



HUMBERSIDE FIRE AND RESCUE SERVICE

Service Delivery

Flexible Duty System

Owner	Director of Service Delivery
Responsible person	GM Emergency Response
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1. INTRODUCTION

The Service requires duty systems to ensure incident command capability at all levels. This policy details arrangements for intermediate level incident command. This includes; tactical, middle manager level - Station Manager (SM). It also details arrangements at the advanced level where tactical command is required at larger and more serious incidents, either at the scene or at a remote location, and there is a requirement for tactical coordination - Group Manager (GM).

The second requirement is for the provision of specialist skills on the incident ground. These include: Hazardous Materials Advisor (HMA), previously known as HazMat Environmental Protection; Detection Identification Monitoring (DIM) capability, Fire Investigation (FI), levels 2 and 3; and National Inter-Agency Liaison Officer (NILO) capability.

The Flexible Duty system (FDS) provides the management framework for HFRS emergency response delivery and managerial capability at SM and GM levels and relates to officers that are conditioned to the NJC Scheme of Conditions of Service.

2. EQUALITY AND INCLUSION

HFRS aims to continuously improve the standards of service we provide to the community we serve. We recognise the importance of and are committed to promoting equality and inclusion in the provision of our services and to our employees. We are committed to encouraging equality and diversity amongst our workforce and to eliminating unlawful discrimination. We aim for our workforce to be truly representative of the community we serve and for each of our employees to feel respected and to be able to give their best.

3. AIMS AND OBJECTIVES

- To ensure efficient, effective and safe working conditions for intermediate and advanced incident commanders and specialist officers
- To give HFRS resilience in emergency response at intermediate and advanced incident command levels and for specialist officer roles, in times of spate or high operational demand.
- To provide SMs and GMs guidance and reference in their responsibilities regarding the management of the flexible duty system
- To develop incident commanders and specialist officers.

4. GUIDANCE

System Management and Organisation

The Director of Emergency Response has overall responsibility for the duty system, assisted by the 4, unitary authority area-based, Service Delivery GMs.

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The Flexible Duty System consists of six groups, each with a designated specialism:

1. NILO North
2. NILO South
3. HMA North
4. HMA South
5. FI North
6. FI South

Induction onto the System

Upon promotion to the role of 42-hour SM, staff will undertake an induction into the flexible duty system which will include the following (but is not exhaustive):

- Allocation of a mentor who will be an experienced SM who is also designated the same specialism as the newly promoted SM.
- Allocation of a unique call sign issued by Service Control in liaison with Operational Communications.
- Allocation of equipment specific to their incident command role including water incident manager response.
- Allocation of operational equipment specific to their specialism.
- Induction into the use of the response pool car (including AVL) from the Fleet and Equipment Manager.

The 42-hour SMs will then move onto a development FDS rota *in support of* normal FDS response responding during the weekday (0900 to 1700) either with their mentor or alone, incident depending. All 42-hour SMs should remain available to respond to operational incidents if required during all periods of duty regardless of the rota. The responsibility for making the necessary practical arrangements (fire kit etc.) to ensure operational readiness is with the individuals (see [Appendix 1](#)).

All personal incident management development will be recorded via the pdrPro system.

Prior to responding operationally all personnel must prove current competence in the following areas:

- Incident command at ICL 2 via incident command assessment from the Training Section.
- Emergency response driving.
- Health and Safety training.

These competences must be maintained as mandatory core competences for operational response.

Once an SM has been allocated substantively to the flexible duty system they will receive a response pool car fitted with Airwave radio allocated by the Fleet and Equipment Manager; all other response-based equipment should have already been allocated.

Communications

Service Control must be informed of the home address, landline number, Service mobile number and normal place of work (home station). General Airwave procedures/responsibilities are available via their mentor.

A TomTom device will be issued to each officer and is configured to the Vision mobilising system to enable:

- AVL (Automatic Vehicle Location) to be available to Control
- FDS Officer status messaging (mobile, home address, other location, (etc.)
- Control to mobilise FDS Officers to incidents.

Whilst travelling FDS officers should ensure that the Airwave radio is set to OPS1.

Mobilisation

As part of induction, staff should familiarise themselves with the procedures/methods of mobilising and communication by seeking guidance from their mentor/Service Control.

FDS Officers are mobilised to incidents by Service Control using the nearest officer principle as specified in the FDS Officer Attendance Criteria.

The mobilisation alert is direct from the Vision mobilising system via text to the officer's mobile telephone and vehicle TomTom. The TomTom should be used to book mobile to and from the incident but should not solely be relied upon as a navigation aid when proceeding to incidents.

All messages received from the incident will also be re-transmitted to the TomTom.

In the event of a TomTom failure status messages can be sent via the vehicle Airwave radio by voice.

Where officers are mobilised to undertake a specialist role, the initial alert will be received as above, followed by a further text specifying the role that they are being mobilised for.

Where an officer is assigned to a specialist group but is not yet fully qualified in that role, the officer will be mobilised for that purpose, but a qualified officer will also be mobilised.

Duty System Arrangements

Upon allocation to the FDS, staff will be allocated to a rota group (1-4).

Staff on the system shall be conditioned to two types of duty, managerial (D) and prime duty (P). The total sum of the weekly hours of both types of duty shall not exceed 78 on average and the total sum of managerial hours shall not average more than 42 hours per week over a 17-week period. The sum of the rostered managerial hours and the rostered prime duty hours, the latter divided by 4, shall be 48 hours per week, on average over a 4-week cycle.

The hours of duty will be as follows:

- **Managerial Duty (D):** A Management Day (D) shall be from 0830 hours to 1730 hours. This is the time that Officers attend their place of duty or other HFRS premises.
- **Prime Duty (P):** Prime duties are those duties, which are performed from the Officer's home address or base. These are rostered on the basis that they are available on call for the urgent performance of duty. Urgent can be defined as the performance of duties which, if not undertaken immediately, during the period of prime duty by the Officer responsible, would impair the operational efficiency of the Service. Officers who need to book unavailable during a prime duty *must* decide with another Officer to cover the duration of the absence.
- Prime duties will commence at 0830 hours on the day programmed for a period of 24-hours.
- Compensatory rest for attendance at incidents should be factored into the Officer's management of their time as required.
- Officers need to work a minimum of 91 Prime duties per year.

The link between the three-hour management commitment in the evening has previously been removed from the prime cover day to improve flexibility. The commitment to do the three hours remains but is not fixed to the prime cover night. This is in keeping with the flexibility of the duty system. If the three hours were worked on a night other than a prime duty night a total of 15 extra standby hours of duty per cycle would be worked. This has been compensated for by not having to do the three management hours associated with Friday nights on prime duty. The balance of hours is thus restored to match previous Grey Book conditions.

**EMERGENCY RESPONSE
FLEXIBLE DUTY SYSTEM**

	Mon	Tue	Wed	Thu	Fri	Sat	Sun		Sb y	Man							
Week 1	P	15	D	0	D	0	R	0	P	15	P	21	P	24		75	
		9		9		9		0		9		3		0	+		42
Week 2	D	0	R	0	D	0	P	15	D	0	R	0	R	0		15	
		9		0		9		9		9		0		0	+		39
Week 3	R	0	D	0	P	15	D	0	D	0	R	0	R	0		15	
		0		9		9		9		9		0		0	+		39
Week 4	D	0	P	15	D	0	D	0	R	0	R	0	R	0		15	
		9		9		9		9		0		0		0	+		39
														Total	120	159	

Hours per week: $\frac{159}{4} = 39.75$ Management hours

Total hours $\frac{279}{4} = 69.75$

Aggregate $39.75 + \frac{120}{16} = 47.25^*$

This should add up to 48 hours. The additional standby hours that officers must do to cover fellow officers whilst on annual leave makes up the shortfall.

SSC initially populate the annual duty sheets with Prime duties, (P) management duties (D) and rota days (R) onto the relevant system. The flexible duty rota system is a four-week rolling programme as follows:

	Mon	Tue	Wed	Thu	Fri	Sat	Sun
Week 1	P	D	D	R	P	P	P
Week 2	D	R	D	P	D	R	R
Week 3	R	D	P	D	D	R	R

**EMERGENCY RESPONSE
FLEXIBLE DUTY SYSTEM**

Week 4	D	P	D	D	R	R	R
Week 1	P	D	D	R	P	P	P

FDS officers are responsible for populating the recording system with their annual leave allocation and any changes to daily duties. Where annual leave falls on prime duty day, it is the Officer's responsibility to ensure (by agreement) that the prime duty is covered by another Officer. Amendment of duties within 24 hours of them happening must inform Service Control and SSC.

The FDS spreadsheets are accessible on the Service Portal and permission for the Officer to access each individual spreadsheet is provided by SSC. New FDS Officers should contact SSC for guidance on the usage of the system.

SSC will audit the rota system on a monthly and an annual basis.

Service Delivery GMs are responsible for confirming to the Director that adequate FDS cover is provided for all FDS groups and informing SSC who are responsible for the administration and monitoring of the FDS to ensure sufficient cover is maintained. Therefore, it is important that SSC and Service Control are informed of any periods affecting the FDS, such as sickness, special leave, out of area travel, temporary promotions, reversions etc. at the earliest opportunity.

Reason	Person to inform Control and SSC	Method of passing information
Sickness	FDS Officer	Telephone
Special leave	FDS Line Manager	Email or telephone
Travelling out of Service area	FDS Officer	Updating system
Mutual duty exchanges	FDS Officer	Updating system Email or telephone
Temporary appointments / promotions	Director/ ERGM	Email or telephone

Leave

The allocation and provision of annual leave is commensurate with Role and Scheme of Conditions of Service (Sixth Edition) Section 4. Part C.

Each FDS officer will complete their annual leave application form forwarding to SSC and their line manager for the following year and, once agreed, populate this onto the relevant system by 1 December.

Officers are required to arrange a mutual exchange for any prime duty that is affected by leave periods and update the recording system accordingly. It is the responsibility of each officer to ensure that their prime duties during leave periods are fully cover by colleagues. It is equally the responsibility of individual officers and the wider group to ensure that all prime duties during leave periods are fully covered across the duty system, monitored by SSC. This area of the system is self-managed but officers are

expected to ensure that it is managed in an equitable and balance way across the wider group.

Any period of annual leave exceeding 28 days requires the approval of their Director.

Conditions for the provision of time in lieu following the working of Public Holidays are as laid down in the Scheme of Conditions of Service, (Sixth Edition) Section 4. Part C.

Other

Recall to Duty

The flexible duty system has an establishment of twenty-four FDS Officers (SM and GM). These enable six officers on duty during the duty period. There is also a group of four additional officers (who provide an Operational Support function either within Service Control, on the Command Unit, at incident or as TCG support). Service Control should seek an appropriate number FDS Officers available to attend incidents at any time. Should another incident occur concurrently, whilst a number of officers are already committed to incidents, there are still enough officers available to give an incident command/specialist capability.

Whilst the system will have a dependence on recall to duty, that dependence is not anticipated to be considerable. It is only likely to be implemented when large incidents/spate conditions occur that require the attendance of a significant number of FDS officers.

Service Control will activate the procedure, at their discretion, in conjunction with the duty Director. On some occasions those recalled to duty might not be called to incidents but merely remain available at their home address until the shortage of officers dissipates.

Imposed Primes

The imposition of primes will be the responsibility of SSC during office hours and Service Control at all other times. SSC (Service Control out of hours) will be responsible for monitoring those who have given extra duties and shall be equitable when requesting officers for cover. SSC will inform a Service Delivery Group Manager of any imposition.

Imposed primes will be for a minimum period of twenty-four hours.

Imposed primes or recall to duty will not be used to cover periods of leave except in extreme circumstances at the discretion of the Emergency Response Director.

Imposed primes will be utilised for officer external course attendance of one week or longer (for example HMA and NILO) and for periods of short term sickness.

Payment

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**EMERGENCY RESPONSE
FLEXIBLE DUTY SYSTEM**

Imposed primes and recall to duty remuneration arrangements will fall into a single payment arrangement of one day’s pay at SM rate per occurrence. However, if an officer has been recalled to duty and is actively engaged operationally beyond an 8-hour period in any single 24-hour period additional payments at Grey Book rates will apply.

42 Hour SM Emergency Response

The Service has designated the managerial requirement for eight 42-hour (day duty) SMs. The SM role also requires two further elements to enable the operational designation and remain competent within role. These elements are that they support a Service Delivery SM in the responsibility for a specific fire station and that they are competent within the operational sphere at Incident Command. At the earliest opportunity they are designated a specialism of either FI, at level 2, or HMA/DIM.

Upon promotion to the role of 42-hour SM, a specialism will be allocated by the Service Delivery GMs, in conjunction with OD and HR, and development programmed accordingly. The SM will then undertake the required development for the specialist role and form part of the specialism peer group. During development the SM will, where possible, respond with an experienced SM (acting in a mentoring role) to specific incidents for their specialism. Incident Command will not require a mentoring role as all Watch Managers within the SM development pool will be validated at Level Two Incident Command on a six-monthly rotation.

To maintain these competences and to provide resilience for both spate conditions and in support of FDS SM colleagues, a four-week day duty rota will be instigated to allow exposure to incidents in both areas.

	Week 1	Week 2	Week 3	Week4
SM1	Day duty response cover			
SM2		Day duty response cover		
SM3			Day duty response cover	
SM4				Day duty response cover

The above rota will be self-managed, mirroring the FDS rota with two dedicated response cars used by the groups and exchanged prior to the start of weekly duty on either a Monday morning or Friday afternoon. The hours of availability will be within the SMs flexible day duty arrangements.

42 SMs are covered by the recall to duty elements of FDS Policy and can also undertake imposed primes once all FDS officer resources have been exhausted.

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FLEXIBLE DUTY SYSTEM**

There is a requirement within role to undertake the cover and this will be exchanged during periods of leave, on a best endeavours basis, with no requirement for exchange for course attendance or sickness, as it is supplementary to the identified command requirements within the Service.

Availability will be declared to Control daily and the officer must have cognisance of the requirements of their day duty role and balance these requirements with their command and specialism competence. It must be remembered that these roles within Service Delivery are supplemental to the SM FDS cadre, not in place of it. The main aims of the roles are for development and resilience.

42 SMs are currently assessed for Incident Command competence on a six-monthly rotation which will revert to annually as for FDS SMs due to incident exposure.

APPENDIX 1

42 Hour SM Emergency Response

The Service has designated the managerial requirement for 8 42-hour (day duty) SMs. The SM role also requires two further elements to enable the operational designation and remain competent within role. These elements are that of the responsibility for a fire station and being competent within the operational sphere at Incident Command and a designated specialism of either Fire Investigation at Level Two and the HazMat Advisor (HMA) / DIM (detection identification monitoring) officer.

Upon promotion to the role of 42-hour SM, a specialism will be allocated and development programmed. The officer will then undertake the required development for the specialist role and form part of the specialism peer group. In development, the SM will respond with a trained SM acting in a mentoring role when mobilised for their specialism. Incident Command will not require a mentoring role as all WMs within the SM development pool will be validated at ICL 2 on a six-monthly rotation. To maintain these competences and to provide resilience for both spate conditions and in support of FDS SM colleagues a 4-week day duty rota will be instigated to allow exposure to incidents in both areas.

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**If anyone needs further information regarding this document please contact
SM Emergency Response**