

☐¹ Yes
☐² No – go to Q33
☐³ Don’t know – go to Q33

32. If yes, what impact have they had (for example, resignations, limited availability, limited time for other duties, etc)?

33. Has your Fire and Rescue Service issued guidance to Retained Duty System personnel who fall within the “scope” of the requirements of the Drivers Hours’ Rules?

“In-scope” describes a goods vehicle over 3.5 tonnes or a passenger vehicle with nine or more passenger seats.

☐¹ Yes, we do this
☐² We are planning to do this
☐³ No, we do not do this

34. Does your Fire and Rescue Service currently employ Retained Duty System personnel who drive in-scope vehicles as part of their primary employment?

☐¹ Yes
☐² No – go to Q36
☐³ Don’t know – go to Q36

35. If yes, how many Retained Duty System personnel drive in-scope vehicles in their primary employment?

Number ☐☐☐ ¹

☐² Don’t know

36. Has your Fire and Rescue Service received representations about the impact of the rest and break requirements of the Drivers’ Hours Rules?

☐¹ Yes – from Retained Duty System personnel
☐² Yes – from primary employers
☐³ Neither
37. Does your Fire and Rescue Service ensure that Retained Duty System personnel who drive in-scope vehicles meet the rest and break requirements as set out in the Drivers’ Hours Rules?

☐¹ Yes
☐² No
☐³ Don’t know

38. Have the requirements of the Drivers’ Hours Rules had an impact on crewing levels at your Retained Duty System fire stations?

☐¹ Yes
☐² No – go to Q40
☐³ Don’t know – go to Q40

39. If yes, what impact have the Drivers’ Hours Rules had (for example, resignations, limiting availability, limiting the duties they can carry out, etc)?

40. How many of your Fire and Rescue Service’s Retained Duty System personnel have resigned in the past 12 months because they drive in-scope vehicles for their primary employers?

Number ☐☐☐ ¹

☐² None
☐³ Don’t know

RECRUITMENT OF RETAINED DUTY SYSTEM PERSONNEL

41. Which of the following does your Fire and Rescue Service have?
SELECT ALL ☐ THAT APPLY

☐¹ A nominated individual responsible for Retained Duty System recruitment
☐² An identified team responsible for Retained Duty System recruitment
☐³ Local fire station personnel responsible for Retained Duty System recruitment
☐⁴ None of the above
☐⁵ Other, please state

42. Does your Fire and Rescue Service use the National Firefighter Selection Tests for the recruitment of Retained Duty System personnel?
SELECT ALL ☐ THAT APPLY

☐¹ Yes, in full
☐² Yes, partially
☐³ No, not at all
43. How many Retained Duty System posts were there at your Fire and Rescue Service on 1st April 2010?

(One post is equivalent to 120 hours of cover)

Number  

44. How many Retained Duty System posts were filled on 1st April 2010?

(One post is equivalent to 120 hours of cover)

Number  

45. How many Retained Duty System posts were vacant on 1st April 2010?

(One vacant post is equivalent to 120 hours of cover)

Number  

46. On how many/at what proportion of your Retained Duty System fire stations is it difficult to recruit Retained Duty System personnel?

For this question, we are interested in Retained Duty System stations ONLY.

Number  OR

Percentage  

☐  None
☐ Don’t know

47. In your opinion, which of the following, if any, have impacted on Retained Duty System recruitment over the past three years?

SELECT ALL  THAT APPLY

☐ Changes to local population profiles/demography
☐ Movement of industries or major employers away from areas served by Retained Duty System fire stations
☐ Movement of industries or major employers into areas served by Retained Duty System fire stations
☐ Fewer people living and working in the locality (e.g. increased commuting away from the area)
☐ Changing attitudes within local communities served by Retained Duty System fire stations (e.g. greater emphasis on work-life balance)
☐ Lack of support from local business community
☐ Improved support from local business community
☐ The current economic downturn
☐ EU legislation (e.g. Working Time Regulations, Drivers’ Hours Rules)
☐ Other (please state)

☐ Nothing has impacted on recruitment – go to Q49
48. What impact have the factors above had on recruitment?

49. Which of the following, if any, does your Fire and Rescue Service use to assist with Retained Duty System recruitment?

SELECT ALL ☐ THAT APPLY
☐1 Government produced recruitment materials
☐2 Recruitment materials produced by your Fire and Rescue Service
☐3 None of the above
☐4 Other, please state
50. Which of the following recruitment activities, if any, have been used by your Fire and Rescue Service (i) within the past 12 months, and (ii) which ones do you plan to use during the next 12 months?

<table>
<thead>
<tr>
<th>Activity</th>
<th>Used in the past 12 months</th>
<th>Not used in the past 12 months</th>
<th>Planning to use in the next 12 months</th>
</tr>
</thead>
<tbody>
<tr>
<td>Awareness open days/evenings</td>
<td>☐1</td>
<td>☐2</td>
<td>☐3</td>
</tr>
<tr>
<td>Employers’ awareness events</td>
<td>☐1</td>
<td>☐2</td>
<td>☐3</td>
</tr>
<tr>
<td>Other social events (fetes, etc.)</td>
<td>☐1</td>
<td>☐2</td>
<td>☐3</td>
</tr>
<tr>
<td>Radio and newspaper advert(s)</td>
<td>☐1</td>
<td>☐2</td>
<td>☐3</td>
</tr>
<tr>
<td>Posters/ adverts</td>
<td>☐1</td>
<td>☐2</td>
<td>☐3</td>
</tr>
<tr>
<td>Engagement with local business community</td>
<td>☐1</td>
<td>☐2</td>
<td>☐3</td>
</tr>
<tr>
<td>Other local campaigns [please give brief details of activities here]</td>
<td>☐1</td>
<td>☐2</td>
<td>☐3</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Partnerships with other Fire &amp; Rescue Services</td>
<td>☐1</td>
<td>☐2</td>
<td>☐3</td>
</tr>
<tr>
<td>Partnerships with local Job Centres</td>
<td>☐1</td>
<td>☐2</td>
<td>☐3</td>
</tr>
<tr>
<td>Partnerships with local organisations (eg chambers of commerce)</td>
<td>☐1</td>
<td>☐2</td>
<td>☐3</td>
</tr>
<tr>
<td>Other activities – please state</td>
<td>☐1</td>
<td>☐2</td>
<td>☐3</td>
</tr>
</tbody>
</table>

If your Service has not used any, go to Q52
51. How successful, if at all, have these activities been?

<table>
<thead>
<tr>
<th>Activity</th>
<th>Very unsuccessful</th>
<th>Fairly unsuccessful</th>
<th>Neither unsuccessful or successful</th>
<th>Fairly successful</th>
<th>Very successful</th>
</tr>
</thead>
<tbody>
<tr>
<td>Awareness open days/evenings</td>
<td>□ 1</td>
<td>□ 2</td>
<td>□ 3</td>
<td>□ 4</td>
<td>□ 5</td>
</tr>
<tr>
<td>Employers’ awareness evenings</td>
<td>□ 1</td>
<td>□ 2</td>
<td>□ 3</td>
<td>□ 4</td>
<td>□ 5</td>
</tr>
<tr>
<td>Other social events (fetes, etc.)</td>
<td>□ 1</td>
<td>□ 2</td>
<td>□ 3</td>
<td>□ 4</td>
<td>□ 5</td>
</tr>
<tr>
<td>Radio and newspaper advert(s)</td>
<td>□ 1</td>
<td>□ 2</td>
<td>□ 3</td>
<td>□ 4</td>
<td>□ 5</td>
</tr>
<tr>
<td>Posters/adverts</td>
<td>□ 1</td>
<td>□ 2</td>
<td>□ 3</td>
<td>□ 4</td>
<td>□ 5</td>
</tr>
<tr>
<td>Local media campaigns</td>
<td>□ 1</td>
<td>□ 2</td>
<td>□ 3</td>
<td>□ 4</td>
<td>□ 5</td>
</tr>
<tr>
<td>Other local campaigns</td>
<td>□ 1</td>
<td>□ 2</td>
<td>□ 3</td>
<td>□ 4</td>
<td>□ 5</td>
</tr>
<tr>
<td>Engagement with local business community</td>
<td>□ 1</td>
<td>□ 2</td>
<td>□ 3</td>
<td>□ 4</td>
<td>□ 5</td>
</tr>
<tr>
<td>Partnerships with other Fire &amp; Rescue Services</td>
<td>□ 1</td>
<td>□ 2</td>
<td>□ 3</td>
<td>□ 4</td>
<td>□ 5</td>
</tr>
<tr>
<td>Partnerships with local Job Centres</td>
<td>□ 1</td>
<td>□ 2</td>
<td>□ 3</td>
<td>□ 4</td>
<td>□ 5</td>
</tr>
<tr>
<td>Partnerships with local organisations (eg Chambers of Commerce)</td>
<td>□ 1</td>
<td>□ 2</td>
<td>□ 3</td>
<td>□ 4</td>
<td>□ 5</td>
</tr>
<tr>
<td>Other activities – please state</td>
<td>□ 1</td>
<td>□ 2</td>
<td>□ 3</td>
<td>□ 4</td>
<td>□ 5</td>
</tr>
<tr>
<td></td>
<td>□ 1</td>
<td>□ 2</td>
<td>□ 3</td>
<td>□ 4</td>
<td>□ 5</td>
</tr>
<tr>
<td></td>
<td>□ 1</td>
<td>□ 2</td>
<td>□ 3</td>
<td>□ 4</td>
<td>□ 5</td>
</tr>
<tr>
<td></td>
<td>□ 1</td>
<td>□ 2</td>
<td>□ 3</td>
<td>□ 4</td>
<td>□ 5</td>
</tr>
</tbody>
</table>
52. **ONLY ANSWER QUESTIONS 52 TO 55 IF YOUR FIRE AND RESCUE SERVICE IS IN ENGLAND**

Do your local fire stations use the DCLG 'On Call Firefighters': Retained Duty System Employers Information Toolkit to raise awareness of the Retained Duty System?

☐ 1 Yes, we do this  
☐ 2 We are planning to do this – go to Q54  
☐ 3 No, but **we intend to use it** in the future – go to Q54  
☐ 4 No, and we **will not use it** in the future – go to Q54  
☐ 5 I haven’t heard of it – go to Q54

---

53. **If you have already used the Retained Duty System Employers Information Toolkit, can you provide some feedback?**

☐ 1 It has encouraged employers to release staff for Retained Duty System duties  
☐ 2 It has not encouraged employers to release staff for Retained Duty System duties  
☐ 3 We have received positive feedback from primary employers  
☐ 4 We have received negative feedback from primary employers  
☐ 5 It’s too early to say  
☐ 6 Other, please state

---

54. **Does your Fire and Rescue Service use the DCLG produced radio advert provided as part of the On Call Firefighters: Retained Duty System Employers Information Toolkit?**

☐ 1 Yes, we do this  
☐ 2 We are planning to do this – go to Q56  
☐ 3 No, but **we intend to use it** in the future – go to Q56  
☐ 4 No, and we **will not use it** in the future – go to Q56  
☐ 5 I haven’t heard of it – go to Q56

---

55. **If you have already used the radio advert, can you provide some feedback?**

☐ 1 It has encouraged employers to release staff for Retained Duty System duties  
☐ 2 It has not encouraged employers to release staff for Retained Duty System duties  
☐ 3 We have received positive feedback from primary employers  
☐ 4 We have received negative feedback from primary employers  
☐ 5 It’s too early to say  
☐ 6 Other, please state
56. Does your Fire and Rescue Service use an employer’s recognition scheme?

- Yes, we use the National Retained Duty System Employers’ Recognition Scheme
- Yes, we use our own Retained Duty System Employers’ Recognition Scheme – go to Q58
- No, but we intend to use the National Retained Duty System Employers Recognition Scheme – go to Q58
- No, but we intend to use our own Employers’ Recognition Scheme – go to Q58
- None of the above – go to Q58

57. If you have already used the National Employers Recognition Scheme, can you provide some feedback?

- We have received positive feedback from primary employers
- We have received negative feedback from primary employers
- We have found it useful
- We have not found it useful
- It’s too early to say
- Other, please state

58. How would you rate your Fire and Rescue Service’s ability to attract Retained Duty System recruits from more diverse backgrounds?

For example, women, ethnic minorities, gay, lesbian, bisexual, people with disabilities, people from different age ranges, different religions or beliefs.

- Very poor
- Somewhat poor
- Neither poor or good
- Somewhat good
- Very good

59. What strategies have your or your Fire and Rescue Service employed to attract Retained Duty System recruits from more diverse backgrounds in the last 12 months?

- None – go to Q61

60. If you have employed strategies, tell us about the two most successful:

1

2

61. On how many/at what proportion of your Retained Duty System fire stations do you find it difficult to retain Retained Duty System personnel?

- Number
- Percentage

None
Don’t know
62. In your opinion, which of the following, if any, have impacted on Retained Duty System retention over the past three years?

SELECT ALL □ THAT APPLY

□ 1 Changes to the local population profiles/demography
□ 2 Movement of employers away from areas served by Retained Duty System fire stations
□ 3 Movement of employers into areas served by Retained Duty System fire stations
□ 4 Fewer people living and working in the locality (e.g. increased commuting away from the area)
□ 5 Changing attitudes within local communities served by Retained Duty System fire stations (e.g. greater emphasis on work-life balance)
□ 6 Lack of support from local business community
□ 7 Improved support from local business community
□ 8 The current economic downturn
□ 9 EU legislation (e.g. Working Time Regulations, Drivers’ Hours Rules)
□ 10 Other (please state)
□ 11 Nothing has impacted on retention – go to Q64

63. What impact have the factors above had on retention?

64. Does your Fire and Rescue Service carry out exit interviews for Retained Duty System personnel?

□ 1 Yes, we do this
□ 2 We are planning to do this – go to Q69
□ 3 No we do not do this – go to Q69

65. If yes, who conducts the interviews?

□ 1 Retained Duty System Liaison Officer
□ 2 HR department
□ 3 Other, please state

66. Does your Fire and Rescue Service collate and analyse the results from these interviews?

□ 1 Yes, we do this
□ 2 We are planning to do this – go to Q69
□ 3 No, we do not do this – go to Q69

67. If the answer is yes, what does the analysis show about the reasons Retained Duty System personnel leave?
68. Have the results of the exit interviews led to any changes in tackling Retained Duty System retention or turnover rates?

☐ 1 Yes
☐ 2 No
☐ 3 Don’t know

69. What strategies have you employed to tackle Retained Duty System retention challenges in the last 12 months (for example, partnerships with other Fire & Rescue Services, local employers, etc)?

☐ 1 None – go to Q71

70. If you have employed strategies, tell us about the two most successful:

1

2

71. Does your Fire and Rescue Service find it difficult to maintain crewing levels at any of its Retained Duty System fire stations?

☐ 1 Yes
☐ 2 No – go to Q74

72. If yes, at how many/what proportion of your Retained Duty System fire stations is it difficult to maintain crewing levels (please estimate)?

Number  ☐ 1 ☐ ☐ ☐ OR
Percentage ☐ 2 ☐ ☐ %
☐ 3 None
☐ 4 Don’t know

73. At what times is it usually difficult to maintain crewing levels?

☐ 1 Week days
☐ 2 Week nights
☐ 3 Weekend days
☐ 4 Weekend nights
74. Which of the following, if any, explains why your Fire and Rescue Service often experiences difficulties in maintaining Retained Duty System availability/crewing levels?

- □ 1. We do not experience difficulties
- □ 2. Difficulty recruiting staff locally
- □ 3. Firefighters not committing enough cover
- □ 4. Firefighters are not fulfilling their contractual commitments
- □ 5. While we are at the designated establishment levels there are still insufficient firefighters to provide 24/7 availability
- □ 6. Too many calls
- □ 7. Too few calls
- □ 8. The profile of the Retained Duty System is not high enough locally, ie people don’t know about it
- □ 9. Local employers are not willing to release staff
- □ 10. Poor Fire and Rescue Service engagement with potential primary employers
- □ 11. Contracts not flexible enough
- □ 12. Entry criteria too difficult
- □ 13. Recruitment process too long
- □ 14. Other please state

75. Which of the following, if any, are barriers to recruiting Retained Duty System personnel?

- □ 1. We do not experience difficulties
- □ 2. Difficulty recruiting staff locally
- □ 3. Firefighters not committing enough cover
- □ 4. Firefighters are not fulfilling their contractual commitments
- □ 5. While we are at the designated establishment levels there are still insufficient firefighters to provide 24/7 availability
- □ 6. Too many calls
- □ 7. Too few calls
- □ 8. The profile of the Retained Duty System is not high enough locally, ie people don’t know about it
- □ 9. Local employers are not willing to release staff
- □ 10. Poor Fire and Rescue Service engagement with potential primary employers
- □ 11. Contracts not flexible enough
- □ 12. Entry criteria too difficult
- □ 13. Recruitment process too long
- □ 14. Other please state
76. Which of the following, if any, are barriers to retaining Retained Duty System personnel?

☐1 We do not experience difficulties
☐2 Difficulty recruiting staff locally
☐3 Firefighters not committing enough cover
☐4 Firefighters are not fulfilling their contractual commitments
☐5 While we are at the designated establishment levels there are still insufficient firefighters to provide 24/7 availability
☐6 Too many calls
☐7 Too few calls
☐8 The profile of the Retained Duty System is not high enough locally ie people don’t know about it
☐9 Local employers are not willing to release staff
☐10 Poor Fire and Rescue Service engagement with potential primary employers
☐11 Contracts not flexible enough
☐12 Entry criteria too difficult
☐13 Recruitment process too long
☐14 Other please state

77. What strategies have you or your Fire and Rescue Service employed to deal with crewing shortages in the last 12 months?

☐1 None – go to Q79

78. If you have employed strategies, tell us about the two most successful:

1

2

79. Has your Fire and Rescue Service carried out a training needs analysis for the Retained Duty System role in the past 12 months?

☐1 Yes – go to Q81
☐2 No

80. If there has been no training needs analysis for the Retained Duty System role, why is that?

81. To what extent, if at all, has a training needs analysis for each of your Retained Duty System personnel been carried out in the past 12 months?

☐1 All Retained Duty System personnel have received this – go to Q83
☐2 Most Retained Duty System personnel have received this
☐3 Some Retained Duty System personnel have received this
☐4 No Retained Duty System personnel have received this
82. If there has been no training needs analysis for Retained Duty System personnel or not all have received one, why is that?

83. Has your Fire and Rescue Service carried out an assessment of how many hours per week are required for Retained Duty System personnel to maintain competence?

☐ 1 Yes
☐ 2 No – go to Q85

84. If yes, how many hours training per week are needed to maintain competence?

☐☐☐ hours per week

85. How long does it typically take Retained Duty System personnel to complete the basic training?

Hours ☐☐☐ 1 OR

Weeks ☐☐ 2

86. How long does it typically take Retained Duty System personnel from completion of basic training to competent firefighter status?

Weeks ☐☐☐ 1 OR

Months ☐☐ 2

87. Is on-going training delivered at times and places that are convenient to Retained Duty System staff?

For example, to accommodate their personal circumstances?

☐ 1 Yes
☐ 2 No – go to Q89
☐ 3 Don’t know – go to Q89

88. Please tell us what arrangements have been made available to Retained Duty System staff to accommodate their personal circumstances

☐ 1 e-learning
☐ 2 Flexible times for training
☐ 3 Flexible locations for training
☐ 4 Other, please state

89. How could the provision of Retained Duty System training be improved at your Fire and Rescue Service?

90. In your view, are there challenges in developing and maintaining the competence of Retained Duty System personnel in your Fire and Rescue Service?

☐ 1 Yes
☐ 2 No – go to Q92
☐ 3 Don’t know – go to Q92
91. If yes, what are the challenges to maintaining competence?

92. To what extent is the training and development of your Retained and Wholetime Duty System personnel integrated?

- □1 Yes – all training and development is integrated
- □2 Yes, but only some training and development is integrated
- □3 Yes and we have plans to integrate more training and development
- □4 No, but we have plans to integrate training and development
- □5 Not at all

93. From the Firefighter Role Map and National Occupational Standards have you limited the number of functions undertaken by Retained Duty System personnel in relation to Wholetime Duty System staff?

- □1 Yes
- □2 No
- □3 Don’t know

94. If yes, what limitations have been introduced?

95. How have the limitations been determined?
96. Does your Fire and Rescue Service use Assessment and Development Centres (ADC) to assess the potential of Retained Duty System staff?

☐ 1 Yes – Nationally agreed ADC process – go to Q98
☐ 2 Yes – Locally developed ADC process – go to Q98
☐ 3 Yes – some other process (please state) – go to Q98
☐ 4 No

97. If no, what process is used to progress Retained Duty System staff?

GO TO Q99

98. If yes, do Retained Duty System staff attend the same ADCs as Wholetime Duty System staff?

☐ 1 Yes, we do this
☐ 2 We are planning to do this
☐ 3 No, we do not do this
☐ 4 Don’t know

99. Are Retained Duty System staff subsequently eligible to apply for Wholetime Duty System managerial vacancies, ie station manager and above?

☐ 1 Yes
☐ 2 No
☐ 3 Don’t know

100. Does your Fire and Rescue Service have a Retained Duty System to Wholetime Duty System transfer policy or procedure?

☐ 1 Yes – we have a policy
☐ 2 Yes – we have a procedure
☐ 3 No – we don’t have a policy
☐ 4 No – we don’t have a procedure
☐ 5 Don’t know

101. In the last 12 months how many Retained Duty System staff have transferred to the Wholetime Duty System in your Fire and Rescue Service?

Number ☐ ☐ ☐ 1
☐ 2 None
☐ 3 Don’t know
102. Have there been any challenges in transferring Retained Duty System staff to the Wholetime Duty System?

☐ 1 Yes
☐ 2 No – go to Q104
☐ 3 Don’t know – go to Q104

103. If yes, what have been the challenges to transferring Retained Duty System staff to the Wholetime Duty System?

1

2

3

104. At your Fire and Rescue Service, do Retained Duty System staff moving to the Wholetime Duty System undertake a full initial training course?

☐ 1 Yes, but if they are deemed competent as a Retained Duty System firefighter they are put on the competent rate straight away
☐ 2 Yes, but even if they are deemed competent as a Retained Duty System firefighter they are put on the development pay rate
☐ 3 No, only modules where the candidate does not have evidence of competence
☐ 4 No, it is a straight transfer across
☐ 5 Don’t know

105. What impact have transfers to the Wholetime Duty System had on your Fire and Rescue Service?
106. In what ways, if at all, do you communicate with Retained Duty System personnel across your Fire and Rescue Service?

☐ 1 Visits to Retained Duty System stations
☐ 2 Newsletters
☐ 3 Other, please state

107. In addition to your current lines of communication, what more could you or your Fire and Rescue Service do to improve communications with Retained Duty System staff?

YOUR FINAL THOUGHTS ABOUT THE RETAINED DUTY SYSTEM

108. Do you have anything further you would like to add?

For example, about the role of the Retained Duty System in your area; their role in the Fire and Rescue Service, etc?

Many thanks for taking part in this survey.

Please be assured that none of the answers you have given will be given to your Fire and Rescue Service or any other person.

Please return your questionnaire to:

Employment Research and Consulting
Retained Duty System Survey
8 Valerian Court
Ashington
NE63 8EX