

Summary Report 8 February 2016

Survey: IRMP 1 Consultation Questions and Responses

2. The consultation document provides information through a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis, on the advantages and disadvantages of the 3 x 8 hour Metropolitan Shift System, Please detail any further advantages you would like to add to this analysis.

Count	Response
1	CERTAINLY NOT A VIABLE SYSTEM FOR ME TO CONSIDER FOR MY FAMILY
1	I cannot see any advantages of this shift system
1	I don't see any advantages to staff whatsoever with this system.
1	Main advantage, increased opportunities for training and other work activities
1	N/A
1	N/a
1	NONE
1	Nil
1	No advantages
1	No further advantages to those already identified
7	None

1	None I can think of.
1	None for me
1	None to add.
1	None.
1	Not at this time.
1	Nothing to add
1	no additional advantages
5	none
1	none
1	None. all covered in document
1	Short shift duration. Nice to have a set idea of your yearly rota.
1	Starting shift at 3 different times gives a wider opportunity to accommodate CFS duties to suit the community around the 09:00 & 18:00 periods where we cannot currently accommodate
1	I can't think of anything positive about this shift , might be OK for a factory , but most of them now do something different and most only work a 37 hour working week.

3. Please detail any further disadvantages of the 3 x 8 hour Metropolitan Shift System

Count	Response
1	3 handover periods though out the day. Time wasted.
1	ALL DISADVANTAGES ALREADY HIGHLIGHTED IN SWOT ANALYSIS
1	Additional change overs which will increase non-productivity.
1	Again none I can think of.
1	Almost unworkable for employees who travel longer distances to work.
1	Continually at work, Short Shifts Much more travel
1	Increased days on duty
1	Less time off reducing benefits to staff and ultimately reducing quality of staff.
1	Massive detrimental effect on moral and work life
1	More hand overs Unsociable work hours Staff leaving the job
1	More trips to work, costing individuals time and money.
1	Negative impact on staff morale, family and travel time needs to be emphasised.
1	No more than in SWOT analysis
3	None
1	None all were listed

1	Nothing to add
1	Possible less productive 8 hour shift during the night. Shorter rest days between shifts.
1	This system is awful, ask anyone that is currently on it.
1	Too many handovers. Too much travelling especially for persons living out of the County.
1	Traveling time / expense
1	Wholetime /Retained Cover and Drill Night attendances impacted.
1	disruptive to life disruptive to wholetime retained additional changeovers
1	Extremely disruptive to personal life patterns.
1	increase in overtime at end of shift
1	I
1	None. all covered in document
1	Restrictive on completing full duties required in a shift.
1	strongly agree with the disadvantages listed
1	W/T retained FF's not being able to go on call when on lates / evenings without the correct rest period
1	Just about everything , more fuel cost less time off with family , less time to get things done in a working day .
1	Having worked similar shifts in my previous Brigade I found these very tiring with the amount of shift turn around. Family life was very impacted upon arranging child care on more occasions and seeing less of my family.

1	Due to the fast rotation of the 3 different start and finish times, the body will have less time to adjust. The fast rotation will make it difficult for individuals to get into some kind of normal sleep pattern / routine which could eventually lead to health problems and see an increase in sickness levels. Staff will potential be more fatigued on 2 out of the 3 shifts (mids and lates). I know it is up to the individual to ensure they are properly rested before coming to work but people do have lives outside of work, many with children or elderly relatives who depend upon them. For the majority of staff its impossible to get sufficient rest prior to starting a shift. I think introducing a third shift will only magnify this issue, which again could lead to increased sickness levels.
1	Increased travel time for people who live far from work (like myself) would mean potential resignation of current, experienced staff members. therefore loss of experienced and valuable staff
1	The potential impact on the morale of personnel cannot be overstated. I doubt there is a single operational member of staff who would be in favour of this system. Therefore immediate and sustained disaffection with the system and therefore 'the job' could be reasonably anticipated. This is not organisationally healthy and may add to recruitment and retention issues.
1	Un-workable for single parent families as child care would be impossible. This shift system would seriously affect my ability to stay in the job
1	Due to there being extremely limited opportunity to work extra shifts, there is no resilience in this system, in that people will not physically be able to repay shifts owed to the brigade. Therefore you will need more Firefighters, not less, to make this system work.
1	Just to concur with the negatives of the shift: Completely less friendly for me, with time off. Not at all family friendly to my personal needs and responsibilities of other persons at home. Vastly increased fuel costs, because of location of work to home distance.
1	Having been Married to someone working this shift system i can confirm that this shift pattern caused fatigue and to a degree a strain on the relationship.
1	Unfriendly for family. Extra handover time each shift change 50% more checks on equipment and cleaning appliances etc
1	Only 1 weekend off in 7. This also involves recovering from a night shift on the Saturday morning. Particularly non family friendly, I suspect. Debatable if 400K saving achieved, unless from reductions in overtime.
1	As previously outlined within the document, a shift system should be designed with a view to reducing fatigue, however firefighter's will be getting up for work at 04.30 to arrive for 6am so the very start of the shift pattern will induce fatigue purely from this unnatural wake up time as well as the only 'full' day off being the 2nd rota day being taken up with an obvious early night ready for the next day.

	If this shift system was in force and i was considering this career this would (almost) definately put me off. This may have a long term impact on the service and with the pension under attack along this system the job may become unappealing
1	Not Family friendly. Increased travel and therefore carbon footprint. An associated expensive with this as I don't live locally. More handovers and therefore lack of efficiency.
1	Staff who live a distance from their work base would have severe disruptions to their work life balance due to the travel time eating into their time off and in some cases not being able to travel home between shift and as a result I believe we would lose a number of staff if we went to this shift system. Working families with young children in day care would find it near impossible to find day care that is flexible enough to cope with the shift patterns. This would result in partners not being able to work, children needing to go into day care more often not to mention the resulting cost implications. I have a young child and my current shift allows me to spend time with her and look after her on my rota days. This shift pattern would not allow for this and would create chaos in my work life balance in trying to manage and balance child care for my daughter. If I was to work this system I honestly believe this shift would be extremely detrimental to my life in general.
1	I would personally have to consider my employment with SFRS therefore staff losses. HR and management problems with staff becoming disillusioned un motivated and a breakdown of industrial relations. Something Shropshire has never had an issue with. Resentment towards a hierarchy who have implemented a shift pattern that they will never work but expect their staff to and have been informed by their staff during the consultation that they would not like to work it
1	Overtime at change of shifts would increase depending on shouts as statistically more 'change of shift times' so more likely that overtime could occur
1	This system would have a huge effect on my home life, having a wife who work the same shift pattern would mean 1 of us would have to leave SFRS. Living a rural county many FF's live varied distances meaning more traveling to and from work cause a large carbon footprint and costs just to be able to work.
1	50% increase in daily admin. Due to decrease in days off and an increase in weekends worked, this could lead to long term staff "burnout" and stress related illness/absence
1	Having worked this shift pattern in previous employment I can say that it is not at all family friendly or good for people's health. This is due to the awkward start/finish times. It also leaves you feeling continually tired for the same reason. Also due to your body not being able to adjust, because you are not having any continuity in work periods i.e. start/finish times.
1	Three periods of handover would mean more 'wasted' time whilst handing over. BFS/ CFS roles - around 'normal' business/ school hours would be severely affected- particularly afternoon visits e.g. school visits etc. ~

	More potential cost to brigade from unplanned overtime (3 changes of shift = 3 opportunities of off-going shift accruing overtime if called out). ~Agreement with weaknesses already mentioned within SWOT document
1	Increased cost to a work force whose wage continually falls towards minimum wage. NO increase in productivity due to time lost checking equipment 50% more during 24 hours. Afternoon handover eliminates work done in schools (always afternoon sessions). Greater risk of accidents during travel to work as time travelling increased by 50%. Excessive wear on equipment due to increase in testing. Increase cost in production of log books. Less chance of getting a stand in due to always being bordered by two watches.
1	I am only looking at these shifts from a personal point of view and the main disadvantage of this shift for me would b child care issues. My partner works away from home Monday to Friday, I would really have to consider leaving the job if it went to the 3 x 8 shift system, which would be a very tuff decision but I really could see no other way.

4. The consultation document provides information through a SWOT analysis, on the advantages and disadvantages of the Self-Rostering Shift System, Please detail any further advantages you would like to add to this analysis.

Count	Response
1	Allows employees more opportunity to have rest days when required
1	Flexible
1	Flexibility
1	Flexibility Different Staff to work with
1	Flexibility for personnel. Greater opportunities to work with other staff members.
1	I think this shift provides lots of flexibility as long as it is managed correctly
1	Increased autonomy for junior officers, organising a planning crewing and training sessions.
1	N/A
1	N/a
1	NONE
1	No
1	No more than in SWOT analysis
4	None
1	None, All were listed
1	None.

1	Not at this time
1	Nothing to add
1	Potential to organise shifts around lifestyles.
1	Pure flexibility really is the one advantage of this shift pattern
1	This would depend on the shift duration i.e. 9-15 10-14 12-12
1	All staff could coordinate to self-roster 2/2/4 in line with current pattern
1	Allows greater flexibility for me as my wife works shifts
1	An even amount of Personnel throughout the year.
3	None
1	None. All covered in document
1	Possibility of long term planning
1	Within reason you can work when it suits yourself
1	Theoretically more flexibility to choose working times, however this would be largely dependent on the efficient management of the system, and the co-operation of colleagues. The self-rostering system could also run similar to the present system, however this again would be dependent on colleagues. With annualised hours or a shift-for-shift approach, the system could be run with other combinations of hours other than an equal 12/12
1	None to add. In terms of flexibility this model is THE most flexible and therefore likely to appeal to individuals in terms of work/life balance providing the 'rules' underpinning the system are such that maximum flexibility is maintained.

1	Increase exchange of knowledge and ideas between colleagues, through working with different staff members more frequently. Mutually agreed/beneficial flexibility. Having annualised hours further increases flexibility.
1	System can be managed locally providing additional flexibility and possibly increase morale. I have had the opportunity to speak with people already working a self-rostering system and in their opinion its the most flexible and family friendly shift system they have worked.
1	If extended to 12 months in advance this could allow staff to plan ahead for holidays/family time etc.
1	More sharing of operational ideas and skills. People highly skilled in specific areas could benefit all personnel as opposed to just those on their watch. Possible sickness reduction. Traditionally staff may have viewed sickness in blocks of four. Shifts on self-rostering may be less likely to be in blocks therefore reducing the above tendency (not really sure if this applies in more recent times).
1	With any of the systems the brigade will need to continue with the well-established principle of a shift is a shift basis. 12 hour shifts are not necessary for equality and is a fallacy that they improve productivity.

5. Please detail any further disadvantages of the Self-Rostering Shift System

Count	Response
1	12 hour are not family friendly and moral will be effected.
1	As mentioned previously would be dependent on the shift length.
1	Impact on Watch Manager capacity through managing crewing system.
1	Increased organisational requirements.
1	Loss of watch based system, could cost the Brigade more money in IT in the future.
1	Loss of watches
1	More work required to manage system
2	None
1	None All were listed
1	None to add.
1	Not at this time.
1	Nothing to add
1	Open for abuse from staff if not managed correctly.
1	Skill sets need to be addressed.
1	complexed and difficult to structure fairly

2	None
1	None. all covered in document
1	Workplace conflict
1	I feel this depends on length of shifts, I feel 12hr day shifts is far too long and would lead to fatigue as shown in documents within the IRMP explaining fatigue. I feel the documents are not a true representation of the shifts within the fire service and don't take into account the stand down periods on nightshifts. I believe 12hr shifts will ultimately create more fatigue for the fire fighters.
1	There is a strong possibility in losing some social aspects of watch life eg in the last six years GWTC and GWWL have enjoyed going away for a night around Christmas. We have taken part in some daytime activities, friendly rivalry, and then had some great nights out in various cities. This would not be an option due to no watches. Also on station I believe it would be harder if not all together lost, to organise messing. Would we need 45 individual mess cupboards? Is there a danger, especially at SY if not all personal are trained to same skill levels then when coming to populate your shifts, you may have fewer chosers as to where you can go on duty because the required skill levels have not been met or have been??
1	Management of school visits and CFS/BFS could be difficult. Open to abuse from members of staff if not managed effectively. This in turn could cause an unpleasant work environment and effect relationships between work colleagues.
1	Having worked in the West Midlands Fire Service I am still in contact with personnel going through and the implementation of this system. They have mentioned they are not sure how to pay back days they have been sent home for. There have been a number of occasions where staff have been sent home and then on the day there have been shortfalls and these have been covered with overtime. There seems to be a lot of confusion.
1	I think the disadvantages of this system would be training issues, you could potentially be working with different people every time you come to work and all on duty have different short falls in IDR's, which could lead to certain areas not getting covered.
1	To know peoples strengths and weaknesses would be hard as you don't work with them all the time. I believe that there would be two groups of people in this, those who pay the system and get what they want and those who don't and get stuck with shifts they don't want or all the bad ones. This system isn't fair. Also it is very hard to plan life if you do not know when you are working in 3 months etc time.
1	I can see members of staff turning up on the wrong shift or not at all due to the varied shift pattern that this is.

1	1. I believe this will cause issues when planning training and keeping staff competent.2. It would be difficult to organise and plan training needs. 3 This pattern could lead to a selfish workforce.
1	Relying, to some extent, on good relationships between colleagues. Only so much a manager can do, to ensure these exist. Possible increase in conflict scenarios. Personal risk reduction at night debatable. Are the last 3 hours of a 12h day, definitely more productive than the first 3 hours of a 15h night, bearing in mind day time fatigue, which doesn't appear have been considered. Consistent achievement of required training outcomes may be more onerous for any manager
1	Managing a group of individuals on a self-rostering system will not be easy. There is the possibility that duties, such as CFS or BFS, cannot be completed due individuals not being rostered on duty or tasks not being completed, again due to availability problems with our staff and outside partners. Any personal or discipline issues may take longer to resolve as there may not be many occasions when the management team are rostered on duty together.
1	Competencies would drop dramatically with the loss of the watched based system, Our IT system does not cope well at the moment. Therefore we rely on better IT system than the one we have in place now.
1	My motivation comes from wanting to serve the public but also serving the watch. People become proud of their own watch and work to make it succeed. Watches work as a cohesive unit and know everyone's strengths and weaknesses in great detail. Close team work is essential on working jobs. I think there will be more opportunity for staff to avoid work and do the minimum, watches are a team and make people accountable naturally. All staff need to be up skilled to the same level ie boat/Alp/driving.
1	potential interpersonal issues or fallings out between individuals due to those who 'work' the system to their advantage and those who don't
1	WOULD BE VERY DIFFICULT TO MANAGE. HUGE DISADVANTAGE TO BREAKING AWAY FROM WATCHES. BRIGADE ALWAYS EMPHASISING TEAM APPROACH/TEAM WORKING, YET THIS SYSTEM GOES AGAINST ALL OF THAT. SUDDENLY IT DOESN'T MATTER ANYMORE WHO YOU WORK WITH. MAY EVEN LEAD TO FIREFIGHTERS BEING LESS SAFE. BIGGEST DISADVANTAGE WOULD BE SOMETHING THAT WAS HIGHLIGHTED NO. 1 ON THE WEAKNESSES ON THE SWOT ANALYSIS BUT WAS NOT HIGHLIGHTED AT THE CONSULTATION MEETING. THIS SYSTEM WOULD NEED A VIABLE IT INFRASTRUCTURE TO SUPPORT IT.I DO NOT BELIEVE THAT AS AN ORGANISATION WE COULD SET/RUN AND MAINTAIN SUCH A SYSTEM TO PROVIDE ADEQUATE AND EFFICIENT CAPABILITY
1	I would suggest unpredicted absences would be hard to cover. I could also envisage this system being open to abuse. ie rostering on to take as sick.

1	This is an unnecessary leap of faith. There are too many variables which can lead to failure, IT being the obvious one. Also managing the difference between what people can and cannot commit to may cause antagonism.
1	Very difficult to read and organise your shift system if you are dyslexic or have learning difficulties and may not be favourable to different ways of thinking. This may lead to unfavourable shifts being taken. Also it may be potentially abused by some members of staff if not managed correctly and therefor become a point of conflict. Also very unclear on how to pay back "Grey days". A 12 hour shift system is also unfriendly to family life as a single parent and is less likely to be able to be adapted to a 10/14 hour shift pattern as which seems to be favoured by most brigade members.
1	Lack of continuity of staff working. i.e In a watch based system you grow to understand your team members strengths and weaknesses so objectives are completed more efficiently. Issue of training of staff with specialist skills. Staff will all need training to ensure they are competent in all skills to staff specialist appliances. Increased cost to brigade and increased ongoing cost to brigade for additional payments for boat staff. Issues of staff being in experienced on appliances and boat. Watches have certain niche ways of working to achieve objectives, in life and death situations it is imperative you have faith in your colleagues. This should not be underestimated by officers and fire authority members who do not work in stressful situations
1	The loss of a 'watch' system would degrade staff morale even further than it already is. Always working with different people would be potentially unsafe, due to not knowing peoples strengths/weaknesses. The potential for abuse of the system is massive & therefor would create problems for what would be an already complicated & difficult system to manage.
1	first come first served meaning some people will always get on to the system quickly and getting what they want not caring about rest of crews leaving others to have shifts they would rather not. Also if grey days are included some people will always say there not available on their turn and declining shift filling. If not payed back by the end of the quarter or year are they written off if so, where is the benefit of doing a grey day where people will take the micky.
1	This could undermine the safe working of crews in high stress situations. In an article published on 'pubmed', entitled; Team work as an essential component of high reliability organisations, under "critical components of teamwork" reference is made to the fact that "Teamwork depends on each team member being able to anticipate the needs of others; adjust to each other's actions, and have a shared understanding of how a procedure should happen" These attributes are enhanced when team members regularly work together. Also it refers to the need for teams to understand one another's Knowledge skills and attitudes to ensure high performance. The implication, in the IRMP document, is that the strength of the watch/team based environment is a "belief" of the staff working it, however, it would appear that, there is a wealth of evidence to suggest a stable team environment is essential in high stress work environments. The potential for conflicts of personal interests in relation to time off/on duty is increased under this system. This could undermine team moral and lead to increased workload for management in resolving these conflicts

1	~training management/ IDR competencies ~sickness management (eg how would a 'long term' sickness be monitored?-which of those sick days would the person have been deemed as being 'on duty' for sick pay/ days owed back purposes, if they have not already been rostered in for that period?). There would need to be a fall-back compulsory pick list or some system to cater for shifts where no-one opts to be on duty/ leave. ~harder to manage day to day activities.
1	As mentioned in the swot analysis the watch based strengths are gone and team working will be harder
1	Needs dedicated staff member or two to organise. Depending on how many people are in the pot may be difficult to get time off.
1	Some people are selfish, I think everyone needs to be considerate for this to work without resentment
1	Requires upskilling of personnel, Cannot plan for more than 3 months in advance, line manager and training difficulties
1	Needs much more detail, there is a concern that a weaker personality would not get any leave that they might like. A strong personality could run it all, it could be very difficult to manage.
1	A break up of watch's is not a consistent way of working, although i can see from a managerial point of view that everyone is competent within the role of firefighter, the same could be said about having a collection of people all capable of playing an instrument but throwing them together for a day does not create a finely tuned band.
1	To manage personnel in their IDR, would be difficult and to sustain their competencies as a manager. Knowing individuals in a team (watch). Helps run the shift when on duty more smoothly as a manager. Find it difficult to sort out who is on/off duty around bank hols, especially Christmas and new year, have to find a system that makes sure people have a fair chance to have it off.
1	potential for misuse hard to manage no information on how this works with junior officers competence will drop how do you program courses in to a non-patterned rota? Who is the CFS rep for the people on duty who arranges the risk visits? How are watch responsibilities divided?
1	No ability to have team continuity, which is important with all operational tasks. Although all operational staff will be competent in all areas, the strengths and weaknesses are identified in the current watch model and this in itself results in an efficient and safe response. The self-rostering shift system would make this more difficult to identify and achieve. I feel this would have a knock on effect on our aim as a service which is to provide value for money. Other tasks may also be impacted upon, such as CFS, BFS and training or be very hard to manage as a result of an ever changing work group.

6. The consultation document provides information through a SWOT analysis, on the advantages and disadvantages of the 4 Watch Optimum Crewing Model (Flexible Crewing), Please detail any further advantages you would like to add to this analysis.

Count	Response
1	Allows Watch Management to plan requirements as current shift pattern allows.
1	Family Friendly
1	Good flexibility for workers therefore good morale. Good morale = less sickness Good continuity
1	Least disruption potential in terms of maintaining current 2-2-4 style to now.
1	Maintains Watches
1	More like what we already know.
1	No
1	No major impact on the Service and no disruption to family life and child care arrangements
1	No more than in SWOT analysis, although I feel this is the best option.
1	None
1	None only those mentioned already concerning the shift duration and Start/Finish times.
1	None to add
1	None, all were listed
1	Nothing to add
1	Retains Watches which would keep moral higher

1	Still allows for regular/consistent training with RDS stations.
1	Watch retained 2-2-3 shift sort of retained Structure
1	Will level out staffing across the year
1	allows the continuation of watches
1	maintain structure and watch base
1	none
1	None. all covered in document
1	same shift system as current
1	Clearly one of the most popular with staff when talking on station. Going to this also provides further scope if increased savings are required in the future. i.e. eventually moving to DCP
1	This is also as close to current shift patter and would probably create the least amount of upheaval for personnel
1	As this is the closest thing to our current shift system I think it speaks for itself the advantages, and as FF's don't like change this has the least amount of change, from a personal point of view this is the best for me as I already manage to find childcare when I'm on duty and this wouldn't be much different.
1	current pattern maintained little management of shifts compared to self-rostering everybody understands the system families understand the system no increase in travel costs no increase on wear due to excessive routines structured work force competence easier to manage
1	Maintaining a happy workforce with good industrial relations. Last 3 years have shown a trend in sick days on the fall. Personally speaking i feel it would encourage people to see out their careers and not leave and also help in the recruitment of minority staff such as females. The suggested shift pattern is not that different to the current shift which female staff are able to work with. Maintain a good skill set. With the pension now not worth the paper it is written on staff are less likely to be tied to the job with the absence of a golden handshake. This is something government are trying to introduce in NHS to try and keep hold of experienced staff.

1	Maintaining a 'watch' based system would be better for staff morale. Continuity of shift pattern would be better for any responsibilities outside of the job, dependant on shift length & start/finish times.
1	THIS SYSTEM IS MY FIRST PREFERENCE, IF I HAD TO CHOOSE ANY. THIS SYSTEM COULD OPERATE EASILY AND WOULD INVOLVE LITTLE IMPLEMENTATION. IT WOULD BE BENEFICIAL TO RUN THIS SYSTEM WITH MAINTAINING 9 AND 15 HR SHIFTS, SO THAT WE DO NOT HAVE 12 HR SHIFTS WHICH WOULD BE CATASTROPHIC FOR PERSONNEL WITH YOUNG FAMILIES WHO DO NOT HAVE ANY SUPPORT LOCALLY AND WOULD NOT BE ABLE TO MEET ANY RIDICULOUS START AND FINISH TIMES THAT MAY BE ENCOUNTERED WITH 12 HR SHIFTS.
1	It is mentioned in the SWOT analysis about No opportunity for CL??? Could you not just ask someone to come in, who is on their Rostered off days and cover you, this could count as one of their owed days?? No!!!
1	While there is evidence that promotes a stable and integrated team structure in high stress environments, there are also strong arguments for the introduction of different ways of thinking and working. This system supports the maintenance of an effective team environment, whilst allowing exchange of ideas and exposure to different working dynamics by affording the opportunity for, most likely, all individual staff members to work within the other watches/teams throughout the year.
1	Maintaining watches is essential for moral, consistency, team work and simple management, this all results in increased performance. Less time commitment to manage this system.
1	Opportunity to manage system locally, providing more flexibility which in turn could bring about more flexibility. Potential to utilise "owed" shifts to staff specialist appliances, especially in spate conditions or to provide assistance to other brigades. Would be easy to implement and would not require too many alterations to current policies and procedures. As the majority of the "owed" shifts will be worked on a different watch it will provide the opportunity to share ideas and best practice.
1	Seems a common sense approach to efficient use of staff. Maintains familiar structure of 4 on, 4 off, less drastic change than previous two options.
1	Easily adapted to a 10/14 .Keeping it family friendly. Keeps team moral up and easily controlled training, schools , BFS visits and CFS. Most FF's happy to accept shift for shift no matter on start and finishing time.
1	This would allow the continuity of a Watch based system. This system could also be adaptable to different duration shift systems other than an equal 12/12

1	This shift is quite good in that watches can still work together with the added flexibility as and when required which would be advantageous to the organisation as well as the individual
1	The recognised Watch system will be familiar, thus enabling training to be pre-planned and individual responsibilities, such as 72d's CFS & BFS are more easily carried out. Communications between colleagues and management and outside stakeholders are made easier through keeping the watch system.
1	Very much like what we do now. Could be set up like the change of duty system allowing staff a bit of flexibility about where and when they move there shift to and what shift is done in return. Could be used instead of Retained support officers to keep fire appliances on the run. Would allow even more saving!!!!
1	If this system were to staff at +1, would give a greater degree of flexibility particularly on day shifts for other activities, opportunity for TOIL, greater resilience against short notice absence
1	Combination of keeping the existing watches but also spending several days a year working with other watches could mean ideas are more effectively 'shared' across watches and management systems are standardised
1	Four 12 hour shifts, are no more productive than the current shift pattern and are less family friendly.
1	Follows 224 shift, which I and current staff like. But would rather it with the 9/15 hours and annualised hours.
1	Keeps watches together, easier for training, managing (sickness, leave, development etc), and improves staff morale. Easily adaptable to a 10/14 hour shift pattern that is favoured by most Brigade members who will be affected by change in shift patterns. Seems to be the most family friendly option with 10/14 and the best for obtain child care for single parents. Most people happy to say a shift is a shift regardless of hours worked.
1	Flexibility for Personnel and allows them to maintain their current work life balance without too much disruption. Minimal financial loss if any to working families with children in day care.

7. Please detail any further disadvantages of the 4 Watch Optimum Crewing Model (Flexible Crewing)

Count	Response
1	Again a similar system to West Mids. See previous comments and concerns
1	Called in when have things planned
1	Crewing could drop below due to sickness.
1	No further disadvantages to those already identified.
1	No, both were listed
2	None
1	None only those mentioned already concerning the shift duration and Start/Finish times.
1	None.
1	Not at this time.
1	Nothing to add
1	How do you decide who goes home? How is this enforced? How does it work with JO's?
1	I can't really think of any
1	Just end up with time off when you don't want require it.
1	None
1	None - it looks like a fantastic shift system

1	None. all covered in document
1	Rostering off days (without details prior to consultation) is like leaping into the dark. All done on faith. Faith is earned, like a trust. SY staff were given a promise of WIFI use within the new building-yet it has been removed. Things like that don't give a belief in faith.
1	The potential for planned, rostered shifts being cancelled at short notice if the staffing numbers change (i.e individuals booking fit for duty) Childcare plans may already be put in place with a significant cost to the individual (in our case, approximately £73 pounds a day)
1	Flexible element difficult to quantify as it is unknown exactly how these shifts would be paid back, or how the FRS would deal with outstanding owed days as the year approached its end. This is not a disadvantage in itself, more an inhibitor to gaining approval and traction from personnel.
1	Difficulty in paying back owed days and having numerous people with lots of owed days and not enough space to pay them back. Also, unknown in terms of being on rota and the not needed may be inflexible for some people in terms of child care or other personal life issues.
1	Dependant on agreement of start/finish times & shift length. Ability to move leave or take short notice time off will not be possible.
1	The only real disadvantage i can think of is having to pay back the days, if you get called upon to come in on your rota day and you cant do it, how many time can you refuse? But to be fair this isn't really a big issue.
1	Wholetime Retained personnel's duties and fire cover could be massively impacted. Staff with children are less flexible than those without making shift repayment more challenging
1	12 hour shifts and short notice recall to duty will be the major factors which will need attention. This would still represent an erosion of terms and conditions, but once those two issue are resolved would attract less opposition.
1	To comment on this I would need to know more details about when and how you can be called back to work etc.
1	Pressure on absent employees to return to work causing an adverse effect on health and wellbeing of staff.
1	Have to look at winter breaks, people now like to have two weeks winter break than in the summer. Have to travel to any station when called in to duty, extra travel costs. More family friendly to me for, wife's work and covering child care to pick up and drop off prior to work, that opens at 8am, closes 7pm, times as they are now, works for me. Any changes like 12/12 will have an impact on my work/home balance.

1	Again I feel this depends on length of shifts, I feel 12hr day shifts is far too long and would lead to fatigue as shown in documents within the IRMP explaining fatigue. I feel the documents are not a true representation of the shifts within the fire service and don't take into account the stand down periods on nightshifts. I believe 12hr shifts will ultimately create more fatigue for the firefighters.
1	I don't believe 12 hour shifts will realistically be more productive. BFS visits will not increase on the whole as the 12 hour shift will inevitably spend around 4 hours outside of regular business hours of most businesses. CFS will be the same as people will not want visits early in the morning or around tea time. If a change in shift times is believed to be necessary then a 10 hour day 14 hour night would be much more productive.
1	Covering the Bank days when My wife works for SFRS on opposite shifts and programing in Child care. We seemed to have made a presumption that we all have partners that look after our children when we are not on shift.
1	Again, debatable if last 3 hours of a 12 hour day, are more productive than first 3 hours of 15 hour night, when considering daytime fatigue levels.
1	Possibility of people being unable to pay back time however this is something that could be overcome with shift exchanges or a reduction in pay?
1	UNKNOWN WHEN DAYS WOULD BE REQUIRED TO BE PAID BACK, ANYTHING UNCERTAIN IS A CONCERN TO MYSELF AND MY HUSBAND TO MANAGE WITH US BOTH IN THE SERVICE AND NO LOCAL FAMILY SUPPORT TO JUST DROP EVERYTHING AND COME INTO WORJAT SHORT OR MEDIUM TERM NOTICE
1	Still unclear on how we would pay back "grey shifts". 12 hour shifts unfriendly to family and impossible to arrange child care
1	Grey days situation again and having to stay on call for no incentive and not being able to plan your day or 4 days.
1	As per the document

8. The consultation document provides information through a SWOT analysis, on the advantages and disadvantages of the 5 Watch (Cambridge) Model, Please detail any further advantages you would like to add to this analysis.

Count	Response
1	As per the document
1	CERTAINLY NOT A VIABLE SYSTEM FOR ME TO CONSIDER FOR MY FAMILY
1	It is a regular predictable pattern.
1	Keep a Watch system Training etc. complete for whole watch
1	Less drastic change than options 1 and 2.
1	Like the annualized hours and fact it maintains 224 system
1	N/a
1	NONE
1	No
1	No advantages
1	No further advantages to those already identified.
4	None
1	None to add.
1	None.
1	Not at this time.

1	Nothing to add
1	Nil
7	None
1	None. all covered in document
1	Again this keeps a watch system which i feel is important and what makes us good at what we do when we attend incidents
1	This shift pattern that was not discussed much within the watch, no further advantages identified.

9. Please detail any further disadvantages of the 5 Watch (Cambridge) Model

Count	Response
1	Blocked fixed leave
1	Does this system mean staff will overall end up with less leave?
1	How does it work for JO's is there a need for CM's?
1	Inflexible leave Too structured
1	Lots. Like the 8 hour shift just about everything is a disadvantage.
3	None
1	None all were listed
1	None to add, though I do feel that fixed leave periods are the deal breaker with this system.
1	Not at this time.
1	Not family friendly and less efficient than the current 9 hour days and 15 hour nights.
1	Not family friendly due to lack of school holiday time off.
1	Not good system
1	Nothing to add
1	Please see section on the metropolitan shift
1	Rostered leave completely opposite to my wife.

1	Too complicated to manage.
1	Wholetime/Retained availability weakened.
1	Looks complicated
1	Massive effect on morale again
1	n/a
2	None
1	None. All covered in document
1	Potentially extremely unfriendly to families with school age children
1	Restricted leave
1	Family flexibility has now gone regarding holidays and time away. What we might have off the wife might not be able to have.
1	No flexibility in the tour where you can't have off (the 9 day fortnight bit if I understood it correctly)
1	Potential loss of continuity in daily activities (CFS, BFS, training) as there is the possibility that the whole watch is off in weeks 9-10.
1	Very rigid allocation of leave and courses. This could affect outside course provision such as Water Courses etc.
1	Having gone through very similar with West Midlands. It really did bring morale down to a point that impacted on productivity.
1	Changing 12 hours shifts to 7.5 Hours for purposes of leave is a huge and unfair reduction in leave which is where approximately 200,000 of the savings are made with this system
1	Lack of flexibility could mean that some staff (particularly those with young families) find it too restrictive and leave the job. Possible loss of experienced and valuable members

1	This system was used by W Midlands after their first shift review 10 years ago. This lead to industrial action. The high levels of staff cooperation, motivation and low levels of absence will all be threatened with this proposal.
1	Totally inflexible and would disrupt family holiday time and may lead to not having family holidays altogether.
1	Rather the working hours left as 9/15. As its annualized hours doesn't require to be 12/12. Have worked system before, IT has to be on the ball.
1	Anyone with responsibilities during the weekdays will not manage due to the 2 solid weeks of day shifts imposed in this system. We would completely lose any flexibility in our leave allocation & ability to move it if required.
1	Although not an addition to the SWOT analysis, I would like to emphasise how un-family-friendly this would be with regards to a young family and choice of Leave. There is a potential that it could fall that no leave would fall within the school holiday periods, and with fines for taking children out of school this would have a significant impact.
1	The main disadvantage I can see from this system is the leave, potentially you could end up with no leave through the summer school holiday, this has only just become a problem for me but as I've got a long time left in this job and a small child it is quite a big problem to me.
1	This shift pattern that was not discussed much within the watch, no further disadvantages identified.
1	Reduced night risk questionable. Reserve duty shifts, particularly between weeks 9 and 10, very non family friendly- possible 12, or more consecutive working days.
1	Winter holiday for leave ia as important as summer, so this restricts anyone who is into snow sports

10. The consultation document provides information through a SWOT analysis, on the advantages and disadvantages of the Day Crewed Plus, Please detail any further advantages you would like to add to this analysis.

Count	Response
1	All have been listed really
1	As per the document
1	Flexibility in working pattern. Shift allowance
1	Less pay for hours worked. Family life will be affected along with morale
1	NONE NOT A VIABLE SYSTEM FOR MY FAMILY TO CONSIDER
1	No further advantages to those already identified.
3	None
1	None I could think of
1	None at all
1	None.
1	Not at this time
1	Not at this time.
1	Nothing to add
1	Pay increase Same fire cover reduced cost
1	Possible increased opportunity for training, depending on fatigue levels

1	Reduction in handovers
1	Flexible
1	Money...25%?
1	Nil
8	None
1	None for me
1	None. All covered in document
1	I think I would be seriously considering looking for a new job if this was the shift on offer. There is just now way I could keep a work life balance.
1	The document implies this is only under consideration for Wellington station. This would allow the other whole time stations to retain the current 2-2-4 system, whilst allowing those staff that want to change to the day crew plus the opportunity.
1	In an age of 'Career Average Earnings' pension schemes, any opportunity to add pensionable pay to salaries is likely to be welcomed. The additional DCP payment is generally considered pensionable and this will add to its attractiveness. The key to successful DCP is in the recruitment process at its inception; attracting the right people who want to work the system will lead to positive acceptance of this model. Once underway, these individuals will 'sell' DCP and its benefits, which will create a cohort waiting for a vacancy to arise; hence the system becomes self-sustaining.
1	Gives the employee the opportunity/flexibility to work the required hours/weekends rather than a set shift pattern.
1	Could be introduced on a single pump station or on a single pump on a two pump station. Advantages of it being introduced on a two pump station is it could be used for the second pump therefore mitigating the chance of them being deployed during negative hour shifts so the issue of paying the time back during the day is eradicated. Great for employees who travel from distance

11. Please detail any further disadvantages of the Day Crewed Plus Model

Count	Response
1	Everything!!!!
1	Everything.
1	Huge pay cut for staff. Very family unfriendly
1	I could foresee productivity being reduced with this model
1	Long Unsociable hours that are not family friendly
1	Long periods at work
1	Longevity? Initial interest?
2	None
1	None, all were listed
1	Not at this time.
1	Nothing to add
1	Potential to not be sustainable for the future. It can be seen as a pay cut.
1	Will only suit a few people. Needs specific accommodation.
1	Would be far too long to be on station for. Not family friendly at all.
1	Be like being in prison .

1	Completely unworkable if you have family who also work shifts
1	Doubling time at work for little gain.
1	Doubling your work for a 1/4 pay. Permanent damage to family life
1	Least family friendly.
1	Long periods on station
1	Nil
4	None
1	None. All covered in document
1	None to add, however; I feel that too much is being made of the assumed turnout delay during 'stand down' hours. I don't believe this will be any different to the current standard. Although accommodation provision will be required, this is unlikely to be placed so far from the appliances as to negatively affect their response time. Furthermore, although it is noted that personnel will spend more time away from their families, the demographic likely to want to work DCP is such that this factor is minimised. Additionally, the DCP system does not have to be Watch based; combined with a self-rostering element it can be as flexible as a pure self-rostering system and therefore the work/life balance is maintained. I don't see additional local management responsibility as a disadvantage. We're paid to manage incidents, people and processes, it is merely another item to add to the list.
1	Same as document, people are away from home for a long period of time which could have a massive impact on family life.
1	No further scope to move to a more cost effective system other than RDS following an introduction to DCP.
1	96/96 shift would seriously effect home life for people with small children / families. 24/24 would be by far the better option. Issues with productivity and effectiveness due to time being paid back for disturbed down time.
1	Again this system is a big no no for me, like I have said earlier on in this survey my partner works away from home all week and I have a small boy, apart from the fact of not being able to find childcare for these long periods of time, I don't think it is fair for a both of his parents

	to not be around all week in an important developmental stage of his life. Again I would have to seriously consider leaving the job if this shift pattern came into force.
1	96 consecutive hours draconian- some self-rostering essential. Difficult to accurately assess fatigue levels, when determining rest period or complete rest. Watch Manager B pay required? 25% not proportionate increase. Main disadvantage, possible redundancies.
1	Tied to station for long periods, stations will have to be modified to accommodate/facilitate such activities (gyms, family rooms, sleeping accommodation, etc)
1	Too long at station in one go, even though day be planned. Commitment to other people outside of work, have a deep impact on them for me. As a manager, can see difficult to run with people requiring time off when on duty and getting balance of competences right with different individuals
1	Most costly to set up possibly requiring building work on all stations. Health implications of being at work on call for such long periods.
1	Above what is reasonably acceptable in today's work/life balance agenda as stated by the government and again as a single parent, this shift pattern would most likely force me out of the job.
1	Possible increased sickness due to stress as staff are spending longer periods away from home. Staff who live a long distance from the station or have family members with specific needs may feel discriminated against as they are not able to bring their families to see them.
1	FURTHER TO THE SWOT ANALYSIS THIS WOULD NOT BE A FAMILY FRIENDLY SYSTEM AND A YOUNG FAMILY CANNOT BE WITHOUT THEIR MOTHER FOR THAT AMOUNT OF TIME!. NOT PAID PROPERLY IN THE FACT THAT IF I AM NOT AT HOME, THEN I AM AT WORK THEN I WOULD WANT TO BE PAID THE SAME RATE ALL THE TIME I AM AWAY FROM HOME, AND NOT IN MY OWN SURROUNDING OR WITH MY COMFORTS
1	Give SFRS no were to go if we need to make further cuts in the future. Meaning redundancies or forced mergers with lower performing FRS.
1	Spoke to FF working this in Worcester and for those living a distance away from the station, they found that their first day off was spent mostly dealing with their kit and civilian clothes, and the half day before coming back on duty was spent packing kit/clothes and food for their next duty stint.

1	This model is not sustainable and will require a large capital investment which will be wasted funds when the system fails. There are too many threats to this system to take the risk. These threats are related to WTR and the HSE, NMW, and pension deficit.
1	~Costly to implement across all whole time stations. if limited to one station, there are difficulties in covering shortfalls. ~Not family friendly ~Provision of relief crews at incidents, particularly regarding any specialist vehicles/ roles.
1	Massive reduction in immediate cover to the public. Absolutely not family friendly due to length of time away from home. People would be unable to manage any other commitments outside work.
1	Amount of time staff are required to commit to being on station and crucially away from their family.

15. Day duty specialist staff could, by providing operational cover one day per month, provide the Service with additional resilience and, provide an opportunity for Watches to benefit from the knowledge and skills held by these staff members. Please detail any further advantages you would like to add to this analysis

Count	Response
1	Good idea. Just need to make sure they have the correct skills for the station they go on.
1	Good opportunity for training to be taken
1	It will help with the day duty staff maintaining their competences.
1	It would also allow the day duty staff to maintain their own competence
1	Less strain on operational staffing.
1	Maintenance and updating, of day duty specialist staff operational skills
1	NONE
1	Nil
1	No
1	No further advantages to those already identified.
3	None
1	None that come to mind other than covered above
1	None.
1	Not at this time

1	Not at this time.
1	Nothing to add
1	Prevent an equal pay claim?
1	Retain their competence
1	Would allow day duty staff to keep skills in incident command
1	helps maintain their operational competences
1	Nil
5	None
1	Reduce overtime bill
1	Reduction in overtime payments
1	Gain skills from such staff, keeps costs down. Good opportunity for such staff to maintain skills profile.
1	They could be used to cover any shortfalls in the optimum crewing model and therefore watch members could then return the time directly to the day duty specialist when convenient
1	I feel that this is an excellent idea, not only from a resilience perspective, but also from an operational competence perspective. Having myself spent a 6 year block in staff roles, the opportunity to maintain operational skills would have been welcomed.
1	Knowledge could be gained by the on duty Watch from the member of staff in their particular field, however, particularly if the person was only being released on a few occasions (as per the document example),the person attending may be required to either undertake other duties, or be requesting operational/ specialist training themselves for the same time period.
1	Can these days be flexible to suit the needs of the service? ie when there are pre-planned shortfalls?

1	What skills? No specifics. Use Wholetime rostered off shifts to staff retained appliances and get rid of RSO's. Saves hundreds of thousands ££.
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16. Please detail any disadvantages of using Specialist Day Duty System Staff to provide operational cover?

Count	Response
1	How would Skill Levels be managed? Taking resources away from important departments.
1	Keeping their operational skills up to speed. Unfamiliar with new operational procedures.
1	Maintaining competence levels.
1	N/a
1	No
2	None
1	Not at this time.
1	Not familiar with riding a operational fire appliance.
1	Nothing to add
1	Out of date/current training levels.
1	Some of the day duty staff are not assessed on modular courses, so are not competent in these skills.
1	They could not maintain competency. They would not be drivers, boat or Alp operators.
1	They lose productivity within their own department.
1	Falling behind on their own work load from their department
1	Inability to maintain skills levels

1	Lack of experience
1	Nil
2	None
1	Reluctance to take up these skills if not recognised by pay
1	What are their competencies in? Staffing of specials requires additional training.
1	Who would do what they normally do?
1	Skill sets need to be maintained to the highest degree and this could not be achievable with the variety of special appliances at the three Wholetime Stations
1	There are currently very days with the year where training staff are not delivering or receiving training courses. These days are vital in order for staff to complete project work or maintain their competencies. With all the proposed additional courses I can not see there being any availability to release training staff to provide operational cover.
1	Take them away from their primary roles. Can it be done the other way using operational staff cover them when they are sick or on courses. Them not knowing strengths and weaknesses of team. How day to day running of watch carried out.
1	BEFORE UTILISING THESE STAFF , IT SHOULD BE MADE CLEAR THAT THEY SHOULD BE COMPETENT IN ALL ASPECTS TO RIDE ON A FIRE ENGINE, I.E MODULAR COURSES SHOULD BE UNDERTAKEN TO PROVE COMPETENCES
1	wouldn't any staff that provided the cover still have the same amount of work to do just less time to do it in.
1	There work could become back loaded. Running with operational staff (on watch) could have a wider impact if a bout of sickness occurred which could stretch the Brigade.
1	The impact on capacity within their departments. In my experience 1 day a month dropping in and out, may not be sufficient for JO's to maintain their IC skills. If they are giving cover, there may not be the opportunity for them to shadow other IC's to build and maintain competence.

1	Lack of continuity all departments should be managed effectively so that excess staff do not occur, why the difference between optimum staffing arrangements between operational and non-operational departments?
1	If all departments are working to their effective efficiency how can they spare staff to cover deficiencies on duty
1	It will be difficult for an individual to keep up with changes in operational approach on the basis of one day's exposure per month. IDR's for these 'occasional' operational JO's would need to be restricted, possibly to Incident Command skills only
1	Dependant on the role, Competence is the only concern to raise... as long as this is covered then I cannot see any disadvantage having a greater resilience within the service.
1	Establishment levels in those departments have already been cut. There would need to be an increase of capacity in those departments to facilitate the release of those staff to operational duties.
1	I don't believe that personal who are not use to working in an operational environment would be able to add any advantages, They might even prove a bit of an inconvenience as it's like having to train a new member of staff in station activities every so often. If all departments are running to their maximum efficiency, then I cannot see how they would be available to spare staff to cover shortfalls on Wholetime shifts
1	This would only work if we are overstaffed in these areas, if this is the case do we need to look at reducing day cover staff?
1	Limitations on what SDDS could do in one day and they are dependent on what the watch has planned for training etc
1	The document indicates that one day per month would potentially give sufficient cover. I feel that to keep operational knowledge and competencies (on station training, core courses, specialist appliances etc.), each individual would need to give up more than the 'one day' (even in line with our current IDR minimum frequencies for training, this would be hard to achieve). It could be questioned whether if the departments they are being released from are also having to cut back for efficiency/ cost savings, would personnel be able to be released for the required duration to enable competent operational duties.
1	Is cover being provided for firefighters and junior officers? Not as much opportunity to provide cover for J.O shortages, as these are less frequent. Specialist departments already stretched. Possibly detrimental to departmental productivity
1	We would have to have a watched based system for this to work, what happens if a member is rostered off they then may not be able to catch up with the specialist session.

17. Implementation of optimum crewing and any of the identified crewing models will require new ways of covering short, medium and long term absences. These would include rostering in, the use of specialist day duty staff, fixed term contracts for suitably trained and qualified staff (to include Retained Duty System), staff bank, secondments and transferees. Are there any other options that you think we should consider?

Count	Response
1	N/a
2	No
1	No.
1	None
1	None I can think of
1	None to add.
1	Nothing to add
1	Overtime short term, but only on certain shift systems
1	The list provided is quite comprehensive. Could the GST team staff also be used?
1	Would maintain the option for structured overtime, if all above not available.
1	Nil
1	No
3	None
1	None that come to mind other than covered above

1	Working on a standard days rate payment instead of Overtime rates
1	Yes ,give over time for current station personnel Who are trained already , less leave pay etc. training of stand in staff of specialist skill is time consuming and costly. Retained duty staff have not completed a full NVQ not fully trained on specialist equipment and would not have a true role on a watch there for having to be guided more. there for might put more pressure on whole time staff to perform their short falls
1	I think optimum crewing needs to work both ways, ie WT covering shortfalls at RDS stations. Also RDS staff must hold the required skill set (guidelines / RRO / Line safety) It may cause animosity if a competent RDS fire fighter is working alongside a competent WT fire fighter when the development folders completed are of a different standard. (Considering the new intake of WT fire fighters, will it be considered fair?)
1	Again skill levels to be addressed. Using retained staff may put more pressure on keeping retained stations on the run who at a lot of stations are already stretched.
1	Continue using operational staff. Ask a member from another coloured watch, if would cover long term absence.
1	I just think that we need to make sure that the people called in have the skills required. IE at Wellington if we have five on duty and 2 people called in we will struggle with the specialist side of the RT and especially Large animal Rescue
1	I think I would rather see the shifts offered to current Wholetime staff at normal pay rate rather than overtime if that meant it kept it in the current staff use rather than out sourcing. This would increase competencies of current staff.
1	Overtime should be offered as it is now. Retained Duty Firefighters cannot be considered as suitably trained and qualified staff (they are not trained in Guideline laying, Line Safety or F.A.S.T)
1	With individuals rostered off, this should give enough personnel to cover and short falls in staffing levels.
1	There needs to be an incentive for the staff working the shifts to cover the shortfall. Any other resilience method should be back up to that.
1	Stay at existing shift lengths. Retained duty staff are having more and more skills removed-guidelines, line safety, BFS, IT skill levels. If rostering in Wholetime staff, use them to cover retained rather than use retained to cover Wholetime

1	The staff bank could work both ways where if the need to cover these absences arises then it can be done with existing staff already on the shift system and then the staff will effect be 'in credit' to take days off when their own shift allows, this will have no impact on brigade cost yet require no additional training for the staff being used
1	Yes overtime for Station personnel, as less costly. Because less training needed, Less development, less managing, less sick pay, less pension pay, less holiday pay etc. This is common practice in industry as is more cost effective to pay O/T than a complete new member of staff.
1	Within the systems, placement of 'additional courses', different methods of providing courses, and better timing of promotions (before annual leave picks), could help alleviate some of the peaks and troughs in staffing that occur, and reduce the need for additional cover to be implemented. ~Not additional options, but within any of the options listed that involve additional staff from other departments/ duty systems, the additional costs of maintaining competencies would need to be factored in. The potential impact on skillset would also need to be considered ie specialist roles, and additional roles on certain duty systems e.g. FAST team, Guidelines etc.
1	It would be most important to manage skill levels if we were to be integrating day staff and retained onto the watches for shortfalls. This has been highlighted in the document but skills are ever changing throughout the brigade daily making it harder to manage.
1	Surely if we're going to optimum crewing using any of the above systems we are making our resilience through those changes in shift patterns. If further short falls happen then use O/T like we do know!!

18. In the options laid out, are there any other risks or opportunities that you feel we should consider?

Count	Response
1	Having discussed with many watch members in the past, I gather the 48/96 system, would be popular
1	Low staff morale after having our pensions changed, minimal pay increases.
2	No
1	Not at this time.
1	Nothing to add
2	No
1	None
1	I have worked different shift systems in neighbouring brigades, I would like to raise my concerns about the daily hours. Having worked an eleven hour day and thirteen hour night. I immediately found a significant drop in personnel's morale and general wellbeing. The good will from numerous staff was immediately withdrawn and the general feeling amongst staff was down. I have also worked the twelve hour system within an organisation and once again personnel found the shift too long to encourage a happy workforce. I am sure this has been highlighted and investigated but wanted to raise my concerns as this brigade prides itself I believe on good working relationships between staff and it would be a real shame if this was broken.
1	No only those I have mentioned, for productivity I see working/training with the RDS staff an important part within the service plan, this can only be achieved if WT personnel are available during the hours RDS members train.
1	I would like to state I would prefer to keep a 9/15 hour shift pattern as is most friendly to my home life and have been working this system for 18 years. If it does need changing then perhaps a 10/14 hour shift pattern may be more acceptable. Productivity comes through good moral and work routines and not from start finish times of shift. SFRS has long accepted a shift for a shift regardless of length of shift as we continue with, shift exchanges, courses and Adam Matthews' new project of shift swaps.
1	With any of the systems that require banked/ owed days or hours, consideration of the option for any 'owed/ banked' days to be reduced by using accrued overtime, as an alternative to submitting the overtime for payment. This would be at a payback of time-and-a-half hours

	<p>as is the case with the present system. Also the consideration that 'owed hours' could be used to help keep appliances on the run at other stations across the Brigade (particularly during the day), where they are otherwise off the run. There was no 100% clarification of how the 'payback' of any 'rostered off days' would be managed. Where you have to be available for duty, if not required to come in on a RO day, the same number of 'owed days' would be carried forward unreduced. e.g. a person has given up a summer weekend (where they could otherwise have gone away) because they have been RO on the Saturday night and have to be available in case they are required on the Saturday night shift, but as they weren't required, they still owe the same number of days back with no 'compensation' for the fact that they have had to be 'available'. As a Junior Officer, it was hard to depict what different additional impacts any of these systems would have on Junior officers, both from a required numbers in total and on a particular shift. Also from a flexibility/ opportunity to pick dates aspect. ~With the above queries regarding RO payback and JO requirements, which I have been told are not fully known at this time, it is hard to make a fully argued preference between my top two choices of shift system. ~If the present 9/15 system has to be moved from, consideration of shifts such as 10/14. Also possible consideration of the 'a shift for a shift' ethos if annualised hours are discounted. A 'shift for a shift' is already being used within our present system. ~If the shifts were of unequal lengths (longer night shift), under annualised hours, there would be a slight 'incentive/ benefit to working the night shift in that it reduced the remaining 'owed hours' by more. This could be seen as a slight benefit to counteract the fact that they are unsociable hours.</p>
1	<p>I ranked questions 13 & 14 as it would not let me submit the questionnaire with doing so. However, I do not feel 12 hour shifts or annualised hours would be of any benefit. 12 hour shifts would need to include a second meal break during the day shift and you would therefore see not increase in productivity from a 9 hour day shift. I do agree the productivity can be improved but feel the way to do this is with a 10 hour day and 14 hour night shift split. A 0800 start could see all routine checks and inventories carried out with shifts ready to start their day at 0900. This coincides with the majority of business and schools and would resolve some of the issues experienced in the past as watches are generally not in a position to carry out any form of visits away from the station prior to 1000.</p>
1	<p>With the 4 Watch (flexible Crewing) model. Instead of having FF's rostered off for a day/tour, ask if there would be any interest in 8-12 FF becoming day workers. 9-5 Monday to Friday. These FF would be used as your resilience when shortfalls occur, if not required they would do duties in CFS/BFS/OPS even have 1-2 on station to work as admin staff or absence cover. Therefore negating the need for anybody on the 2/2/4 to owe any shifts. Competencies would be kept up when they were on duty and there would be a simple roster system for them to ensure equally spread out. W/T watches on TC for eg would then be on 11 crew with 2 on leave at all times.</p>
1	<p>Maintaining the level of the service to the public is often talked about in terms of number of trucks and number of staff on trucks. I feel it's as important to keep the quality of staff high. Keeping the watch system and good time off would keep the job attractive, conditions good and morale high. If staff are less able to earn money in their time off then the quality of staff will reduce in the long term as overall earnings are lowered.</p>
1	<p>Four 12 hour shifts will affect station morale and put strain on family life. I would welcome an option in which night shifts would be slightly reduced and days increased no more than 10 hours. I also believe 12 hour days will be no more efficient to the current shift pattern.</p>

1	Please accept this form as my revised one. I have felt it best to change it to reflect my current circumstances instead of predicting the future. Kind Regards, Kate White
1	I don't know if this information is available or not but when the shift changed to the existing pattern around 1977/8 what were the reasons to move from the 56hr at that time and are they relevant to the modern service?
1	It feels like there has been emphasis within the process to not be able to do shifts other than 12-12 unless annualised hours are used as it may present inequality. It feels like the firefighters' views are being ignored on this point as I think many firefighters consider the current system fair and we use shift for a shift within the exchange of duty system.
1	Straight rostered leave by the organisation. The organisation places staff in groups and those groups leave is rostered in with no opportunity to change. This was proposed in 2000 / 2001 this would reduce the numbers on the watch and make the savings without the need to make whole scale changes.
1	I feel more flexibility with regards to the 12hr shift system should be considered. For example a 10hr day and a 14hr night would be more productive than our current 9/15's system and would have a lesser impact on staff quality/home life compared to a 12hr shift system. This would have a greater effect on morale and bring with it all its benefits.
1	Annualised hours are not wanted We already acknowledge a shift is a shift eg courses, end of course leave, pre course leave. Stay at existing shift lengths
1	RDS covering any absences on Wholetime appliances would render the appliance status to be RDS only as Guidelines and F.A.S.T. would cease due to qualifications, and also the specialist appliances would lack personnel with qualifications, and experience to support, with no working knowledge of operating procedures, in particular the Boat, the A.L.P. support crew, and the R.T.
1	In reference to question 14. I don't want 12 hour shifts I'd much prefer to do 10 hour day and 14 hour night
1	12 hr shifts are not conducive to a healthy work / life balance especially for those with families. It seems odd that other brigades can use 9/15 shifts and be allowed to. I feel it will lead to an increase in sickness due to a detrimental effect on family life. Could the Brigade not consider 10/14 shifts which would allow parents to see their children either in the morning or the evening?
1	RDS staff seem to be receiving less and less training e.g. guidelines / line safety. Wholetime staff seem to be taking on more specialist roles e.g. animal rescue, FAST, ALP... would this not reduce the capabilities down to the level of the least skilled.

1	Length of shifts as in previous comments. I strongly feel 12hr shifts will have a detrimental effect on the firefighters.
1	I believe that a number of staff will leave the job if some of these suggestions are implemented, for me the 3 8 shift and day crew plus are completely unworkable as I have a Wife that works shifts, meaning that they not family friendly. I hope that a decision is made soon as the uncertainty is causing upset to a lot of staff.
1	There are no other risks or opportunities in the options laid out. There are however many other options not laid out that should be considered to reduce our spending, instead of degrading the whole reason any of us are here in the first place, which is 'Front Line Staff!!'
1	Redundancies. Many of the systems suggested would not suit some people, eg the 3 x 8hr shifts. 12 x 12 hr shift system would be very difficult to maintain. Equating to >14 hrs away from home. Is there still a need for a fully crewed appliance at Tweedale every night? Reference Q14 I do not like any of them, it would effectively ruin my life. As would most of the shift systems.
1	Fixed term contracted workers would find it difficult to maintain their competences unless we drop the skill level of that appliance while they are on duty which means lowering our resilience for supporting our RDS colleagues.
1	Consider the length of day shift, 12 hour shift seems excessive. This system would not include travel distance for personnel, this could end up as 14 hours plus.
1	To increase productivity on days, a new start time of 08:00hrs and the regular finish time of 18:00hrs. Would gain the extra time that was mentioned in the presentation. This would also allow the continuation of the WT going to RDS stations to training with them on their drill nights. 12hr shifts would not allow for this.
1	It's the start and time finish, I can't see the gain in productivity or efficiency is gained, when dealing with the public. When most business we deal with don't start till 9am. And then speaking to them, they prefer visitors after 9.30 so they are able to deal with their work load and time to sort anything that's occurred in their business before we arrive. Also, the organisation staff in the main don't start till 09:00, so any problems I have and require to speak to won't be dealt with till after 9am, ie HR.
1	I would prefer another approach to the twelve hour shifts, There appears to be little evidence within SFRS that the length of the night shifts is detrimental to the health of the staff. I strongly disagree that the evidence acquired is applicable to our current shift pattern taking into account our stand down time. I personally think that the most efficient way to manage the service would be a 09:00 -17:00 day shift and a 17-00-09:00 night shift. I appreciate that this is a completely different angle to the problem however I feel that it would work. The fact that there appears to be no other option apart from equal length shifts is a little disappointing. Obviously it helps to manage several

	issues, however it has a large impact on the employees who work the system. All of the offered options start times appear to have a detrimental effect.
1	I think we should consider using this staff to keep retained appliances on the run. I would like to see the opportunity for more flexible working .May be part time should be considered as we are miles behind other organisations such as the ambulance service and police. I also think we should have a start time of 07.30 to 19.30 if we have to do a 12 hour shift the extra half hour would make a big difference to people coming to work in the winter and would also allow for a more productive working day. Having 2 x 12 hour shifts just makes sure everyone is tired at the end of both shifts instead of just one!!!
1	In my opinion no options are preferable. We are being railroaded into choosing a system by management that no operational personnel wants to work. The choices given are done by those who do not have to work the systems. There are other options to save money which have been forwarded and ignored.
1	It's possible to keep the shift system as it is with the understanding from members that it's a shift for a shift exchange regardless of it being a night or a day (hours irrelevant) and have the optimum crewing model in force so the organisation has a bank of staff with hours owing to cover shortfalls, if this will achieve the necessary saving of course.
1	12 hour shifts do not work for the brigade, it effects our ability to train with the retained, it will see productivity during night shifts drop significantly, and I really don't see more getting done during the days, so overall productivity will fall. Regarding long night shifts being a Health and Safety risk. This does not take into account of how we work. The current duty system has been in place since the mid 70's so there should be upwards of 40 years of data about accidents within the Brigade. Please analyse this data and show me any trend that suggests more accidents happen towards the end of a night shift. I don't believe you will be able to show this.
1	A concern with 12 hour shifts is an ability to maintain fitness levels. Changing to 12 hour shifts would reduce the frequency of being able to attend the gym before/after a day shift. Would we get basic fitness equipment/ time to assist with this? If so, would this then defeat the object in terms of perceived additional productivity? I know this has already been mentioned, but the impact on family life will also be impacted negatively with a 12 hour shift.
1	I be leave stand in staff would have to keep up competencies in BA, RTC, Line safety. if these staff come from CFS department and other departments would they be competent. personally I prefer to remain at 9/ 15, but if change is necessary a 10/14 is ok shift for shift is accepted by most firefighters
1	H&W have an excellent piece of software for the management of Day Crewing + which I believe could be adapted for Self-Rostering. It was created by one of their Retired FF's.

1	Cease sending fire cover to TW at night. We were told a study was taking place to confirm if we were achieving anything or not. To date and to my knowledge this disappointingly never been completed or published. This would save plenty of money by reducing the oxymoron of an extra person being required from 9pm. We should be carrying out increased CFS in the area and dealing with the cause at source. This can be borne out by the reduced number of fire calls we now receive due to our CFS work
1	The use of Whole time staff to cover deficiencies at RDS stations would allow more flexibility for staff to "repay" grey days and rostered off days, afford the brigade greater resilience and support the achievement of all, of the Service objectives. If options 2, 3 or 4 are taken further then the possibility of retaining the current shift durations should be given serious consideration. The discussions should look at current local practice regarding the stand down time and the infrequent nature of working through the night. When we talk of improving long term health by changing to two twelve hour shifts it is neither responsible nor advantageous to ignore the fact that currently wholetime staff are able to, and often do, get, up to, 7 hours sleep during the fifteen hour night shift. A change to two twelve hour shifts would increase fatigue on a regular, and on-going basis, potentially leading to long term effects on physical and mental health; whereas, under the current arrangement, the actual occurrences of fatigue are extremely limited and easily mitigated over the long term. With this in mind any proposals for introducing "waking" nights, should be given due cost/risk - benefit analysis. When increased productivity is considered, it should be asked whether it truly supports the achievement of the Service objectives, above and beyond what is currently achieved, versus the health costs to both the individuals and the service. When considering the fairness of exchanging a nine hour day for a fifteen hour night, the staff who work the shifts should be consulted as to their thoughts on this. Currently, any shift exchange is done on a like for like basis with, almost, universal satisfaction. Ultimately the fairness of any system is subjective and should not be imposed from outside, but agreed upon by the people affected by the decision.
1	I believe 12 hour shifts will have a major impact on home/family life. This in turn would have an effect of staff morale. I think a longer night shift allows more family time in the mornings and in the evenings. From my experience all staff seem happy that a shift is a shift.
1	A SEASONAL ADJUSTMENT OF START/FINISH TIMES RELATING TO DAYLIGHT TRAVEL / WEATHER CONDITIONS. PARTICULARLY AT THE START OF DAY SHIFTS.
1	Risks to the Organisation, by utilising day-duty staff (M-L term) would be their work load would need to be distributed to others and this may have implication on projects that they may be working on. Effective pre-planning of additional courses (i.e SRT) must be planned earlier and added to the calendar, ensuring no leave is booked within the course dates
1	On the options that alter staffs leave to cover absence, this has the potential to create animosity towards those either sick or on other absence.

1	<p>THIS SURVEY I FEEL HAS UNFORTUNATELY BEEN WRITTEN IN SUCH A WAY THAT STATES ORDER OF PREFERENCES FOR THE SHIFT SYSTEMS SUGGESTED AND ORDER OF PREFERENCE FOR START/FINISH TIMES, . THIS IS VERY DIFFICULT BECAUSE THERE IS ONLY 1 SYSTEM THAT I WOULD SUPPORT POSSIBLY IF IT WAS FORCED UPON US. I DO NOT WISH TO PUT MY PREFERENCE ON ANY OTHERS BECAUSE I WOULDNT CHOOSE ANY OF THEM. SAME WITH THE START / FINISH TIMES OF 12 HR SHIFTS. I WOULD NOT CHOOSE 12 HR SHIFTS, MOST OF US WILL WANT TO MAINTAIN 9/15HR SHIFTS AND WATCH BASED SHIFTS. AND THIS HAS BEEN CHAMPIONED TO YOU DURING THE INITIAL INFORMATION GATHERING. I WOULD HOPE THAT THE ABOVE CAN BE MAINTAINED AS ANYTHING ELSE HAS MASSIVE IMPLICATIONS AND CAUSES A GREAT DEAL OF STRESS AND ANXIETY TO STAFF TO FIND NEW WAYS OF BALANCING THE FAMILY/WORK LIFE SITUATIONS, WHICH IS VERY DIFFICULT AND COSTLY. PLEASE, PLEASE LISTEN TO US AND WHAT WE PREFER IF WE HAVE TO CHANGE</p>
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