



Resilience Register

Status	Live
Document Version	Version V4.2
Author	SC [REDACTED]
SLB Sponsor	ACO Protection
Directorate	Protection
Date Approved	01/03/23
Review frequency	3 Years
Next Review	01/03/26

Version History		
Version	Date	Description
02.00	01/04/15	Live
03.00	01/07/16	Revised
04.00	10/07/18	Revised – Minor Amendment section 3
04.1	12/01/22	Minor amendments, relating to Operational Crewing, made by WC [REDACTED]
04.2	01/03/23	Minor amendment 2.6 bringing in line with On call policy, WC [REDACTED]

Executive Summary

This policy sets out a framework that can be applied to ensure service delivery when conditions arise from national deployment of resources, spate conditions and any other unforeseen eventualities.

Alternative Formats

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Resilience Register

1. Introduction

- 1.1** The Resilience Register (RR) enhances the business continuity planning and allows personnel to be utilised when off duty to ensure Service delivery.

2. Resilience Register

- 2.1** A system by which all Wholetime and Day Crewed Stations will operate a list of suitably qualified personnel who are willing to be called in (normally at short notice) to maintain crewing, when they are off duty.
- 2.2** When a shortage is identified on a station, that cannot be dealt with or is not appropriate to be dealt with through the current detachment system, the duty Supervisory Manager or Operational Crewing will approve the use of the RR. It will be the responsibility of the Supervisory Manager or Operational Crewing to implement the Service policy. This is to ensure a fair rotation of staff, and that the correct person with the required skill set is selected. On-Call staff should not be utilised where this would affect the ability for their home station to deliver its normal service.
- 2.3** The RR is not a system designed to replace long term deficiencies on the Service's establishment. When significant issues arise the Service will consult with the appropriate representative bodies.
- 2.4** It will be the responsibility of the individual to ensure their personal details are maintained and up to date.
- 2.5** The Working Time Regulations 1998 normally limit the hours you can be required to work to an average of 48 hrs per week in total (including any periods of employment outside HWFRS) except with the individual's agreement. By agreeing to work a resilience shift you agree to waive your right to a maximum average 48 hour week if appropriate.
- 2.6** It is the responsibility of the person accepting the resilience shift to ensure that they do not jeopardise their own health and safety or that of their colleagues or the public by undertaking a resilience shift when they are not fit to do so, owing to an inadequate period of rest prior to the commencement of duty, or for any other reason. By agreeing to work the shift you confirm that you have had/will have:
- a daily rest period of at least 11 consecutive hours per day; and
 - a weekly rest period of at least 24 consecutive hours per week
 - A 'rest period' for these purposes means a period when you are not working, either for HWFRS or anyone else.

On Call periods do not count as work hours. On Call members of staff are to ensure they have taken appropriate rest prior to a resilience shift.

In line with the On-Call Duty System Management Policy, this may include booking off call, or stepping back from attending an incident prior to a shift. The Resilience Register shift should not take individuals below their contracted hours for their agreed bandings. Any hours booked off prior to the resilience shift will be deducted from their availability and will need to be made up at a time to suit the station need if sufficient contracted hours have not been provided as a result. Should an on-call member of staff need to attend an operational incident due to a potentially deficient crew prior to a resilience shift then the principles of the Wholtime/On Call Personnel section of the On-Call Duty System Management Policy should be applied.

- 2.7** The equitable system will be operated based on four overarching principles in order of priority. (During spate conditions a greater degree of flexibility may be applied).
- The person's availability
 - Previous utilisation on the RR
 - The required skills to fulfil the deficiency or role
 - The person's location (due to geographic issues, such as requiring someone in an hour for duty, when they may be several hours away from being able to attend the station)
- 2.8** In basic terms a list of available personnel will be selected by elimination using the principle; have they been used before, what do we need, where are they (considered as per section 2.6 above).
- 2.9** Individuals will be listed based on the date they were last utilised on the scheme irrespective of location, however their skills in a given situation may put them in contention to be utilised again sooner; such a specialist skills, driver etc.
- 2.10** Incorporated into the RR will be a three-strike system to maintain the effectiveness of the scheme. If a person is un-contactable or turns down an overtime shift on three occasions they will be restricted from providing availability for a period of one month beginning from the date of the third occasion.
- 2.11** The person called may not send a substitute and must be able to complete the whole shift. Once cover has been agreed, the person will be subject to the attendance management procedures and policy.
- 2.12** Individuals who are brought in on the RR may be asked if they would be willing to work at a different location.
- 2.13** To ensure a fair and ethical approach is maintained, managers must ensure they adhere to the guidance found in this Service policy and the Gartan User Manual (Resilience Register). Flexibility is permitted with suitable justification based on the criteria within the policy (section 5), allowing managers to react to the needs of the Service.
- 2.14** Taking the above into account, should the selection process deviate greatly from the prescribed criteria, then managers may be subject to the disciplinary policy.

3. Supervisory Manager Guidance

- 3.1** Managerial judgment will have to be exercised in line with time management when implementing use of the register, for example if a request has been made at 09:00hrs to use the register to provide cover at Hereford Station and the only available member of staff, with the correct skills profile is based at Worcester or Redditch Station a cost benefit analysis will have to be made by the Supervisory Manager.
- 3.2** Pre planned training events that have a crewing impact must be passed on to the Station Commander for approval.

4. Pay and Suitability

4.1 Wholetime/Day Crewed Duty system

- 4.1.1** Level of payment will meet “Grey” book conditions. When someone is on rota or leave this will effectively be classified as overtime and there will be no contractual issues or a requirement to reimburse leave.
- 4.1.2** Where a person is appointed to undertake RR duties by an authorised manager, they will be entitled to a minimum payment of 3 hours at the appropriate rate of pay should the proposed shift be cancelled with less than 72hrs notice or if the shift is cancelled within the 3 hour period following commencement of duty. Beyond this 3 hour period partial shifts will be paid at the appropriate hourly rate.
- 4.1.3** Watch Commander (WC) can only be selected from the RR to perform a supervisory manager’s role. Crew Commander (CC) may be called to fill deficiencies in supervisory management and firefighter roles.
- 4.1.4** Where an individual is in a period of long term temporary promotion (28 days or more) they are able to undertake RR shifts at that role.
- 4.1.5** The skills shown will not include FF’s qualified to act up to CC therefore it is not anticipated that FF’s will be called in under RR duties to act as CC, but if all other avenues are exhausted this may be an option to maintain appliance availability.

4.2 On-Call Duty System

- 4.2.1** Overtime rates of pay will only apply to employees on the On-Call system when their actual hours of work are in excess of forty-two hours in a seven day period.
- 4.2.2** For the avoidance of doubt, the seven day period is defined as midnight on Monday through to midnight Monday of the following week.
- 4.3** **Personnel on sick leave or modified duties will not be deemed suitable.**

5. Implementation

- 5.1** Implementation will be established with via a third party software system which will provide a list of personnel from across the Service who have indicated that they are available to be called. This will require a waiver from the individual so that the Service can display their name, skills and personal contact details on a database.
- 5.2** This would support “spate” type situations. During such conditions there is a need for a degree of flexibility to the three-knock system, an example of this would be when the service had to react to pressure being placed upon it due to a large scale/out of county incident.
- 5.3** From the above list, each WT/DC Station can form a list of personnel suitable to be offered payment for attendance in the case of a deficiency, where global crewing will not support such deficiencies either due to efficiency, lack of numbers or resilience.

Application Form for Resilience Register

Registration on the Resilience Register will be subject to the following Conditions:

- Employees with an operational contract of employment with Hereford and Worcester Fire and Rescue Service will only be able to undertake duties relating to the RR under the terms set out below. Staff will not work consecutive full shifts and must have adequate rest and breaks between shifts.
- The Working Time Regulations 1998 normally limit the hours you can be required to work to an average of 48 hrs per week in total (including any periods of employment outside HWFRS) except with your agreement. By agreeing to work a resilience shift you agree to waive your right to a maximum average 48 hour week if appropriate.
- It is your responsibility to ensure that you do not jeopardise your own health and safety or that of your colleagues or the public by undertaking a resilience shift when you are not fit to do so, owing to an inadequate period of rest prior to the commencement of duty, or for any other reason. By agreeing to work a shift you confirm that you have had/will have:
 - a daily rest period of at least 11 consecutive hours per day; and
 - a weekly rest period of at least 24 consecutive hours per week

A 'rest period' for these purposes means a period when you are not working, either for HWFRS or anyone else.

- Personnel who consider themselves unfit to discharge their normal duties must inform their Line Manager/Fire Control of their lack of availability in the normal way and will be subject to the Attendance Management Policy (SPI -No1-Management and Administration-Section D-Part 8.2)
- Non-attendance or failure to meet the expected standards and conditions of Service whilst on duty will be dealt with in line with their existing contract and terms and conditions of employment.
- Personnel who register their availability should, where possible, be competent in role. This does not preclude development Firefighters, but they must make the Officer in Charge aware of any activities that they cannot perform and must have completed BA module phase1.
- Personnel are required to ensure that all competencies claimed for are current and valid. The competencies claimed for must be auditable via Training Centre records. For example, competency for ERDT driving, IC duties or Breathing Apparatus must be in line with the relevant refresher training programme. Other lower risk competencies should normally be in line with refresher periods or if out of date should be programmed for refresher in the near future and not be excessively expired.
- If an individual is subject to disciplinary action, the effect on their availability on the RR will be reviewed on a case - by - case basis, by the manager who is hearing/dealing with the case.

- Where an individual is likely to exceed an average (over 17 weeks) of more than 48hrs work (not on call), then by completing and emailing the application (form) below you waive your rights to the 48hr limit and opt out of the provision of the Working Time Regulations.

Resilience Register

Name & Role	Service Number	Station & Watch	One Telephone Contact Number	HWFRS E-mail

Skill Competence (tick skills you are competent in, reflected in CTR)

OIC		ERDT		BA		ALPD		ALPO	
SRT		SRBO		HVPD		HVPO		WFR	
CAFSE		ISVO		WCD		WCO		LRS	
LRT									

This form when completed must be returned by email.

(Email address – .Operational Crewing)