

Appendix A – Project pilots and Work streams

1. Self-Rostering availability

Current requirement is that individuals join the service and provide their availability across a rotating period of time, dependent upon their primary employer, family circumstances and life style. This is a fixed way of working.

The project has introduced a flexible approach towards, allowing individuals to advise when they will be available; this needs to be done fairly and evenly across periods of time. Each person completing their availability two weeks in advance; in line with their contract hours of employment.

Table 1 – Hinckley station availability

Year	Apr	May	Jun	Jul	Aug	Sep
2019_20	57.22%	57.64%	54.91%	43.46%	52.93%	64.14%
2018_19	20.05%	19.49%	16.11%	14.58%	16.24%	22.25%

Above details the improved availability, with September being the highest for over two years.

2. Reduced contracts

The service offer eight bands of contracts starting at 48 hours up to 120 hours in 12 hour bands, with exception of 84 to 96 where this is in six hour band i.e. 84, 90 and 96.

The project has introduced a further two bands 24 and 36 hours. These were introduced to support availability at station where appliance(s) were predominately unavailable due to insufficient hours cover. It was agreed that these will be offered to existing skilled staff that hold a primary contract with the service.

Table 2 – Wigston Station availability

Year	Apr	May	Jun	Jul	Aug	Sep
2019_20	43.59%	40.91%	44.91%	52.15%	51.70%	51.60%
2018_19	31.09%	28.41%	26.92%	12.99%	20.54%	27.59%

Above details the improved availability, with August marginally the highest for over two years.

3. Tactical Response Vehicles (TRV's) at On Call stations

The service received two new TRV's into the service July this year both were placed at On Call stations – Billesdon and Uppingham.

They have been placed there to improve appliance availability, response to the community, improved employee wellbeing and retention.

TRV's allowed the service to respond to incidents with an improved attendance time, if it was not available another appliance further away would have responded; community expectation being an appliance to attend when called upon, the TRV will attend to meet this expectation.

Increased availability means that an increase in number of incidents likely to attend, improving staff wellbeing, by responding an individual feels valued, improving team cohesion. This supports retention by those previously leaving due to low activity, it also increases individual's remuneration, which has declined over the last few years due to reduced incident demand.

Billesdon normally get one call a month, on average. In the first two months there has been 15 calls, since the TRV was placed there. Uppingham station have seen an extra 11 calls over the same period.

Table 3 - Availability
2018

Station	Appliance	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
32-Billesdon	32P2	27.71%	30.24%	21.87%	36.67%	25.90%	46.64%	36.58%	39.19%	27.62%	33.10%
34-Uppingham	34P2	32.52%	35.95%	51.11%	31.12%	33.33%	45.83%	30.67%	58.31%	50.62%	39.86%

2019

Station	Appliance	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
32-Billesdon	32P2	35.56%	30.26%	20.90%	20.34%	29.88%	22.15%	20.88%	31.71%	28.97%	26.73%
	32P3				20.70%	28.41%	28.50%	32.21%	24.73%	22.17%	26.11%
	<i>Either</i>	35.56%	30.26%	20.90%	41.04%	58.29%	50.65%	53.09%	56.44%	51.14%	44.20%
34-Uppingham	34P2	35.95%	43.03%	54.79%	60.75%	48.32%	64.51%	65.91%	65.95%	67.29%	56.29%
	34P3				22.85%	27.02%	20.47%	14.24%	17.71%	17.9%	20.04%
	<i>Either</i>	35.95%	43.03%	54.79%	83.60%	75.34%	84.98%	80.15%	83.66%	85.19%	69.70%

This shows Billesdon appliance availability increased from 33.1% to 44.2%. Uppingham increased from 39.86% to 69.7%

4. Annual Leave

The service follow the national joint council for local authority Fire and Rescue Services Scheme of Conditions of Service sixth edition 2004 (update 2009) – termed “Grey book”. Leave is detailed in this as not being less than 24 hours.

Research has found that individuals don't always need to take a complete 24 hour period of leave, this coupled with feedback from the staff survey stating that staff want to trial leave of less than 24 hours.

Two stations have commenced a pilot to see what the benefits and implications of this are. Further details on progress to follow.

5. Learning and Development – skill acquisition

It takes approximately 24 months from commencing learning and development before an individual is seen as completing all aspects of training, prior to moving to into next phase in gaining competence in the work place.

Trainee firefighters are not able to form part of a crew until they have completed a number of firefighter assessments. The time to complete these has reduced from 24 months to 12, we continue to work to reduce this further.

Learning and development have reduced this time scale to 12 months by working differently. This new way of work has been introduced this year. Work continues to progress with a view to further reduction.

6. Alternative Crewing arrangements

The project has introduced a new way to crew On Call appliances, particularly around Standby's and reliefs.

Standbys are where the designated appliance is not at that station due to being committed at an incident for prolonged periods of time; another appliance provides cover from the station instead. These arrangements are all managed by Fire Control.

Relief's for an incident is where crews need to be relieved of duty, allowing them to rest; another appliance with minimum crewing (4) is sent, releasing those in need of rest.

The changes that have been piloted allow control staff and managers to use staff from more than one station to provide a minimum crewed (4) appliance that would not have been previously available.

7. Development shifts at whole-time stations

April 2019 there were 83 On Call staff in development. The service need competent staff.

To address this area development within the project has seen the offer and uptake of On Call Staff working from wholetime stations.

January 2020 has seen those in development drop to 47. 36 Firefighters are now competent, a 43% reduction in development Firefighters.

The work in this area continues.

8. Moving Forward

8.1. Recruitment process

To address the low number of applicants the team have been doing more positive work in the community and providing further support. This work has seen improved recruitment at Kibworth and Billesdon station. Kibworth recruited four Firefighters, it had been over 12 months since we were able to recruit. Billesdon one Firefighter, previous to this it was about three years since last recruited.

There will be a new fitness sessions provided by our staff in predominately low availability areas – Billesdon. These fitness sessions "Train to Save" are provided to the community, allowing the service to engage with those people who previously may have not been successful due to fitness – this positive recruitment action is aimed at females which are currently under represented with the On Call section.

Corporate communications support across various market methods, social media being promoted more to educate and

inform our communities on what On Call firefighters do; this is in support to individual stations which are doing more social media promotion –

- Station open days
- Incidents attended
- Training events
- Exercises
- Community safety messages
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All with the aim of raising the profile of On Call firefighters

The project have also been using national branding.

The service have been working in collaboration with NHS Blood and Transplant. Over the last 12 months the service have held four blood donor sessions, this has seen the local community come into our stations; this opportunity has allowed recruitment to be promoted.

8.2. Salary and remuneration

Significant part of the work around the project has been looking into and addressing salary. Currently an On call firefighter is paid based against whole-time positions. The “Grey book” defines this at 10%.

Table 4 - Salary across for each level

	10%
Watch Manager (WM)	£3,785
Crew Manager (CM)	£3,385
Fire-Fighter (FF)	£3,053
Dev Firefighter (DFF)	£2,386
Trainee Firefighter (TFF)	£2,291

The above payment is for an individual offering 120 hours a week cover for 52 weeks a year.

The figures are further reduced based on cover.

Table 5 - hours cover vs salary

	100% 120 hours	90% 108 hours	80% 96 hours	75% 90 hours	70% 84 hours	60% 72 hours	50% 60 hours	40% 48 hours
Firefighter								
Trainee	£2,337.00	£2,103.30	£1,869.60	£1,752.75	£1,635.90	£1,402.20	£1,168.50	£ 934.80
Development	£2,434.08	£2,190.67	£1,947.26	£1,825.56	£1,703.86	£1,460.45	£1,217.04	£ 973.63
Competent	£3,114.00	£2,802.60	£2,491.20	£2,335.50	£2,179.80	£1,868.40	£1,557.00	£1,245.60
Crew Manager								
Competent	£3,453.00	£3,107.70	£2,762.40	£2,589.75	£2,417.10	£2,071.80	£1,726.50	£1,381.20
Watch Manager								
Competent (A)	£3,626.04	£3,263.44	£2,900.83	£2,719.53	£2,538.23	£2,175.62	£1,813.02	£1,450.42
Competent (B)	£3,861.00	£3,474.90	£3,088.80	£2,895.75	£2,702.70	£2,316.60	£1,930.50	£1,544.40

Table 6 – Monthly Retaining fee

	120 hours	108 hours	96 hours	90 hours	84 hours	72 hours	60 hours	48 hours
WM	£ 315.45	£ 283.91	£ 252.36	£ 236.59	£ 220.82	£ 189.27	£ 157.73	£ 126.18
CM	£ 287.73	£ 258.96	£ 215.80	£ 230.19	£ 201.41	£ 172.64	£ 143.87	£ 115.09
FF	£ 259.53	£ 233.58	£ 207.63	£ 194.65	£ 181.67	£ 155.72	£ 129.77	£ 103.81
DFF	£ 202.83	£ 182.54	£ 152.12	£ 162.26	£ 141.98	£ 121.70	£ 101.41	£ 81.13
TFF	£ 194.72	£ 175.25	£ 155.77	£ 146.04	£ 136.30	£ 116.83	£ 97.36	£ 77.89

From these figures it can be seen that a fire fighter in development will receive between £202.83 for 120 hours availability per week and £81.13 for 48 hours availability per week, per month.

Incident demand has reduced over last few year. Taking Billesdon as an example station, who's average calls out is 1 per month, the individual attends four, three hour training sessions a month and two hours station maintenance, calculates at £170.75, plus retaining fee – 84 hours income, gross £312.73 net approximately £203.28 per month, equating to £50 per week for 84 hours operational cover.

This demonstrates that some people leave due to low levels of pay.

To address this the project have looked into different pay arrangements, these included a salary bas system based on minimum hours covers, station maintenance and training.

Other areas looked at were enhance remuneration during low appliance availability time to encourage availability.

The project wanted to look to applying different payment methods across a few stations to get data and feedback on which would become the preferred method for recommendation.

The legal advice sort has been that this would create different payments amounts for the same job, for each person and station, it was seen that not all on station would want to take part in the pilot salary arrangements; if challenged this would be difficult to defend and seen as high risk.

Nationally there are various salary arrangements in place to address this same issue, such as £5 per hour between 6am and 6pm. Retaining fee increase by 300%. While some of this saw a marginally increase in appliance availability there was no direct link to significant increase.

The staff survey indicated that salary was an issue, wanting an increase. Previous figure of £50 per week may support this.

To address the salary issue to project team have considered numerous options, while there is no pilots in place, the plan is to propose an increase with in a balance budget, work continues on this.

Supporting On call through to competence also address's the low salary seen by employees.

8.3. Retention

This is a broad range subject to address and has been looked into. Existing internal systems are being looked into, background information being sort on why people leave.

The team are currently doing 1 2 1 calls to establish reasons for leavers; to help us react and respond where possible and identify trends.

Early indications are that this is a multiple area for actions, some of these areas being –

- Salary
- Leave
- Hours availability – fixed/variable
- Training
- Development opportunities
- Additional work – community fire safety, risk inspections, training on whole-time stations.