

## ODPM Questionnaire on Retained Duty System issues



Office of the  
Deputy Prime Minister

Creating sustainable communities

### QUESTIONNAIRE ON RETAINED ISSUES

In December 2003 ODPM Ministers announced a review of retained recruitment and retention issues in the fire and rescue services of England and Wales

A Retained Review Team, consisting of ODPM, Scottish Executive Justice Department and representatives of the fire and rescue service employer, employee and management organisations was set up in January to conduct the review. The Review Team has submitted its interim findings to the Practitioners' Forum and is currently preparing a final report to go to the Forum in July.

The purpose of this survey questionnaire is to inform the Review Team's deliberations in determining how issues relating to the recruitment and retention of retained firefighters are being handled across the service and how your fire and rescue service has addressed these issues through the IRMP.

Responses to this survey will not be used to single out fire and rescue services. We will remove any identification from the questionnaire before collating and adding its data to the findings included in the Review Team's report to the Practitioners' Forum. That report may in turn become a published document.

I would be grateful if you could complete the questionnaire and return it to me, **Mona Shah, by no later than Wednesday 30 June 2004.**

**If you have any queries about the survey please contact Mona on 020-7944 -5698. E-mail: [mona.shah@odpm.gsi.gov.uk](mailto:mona.shah@odpm.gsi.gov.uk)**

**NAME:** \_\_\_\_\_

**FIRE & RESCUE SERVICE:** \_\_\_\_\_

**E:MAIL:** \_\_\_\_\_

**TELEPHONE NUMBER:** \_\_\_\_\_

**A. The role of the Retained**

1. Does the role of the retained section of the service need to be more clearly defined? within your fire and rescue service and/or at national level?

- Yes, at national level
- Yes, at local level
- Yes, at both national and local level
- No, the role does not need to be more clearly defined.

2. Does the term "retained" best describe this duty system?

Yes  No

If no, please state what you feel would be a more accurate or appropriate term:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

3(a) Could retained staff carry out a wider role/function than they currently do?

Yes  No

If yes, please list the areas where they could carry out a wider role/function:

- 1 \_\_\_\_\_
- 2 \_\_\_\_\_
- 3 \_\_\_\_\_

**B. Recruitment and cover**

4(a). How many retained (wholetime unit) vacancies do you currently have?

4(b). Is recruitment an issue on all/most/some/none of your retained stations?

All  Most  Some  None

Please provide brief details:

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5. What is your attendance time set for getting to the retained station in response to an emergency call?

6. Is daytime cover available on all/most/some/none of your retained stations?

All  Most  Some  None

Please provide brief details:

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7. Are there any barriers to the recruitment of retained personnel in your Fire and Rescue Service?

Yes  No

If yes, what do you consider to be the five main barriers to the recruitment of retained personnel in your fire & rescue service?

Please rank in order of priority (i.e. 1= top)

1 

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2 

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3 

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4 

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5 

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[Please attach electronic reports of any investigations you have carried out on this issue please]

8. Do public perceptions about the image of the service impact adversely on retained recruitment in your area?

Yes  No  If yes, please say how this might be addressed:

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**C. Awareness and promotion of the fire and rescue service**

9. Have you carried out any initiatives/campaigns to raise awareness or support retained recruitment?

Yes  No

If yes, please provide brief details:

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[If you have conducted any local studies, please attach electronic reports].

10. Do you have a dedicated officer/team responsible for retained recruitment?

Yes  No

If yes, please provide brief details:

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11. Have you established any partnerships with other fire and rescue authorities, local organisations or employers in support of retained recruitment training or initiatives to address retention issues?

Yes  No

If yes, please provide brief details:

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**D. Retention of staff**

12(a). Is retention a major issue on all/most/some/none of your retained stations?

All  Most  Some  None

Please provide brief details:

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12(b). How many retained staff leave each year (averaged over last five years)?

13(a). Do you carry out exit interviews for retained personnel?

Yes  No

13(b). If yes, do you collate and analyse the results

Yes  No

[please attach electronic reports of any local studies/investigations conducted, if available]

#### **E. Impact of local social and economic changes**

14(a). Have changes to the profile of the local population had an impact on recruitment and retention locally in the last 5 years?

Yes  No

If yes, briefly describe the changes and their effect:

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14(b). Has movement of industries or (major) employers away from retained station areas had an impact on recruitment and retention in the last 5 years?

Yes  No

If yes, briefly describe the changes and their effect:

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14(c). Have other changes/issues impacted on the retention of retained staff?

Yes  No

If yes, please provide brief details.

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If you have produced any in-house electronic reports please attach.

#### **F. Equality, diversity and positive action**

15. What are the five key issues that need to be addressed to support the recruitment and retention of more women and ethnic minorities into the retained section of the service at the fire authority level?

Please list issues in priority order.

15(a). Women

- 1 \_\_\_\_\_
- 2 \_\_\_\_\_
- 3 \_\_\_\_\_
- 4 \_\_\_\_\_
- 5 \_\_\_\_\_

15(b). Ethnic minorities

- 1 \_\_\_\_\_
- 2 \_\_\_\_\_
- 3 \_\_\_\_\_
- 4 \_\_\_\_\_
- 5 \_\_\_\_\_

16. Have you carried out any positive action initiatives for retained recruitment?

Yes  No

If yes, please provide brief details:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

[Please attach reports of any local studies/investigations conducted]

**G. HR issues**

17. Under existing remunerative arrangements, the more operationally active a retained station is, the more financially rewarding the job. Have you looked at adopting different duty systems that deal with the issue of perverse incentive?

Yes  No

If yes, please provide details:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

[Note: If you have produced any internal reports assessing your system against others may we see them?]

18. Have you considered the impact of IPDS on your retained duty system?

Yes  No

If yes, briefly list the issues:

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[If you have produced any internal reports please attach]

19. What do you consider are the five key development (training) issues for the retained locally? (1= highest)

1 \_\_\_\_\_

2 \_\_\_\_\_

3 \_\_\_\_\_

4 \_\_\_\_\_

5 \_\_\_\_\_

20. What do you consider are the five key human resource issues for the retained locally? (1= highest)

1 \_\_\_\_\_

2 \_\_\_\_\_

3 \_\_\_\_\_

4 \_\_\_\_\_

5 \_\_\_\_\_

21. Have you taken steps to address the implications of working time legislation with regard to retained staff?

Yes  No

If yes, please provide brief details:

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22. Have you identified any retained issues for the Regional Management Board?

Yes  No

If yes, please comment:

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**H. National resilience and IRMP**

23. Are your officers on retained stations actively involved in call reduction strategies?

Yes  No

If yes, please provide brief details:

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24(a). Do you plan to use your retained staff for the initial turnout in a new dimension incident?

Yes  No

If yes, please give brief details:

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24(b). Will your retained firefighters be used for:

1. Mass decontamination Yes  No

2. Urban search and rescue Yes  No

25. Does your IRMP address any of the issues covered in this questionnaire?

Yes  No

If yes, please list which issues you have stated you will address explicitly in your IRMP:

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Thank you for the time taken to complete this questionnaire.

Would you be prepared to be contacted should clarification about your responses be required?

Yes  No