

**South Wales**  
Fire and Rescue Service



Gwasanaeth Tân ac Achub  
**De Cymru**

# **South Wales Fire and Rescue Service Retained Duty System**

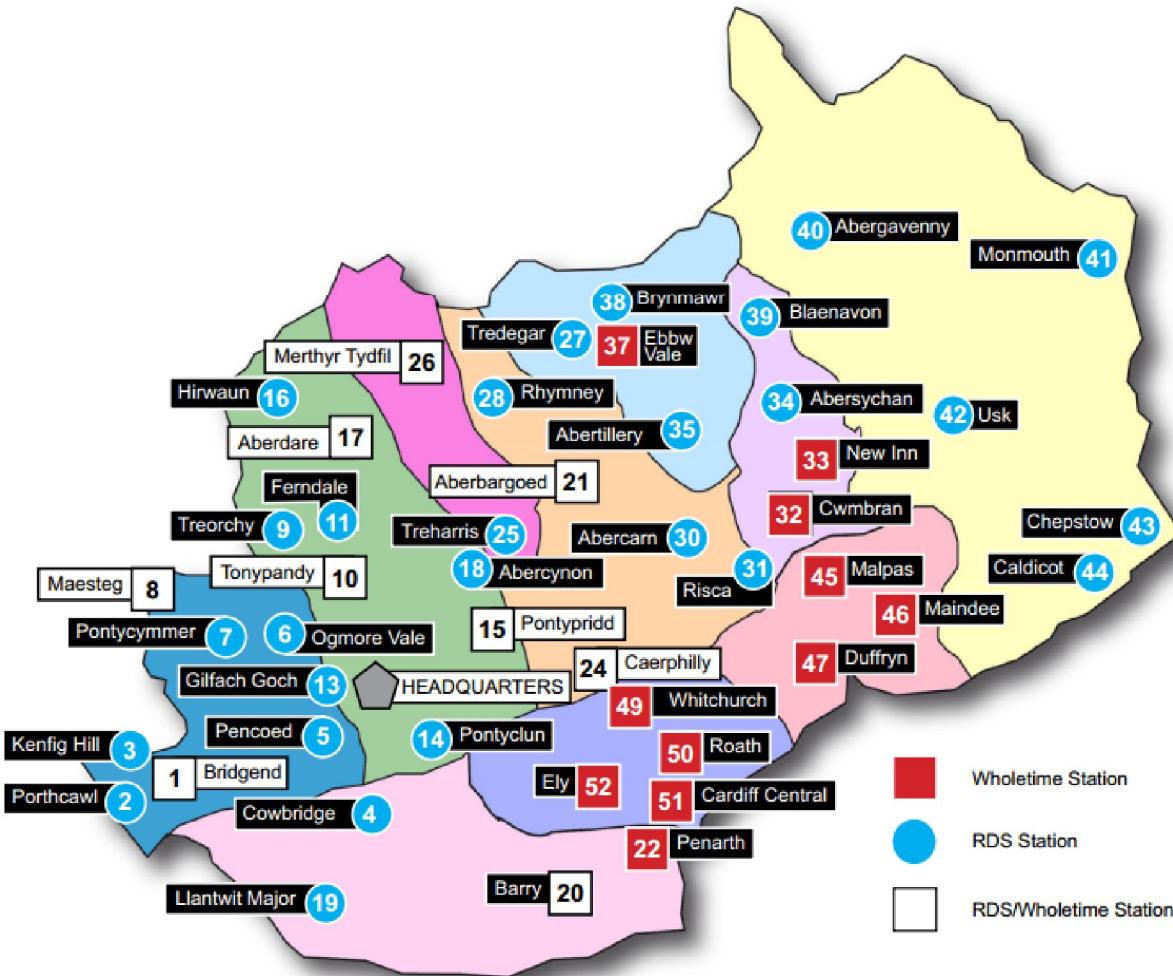
Area Manager Dewi Rose



# Introduction

- Area Manager Dewi Rose
  - Head of Operations
    - Responsible for
      - 650 RDS Personnel
      - 650 WDS Personnel
      - 60 Tactical Officers

# South Wales Fire & Rescue Service



In Numbers:  
10 Unitary Authorities

1,085 square miles  
1.5m people in 605,000 households.

12 WDS Stations  
8 WDS / RDS Stations  
27 RDS Stations

- Wholetime Station
- RDS Station
- RDS/Wholetime Station

# Background

- Project Team 2001/2002
- As many as 12 – 15 RDS appliances being 'off the run' each day the
- Service being approximately 100 personnel below establishment.
- Turnover of personnel was high (approx 20%) and retention difficult.
  - A number of factors were identified as to why personnel were leaving the Service
- Health and safety issue during spate conditions.
- There was no will amongst RDS personnel to undertake Community Safety.
- RDS personnel commented that they had difficulty in managing their finances as pay varied from month to month dependent on activity.
- Difficulty in accurately forecasting budget as call rate and associated pay was unpredictable.



# Aims & Benefits

Introduced in 2004

- Increased Recruitment
  - proactive advertising, the financial benefits of the salary scheme
- Recruitment from Under-represented Groups
  - Increase in females on 50% contract
- Reduced turnover of personnel
  - the first five attendees received a ‘turnout’ payment, with the remainder ‘in attendance’ and often disillusioned
- Maintenance of Operational Experience/Competency
  - Increased attendance at operational incidents
- Budgetary Planning
  - Fixed Costs



# Aims & Benefits

- Availability of Appliances
  - Improvement
- RDS Stations Proactively Involved in Community Safety
- Reduction in Emergency Calls
  - Personnel are not paid for operational activity but commitment of time, the number of calls received has reduced significantly in some areas.
- Psychological Contract
  - Remove greed of closest personnel riding appliance, earning more
- Support Mechanism
  - Station Admin Assistants / Management Team in HQ
- Support form Rep Bodies
  - Initial reluctance but strong working relationships have been built



# Salary Makeup

- Part 'A'
  - 38 hours fire calls (average of calls for 6 busiest RDS Stations)
  - 8 hours drill activity (4 x 2 hour drill periods)
  - 4 hours community safety
- Total activity – 50 hours per month for firefighters
- Part 'B'
- 25% of part 'A' (On Call Retainer)
- Total salary = part 'A' + part 'B'

Supervisory Managers Administration Time  
10 hours per month.



# Ridership's

- Stations with a Single Water Ladder
- 14 x 100% Contracts
  
- Stations with a Single Water Ladder and Primary Crewed Special (Water Bowser)
- 17 x 100% Contracts
  
- Stations with two Water Ladders
- 22 x 100% Contracts





# Contracts

## 3 Contracts

- 100% contract – minimum of 84 hours per week
- 75% contract – minimum of 63 hours per week
- 50% contract – minimum of 42 hours per week

This system is designed to provide as much free time as possible whilst still maintaining essential emergency cover, but did require a change in culture ‘payment for commitment to the Service and community, not operational activity’.

1400% = 14 personnel on 100% to 28 personnel on 50% or any number in-between equalling 1400%

The maximum contract available for WDS is 75% in order to facilitate a work/life balance.



# Outcomes

- Cost
  - There was increase of approximately 30% to the RDS budget
- Change of Attitude
  - ‘professional pay for a professional workforce’
- Robust Management Structure
  - Retained Management Team (part of Operations Management Team)
- Additional Payments
  - Equipment Testing, Cleaning
- Facilities on Station
  - Increase in personnel
- Community Safety Activity
  - Community Risk Management Plans for each :



# Introduction of WDS / RDS

Introduced in 2006

- Work the RDS contract around their WDS commitment
- The main benefits of this were:
  - A fully competent fire fighter available (no initial training required)
  - A completely separate contractual commitment
  - Personnel able to provide cover during core hours 0900-1700
- Hold majority of supervisory manager positions



# Current Position

Average Availability of Primary Crewed RDS Appliances

92% to 96% per Month

Current Figures:

Full Establishment

532 Personnel if 100%

Actual Establishment

437 Personnel if 100%

Shortfall 95 Personnel on 100%

611 RDS Personnel

169 WDS / RDS Dual Contract

99 are Supervisory Managers



# Looking Forward

- Contract Reviews
- Continual Support
- Recruitment
- Workforce Progression





# **Any Questions ?**

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