
Dorset Fire and Rescue Service Changing Shift Lengths

VERSION 1.1

Final Report

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ERRATA APPENDIX - Note the table shows 2 x CM per watch and 8 x Ffs @ Westbourne
This have been amended to show 2 x CM and 7 x Ffs

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Background

WorkPlace Systems plc have been asked by Dorset Fire and Rescue Authority to validate research conducted thus far by the Authority with regard to changing the shift based duty system to 12 hours on a 2-2-4 duty pattern. The Service needs to maximise the effectiveness and efficiency of staff working patterns and do so with regard to the health safety and welfare considerations of shift based working. Most fire and rescue services, to provide a 24 hour, whole time service, operate a two shift (day and night) duty model. Staff hours are outlined within nationally agreed conditions of service¹ (know as the Grey Book) that result in shift based operational staff working for 42 hours per week. Any efficiencies that can be achieved must be done so within these hours.

The work of the fire and rescue service broadened with the assent of the Fire and Rescue Services Act 2004 with additional statutory duties. Whilst greater investment has been made in the fire and rescue service as a whole this has not necessarily been to the same degree in all services. Audit Commission reports² and the Fire and Rescue Service National Framework Document 2008-2011 suggest that further efficiencies can be achieved especially in the examination of shift duty systems.

It is a statutory duty of Dorset Fire and Rescue Authority to develop an Integrated Risk Management Plan (IRMP) that outlines how it shall manage risks in its community. The Authority's plan encompasses an approach that uses a combination of prevention, protection and response. Each of these elements is underpinned by using staff and resources effectively for service delivery and the support, training necessary to achieve these goals.

Whilst investigating changes to the shift based duty system WorkPlace Systems were **not** asked to consider:

- Changing the current duty pattern of 2-2-4
- Changing the current 42 hours average working week
- Changing annual leave
- Reducing staff on cover at night
- Reducing the number of operational shift based staff
- Considering any changes which would fall outside the existing whole time duty system within the "Grey Book"
- Removing rest facilities

¹ National Joint Council for Local Authority Fire and Rescue Services - Scheme of Conditions of Service (Sixth Edition 2004).

² Rising to the Challenge, the Audit Commission, 2008

Introduction

Evidence shows strong links between shift lengths and their impact on the health, safety and welfare of staff¹². The European Working Time Directive recognises that those who employ staff to work in hazardous environments should necessarily reduce the exposure to their staff of the risks of long working hours, especially during the night.

This document explores the benefits to the individual and the organisation of changing from 9 hour day and 15 hour night shifts to one that achieves a balance of two 12 hour shifts. Dorset Fire and Rescue Authority's (DFRA) most important resource is its people. In order to be able to deliver services which meet the needs of the whole community its Fire and Rescue Service (FRS) needs to review and maintain effective employment and deployment of staff to:

- Meet the Authority's statutory obligations
- Support the needs of a diverse workforce
- The delivery of the Integrated Risk Management Plan (IRMP) objectives: *and*
- Continually aim to improve the efficiency and effectiveness of how it provides a service to its community

The means by which the Service undertakes its role relies chiefly on the staff who continually demonstrate their commitment and dedication to both the Service and the public. For the Service to evolve to the changing needs of the community, staff must be able to work efficiently and effectively. As a consequence their working patterns, both the start and finish times including the activity undertaken within these hours, should match service objectives with the risk profiles of the local community and ensure that service delivery is optimised to meet these.

¹ The Development of a Fatigue/Risk Index for Shift Workers, QinetiQ Centre for Human Resources & Simon Folkard Associates Ltd Health and Safety Executive, 2006.

² Effects of Sleep Deprivation on Fire Fighters and EMS Responders, Diane L. Elliot, MD, FACP, FACSM
Kerry S. Kuehl, MD, DrPH, Division of Health Promotion & Sports Medicine Oregon Health & Science University Portland, Oregon, 2007.

What are the proposed changes?

Recommendation 1

Rostered shifts should be 12 hours long

Recommendation 2

Duty periods should be a combination of days and nights and commence at 10:00 and 22:00

Recommendation 3

Duties should follow a pattern of 2 days, 2 nights and four complete periods of 24 hours free from duty

Recommendation 4

The terms and conditions of those staff conditioned to the Grey Book should be maintained

The recommendations should also be supported by these changes:

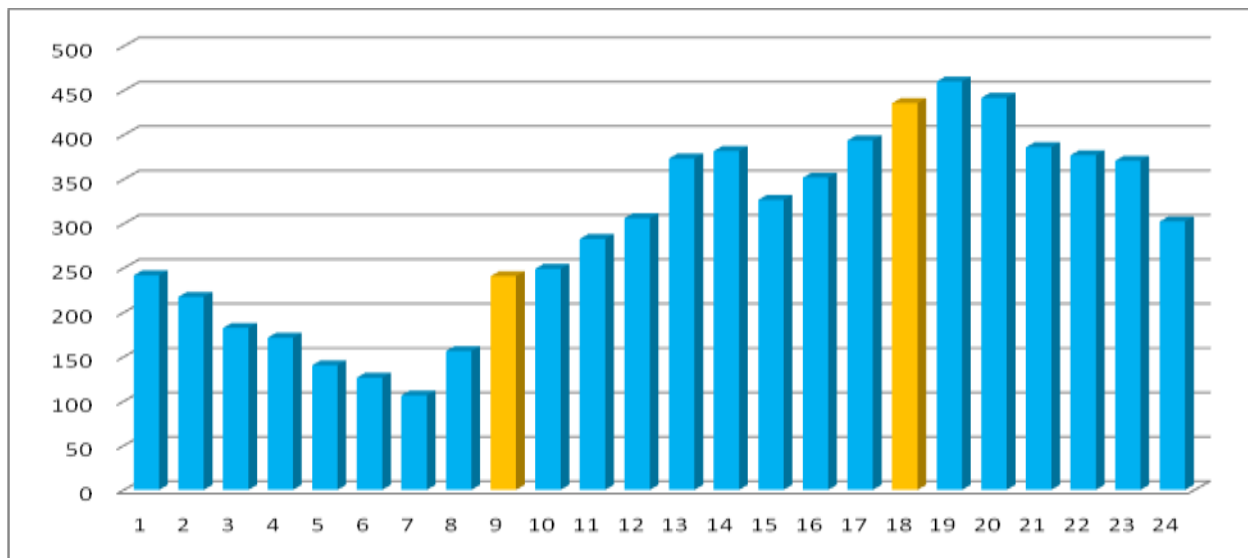
- A one hour physical fitness training session to be provided on each night duty shift
- The work activity, taking of breaks and rest shall be in accordance with a revised service policy on work routines at shift system stations
- Suitable and sufficient time to be ring fenced for operational skills training in each tour of duty
- A strategy for the transition between the current duty system to the proposed system should be developed

Why change?

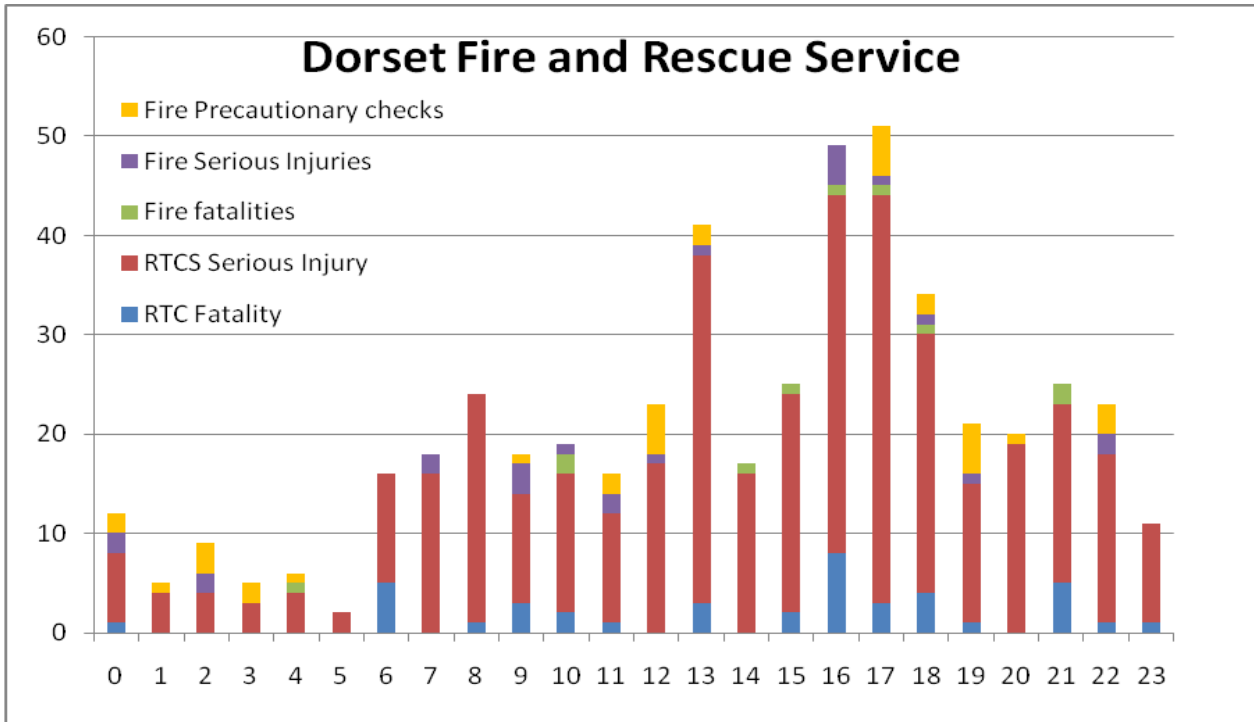
From WorkPlace’s experience when undertaking any review of shift systems there is a need to identify in which areas the current system does not follow documented best practice or applicable legislation such as the minimum rest periods between shifts. When looking at Dorset Fire and Rescue Services shift based duty system the area which needs investigating first is that of the activities undertaken by staff on the current duty system. Secondly how changes to the length of shifts can optimise the effectiveness of working patterns and minimise disruptive periods arising from operational influences.

The current duty system, especially the changes between duty systems, appears not to be aligned with the operational emergency demands placed upon it. The graph below shows the call profile for Dorset FRS 2006 to 2008 with the 0900 handover being at a time of rising incidents and the 18:00 handover at peaks of operational demand.

Fig 1: Call profile for shift based stations including false alarms; 2006 to 2008



Data on fire fatalities, serious injuries, precautionary checks and Road Traffic Collision (RTC) serious injuries and fatalities attended by Dorset Fire and Rescue Service in the period 07/08 reveals a not dissimilar pattern overall to all calls received.



Simply moving the same shift duty start and end times to match the demand profile in itself would not achieve optimal performance. The current shift lengths of a 9 hour day and 15 hour night do not fit either best practice as defined in studies of shift work (as shown in the next section), nor do they maximise the efficient use of resource for the organisation. The two areas that the current shift lengths seem to adversely affect are:

- The impact on health, safety and welfare
- Service performance and readiness matched to demand: and
- Achieving IRMP targets by using resources efficiently

Shift lengths and their influence on health and performance

There is a great deal of research conducted internationally both within and outside the Fire and Rescue industry which has documented the effects of both long shifts and night working. The main point which seems to be a common issue is that of fatigue and the risks that fatigue places staff at.

“Fatigue relates to a complex interaction of physiological, cognitive, and emotional factors. Fatigue results in slowed reactions, poor judgment, reduced cognitive processing of information, and an inability to continue performing a task or to carry it out at a high, sustained level of accuracy or safety. The pervasive problem of fatigue is due principally to one or more conditions including: lack of sleep; interrupted or poor quality of sleep (which denies opportunities for protracted deep sleeping periods); disrupted circadian work and rest cycles; and illnesses such as sleep apnea.”

Effects of Sleep Deprivation on Fire Fighters and EMS Responders June 2007 Elliot et al.

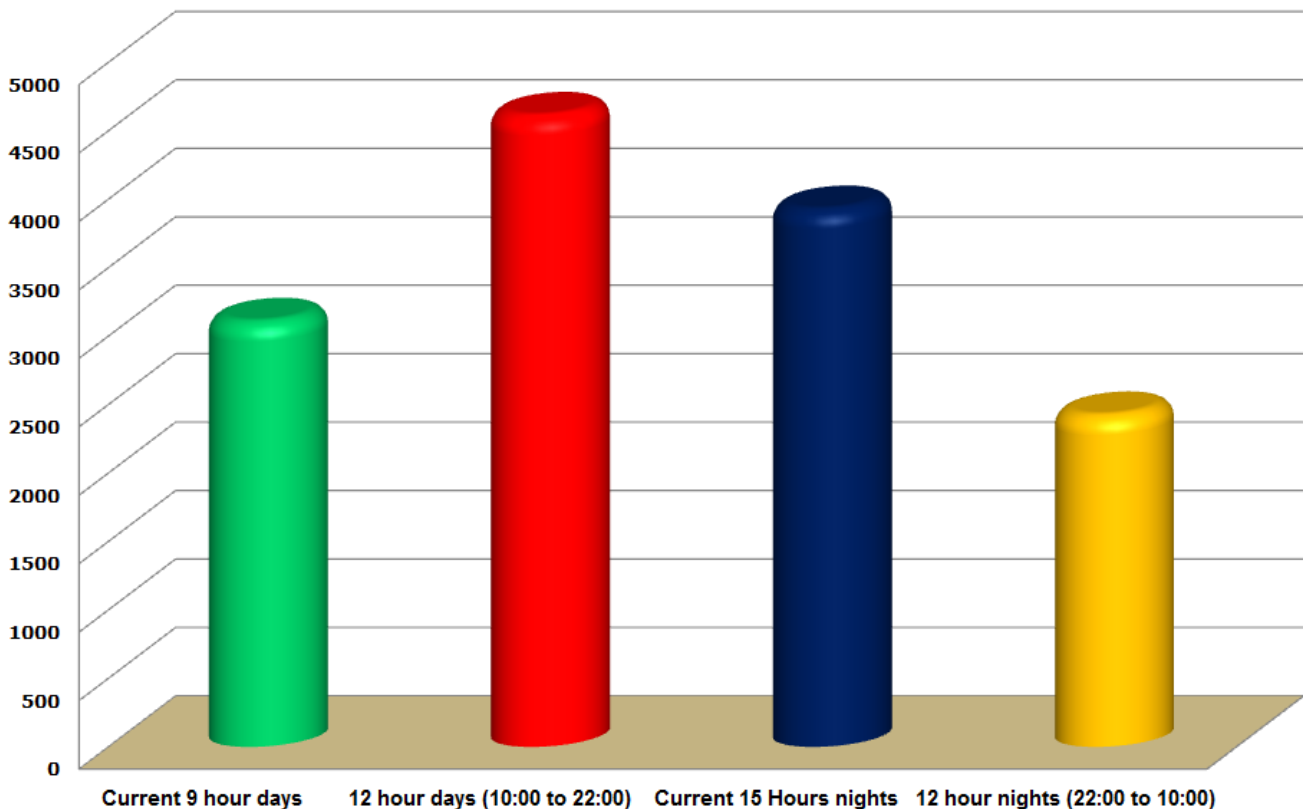
The Health and Safety Executive (HSE) states that it is the legal duty is on employers to manage risks from fatigue, irrespective of any individual's willingness to work extra hours or preference for certain shift patterns for social reasons.

HSE research shows that for the first 8 or 9 hours in a shift the accident risk is constant, but after 12 hours the risk approximately doubles and after 16 hours it trebles. With the existing 15 hour night shift finishing at 0900, (a time at a period of increased activity through the increased likelihood of late shouts) plus commuting, fire fighters are at a higher risk of accidents. Whilst a move to shifts of 8 hours duration may seem prudent set against the prevailing evidence the existing whole time duty system within the “Grey Book” limits shifts to days and nights with minimum night duty duration of 12 hours. This limit appears inconsistent with health and safety guidance in this matter.

When trying to define if one system has a greater element of fatigue to another the HSE developed a tool for assessing fatigue is available online from the HSE (<http://www.hse.gov.uk/RESEARCH/rrhtm/rr446.htm>). This permits an assessment of the impact of differing duty systems. Using the Fatigue Index spreadsheet tool for the current 2-2-4, 9 and 15 hour duty system and the 2-2-4, 12 hour shift system shows that the latter poses less risk to staff than the former.

The current starting times for shifts at 09.00 and 18.00 hours currently cover 44.2% of all calls to whole time stations on the day shift and 55.8% on night shifts. Based on all Whole time call activity from 2006 to 2008, the greatest number of calls are being managed during the longest shift period and, therefore, when staff are most likely to be fatigued. Altering the shift start and end times, say to 10:00 and 22:00 hours, can change this balance so that staff manage a larger number of calls on days and, correspondingly, a lower number on nights (34%) when staff are likely to be at most risk from the effects of fatigue.

Emergency calls/annum (2006/08 data)



To support this, studies have shown that being awake for 18 hours produces impairment equal to a blood alcohol level of 0.05. A drowsy driver may be as dangerous as a drunk driver¹. The Department for Transport Road Safety Research concludes that 17% of RTC's in 1995-2001 resulting in injury or death were sleep related². Reducing the length of the night shift would mitigate some of these factors.

Article 3 of the Working Time Directive is based on the best practice principle that staff have a minimum break between shifts of at least 11 hours. It could be concluded that the minimum shift length outlined in the Grey Book has taken cognisance of this guidance on setting this figure. The break between the two current night shifts is 9 hours (0900 to 1800) excluding travel time. The lack of recuperative time between shifts has been identified as a factor in both the fatigue levels and in the health of shift workers.

An extensive review of international studies in to shift length, sleep and health conducted in 2004 concluded that sleep deprivation and long working hours resulted in a general increase in health complaints, in particular obesity and digestive disorders³. The current 15 hour night shift not only has a greater risk of fatigue but also gives little time between shifts for sleep.

Reducing the length of the night shift and increasing the recuperative period between night shifts would provide both a reduced risk profile from fatigue and give fire fighters a more usable rest period to combat the health implications of sleep deprivation.

¹ Dawson & Reid, 1997; Falletti et al., 2003

² Department For Transport Road Safety Research Report No.52

³ Caruso et al. Overtime and Extended Work Shifts : Recent Findings on Illnesses, Injuries, and Health 2004

Achieving IRMP targets

The Community Safety Plan (CSP) contains the Integrated Risk Management Plan (IRMP). The plan clearly sets out how the Service intends to achieve its strategic aims and objectives and how they in turn contribute to the vision of ***'working in partnership to make Dorset safer'***.

In particular, the IRMP sets out how the Service will achieve:

- A reduction in the loss of life through fire and other incidents;
- A reduction in the number of fires and other incidents;
- A reduction in the number and severity of injuries;
- A reduction in the commercial, economic and social impact of fires and other incidents;
- Safeguarding our environment and heritage from the effects of fire and other incidents;
- Providing our communities with value for money;
- A well managed and modern fire and rescue service.

To achieve these aims the Service needs to make the best possible use of its most important resource, its Staff.

The Fire and Rescue Services Act 2004 placed additional statutory duties on fire authorities with regard to the provisions of advice on the prevention of fires. Furthermore government social policy has also recognised the contribution that fire and rescue services can play in improving the well being of its community and has made it a statutory partner in Crime and Disorder Reduction and Local Strategic Partnerships. The CSP places risk reduction as its first strategic aim.

Whilst we are increasingly living in a 24 hour society most businesses continue to operate in the day. It is becoming increasingly more common to find business operating times ranging from 08:00 to 20:00 hours in many retail, factories and offices premises. This is changing the times at which the demands are being placed on the Service, in particular in the evenings.

During 2008 Dorset Fire and Rescue Service experienced an unprecedented rise in accidental fire deaths in dwellings. This resulted in the Service commissioning an independent report¹ into its prevention strategy to help develop a more effective approach to improving safety in people's homes. The outcome of this report indicated that an increase in home safety checks from around 4500 per year to around 17000 per year would be required to reduce the number of accidental dwelling fires and casualties. Without the opportunity to increase service capacity from employing additional members of staff the most effective use of the time available to staff currently employed must be the primary focus for this to be achieved.

To meet both the needs of the service and the convenience of commercial operators the optimisation of shifts may ease the arrangement of visits, inspections and possibly on site training exercises at risk sites.

Fire-fighters have a unique ability to interact with their community to enable behaviours around safety and the general provision of safer means of living in homes, travelling on our roads to be improved. Young people see fire fighters as positive role models and our 'reach' in the community is well know and valued by partners.

¹ An independent review of Dorset Fire and Rescue Service's community fire safety activities Final Report to Dorset Fire and Rescue Service, M Wright and R Smith, Feb 2009.

Recognising that there is balance to be struck between the prevention and in some instances the protection activity that crews undertake means that the service must concentrate on optimising the hours spent in each area of activity.

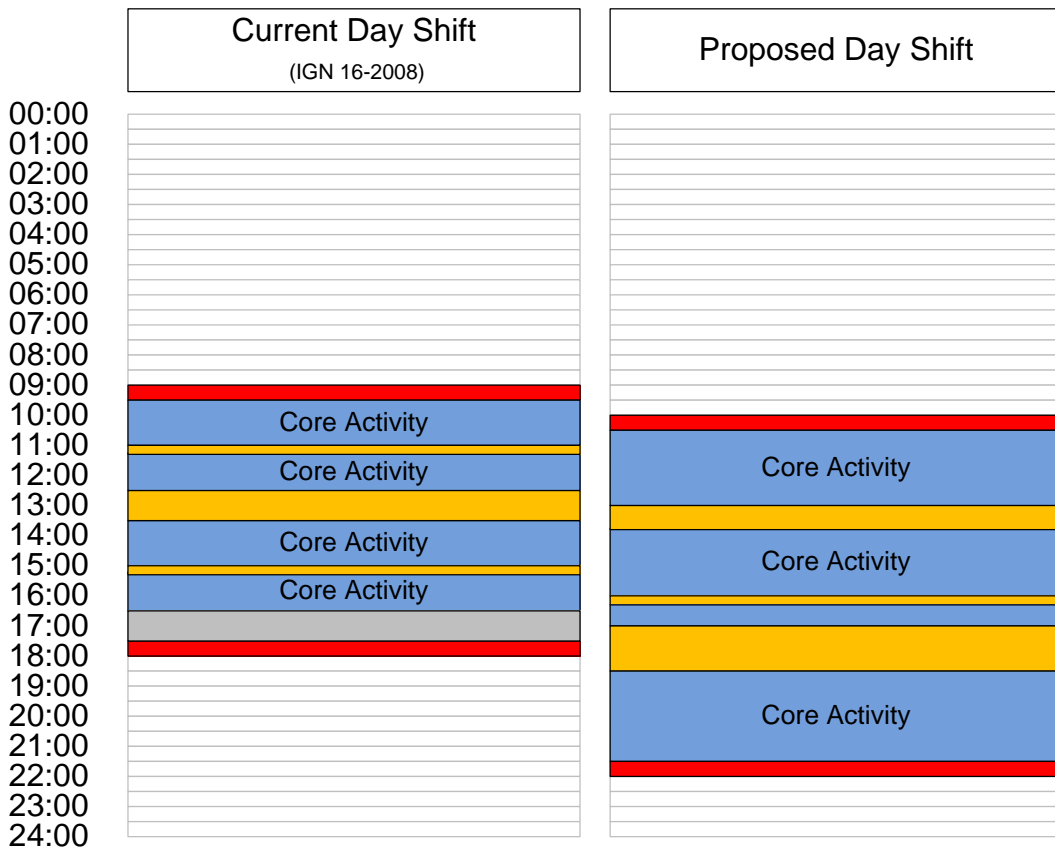
It is essential that operational staff are able to maintain a competent level of performance in their activities. This includes instruction, training and knowledge of risks within their field of operations. To undertake additional prevention work and maintain operational skills risk knowledge has to be balanced and duty activities maximised to achieve both. The current duty system permits crews to stand down between midnight and 0700 hours. Studies recognise that human beings are naturally programmed to rest during night. Rest can be managed by reducing shift length that can reduce the exposure to fatigue hazards and by providing effective rest periods. Reducing a 15 hour night duty by 3 hours can achieve this. The duties carried out between these hours, specifically with regard to the requirements of the service's IRMP, can be used more productively with the retention of a suitable period of rest. A period of 4 hours rest (for example between 02:00 and 06:00) could be retained.

Work routines that provide more hours to the community

The diagrams below show the DFRS proposed shift work routines as compared with the existing shifts. The combined effect is an increase of 7 hours core activity per tour (3.5 hours per complete 24 hours), six of which occur in the two night duty evenings which may be an opportune time to enter homes and offices. During the night shift there is increased core activity time between 2200 and 0200. The possible the use of these hours is detailed later in this report.

These extra 7 hours per firefighter per tour of duty would provide the equivalent of over 45 900 additional core activity hours per year (36 staff on duty x 365 x 3.5) or 25.5 additional watch based staff (based on a Ff undertaking around 1800 duty hours per year)

Fig 2: Current and proposed day shift work routines






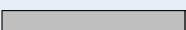
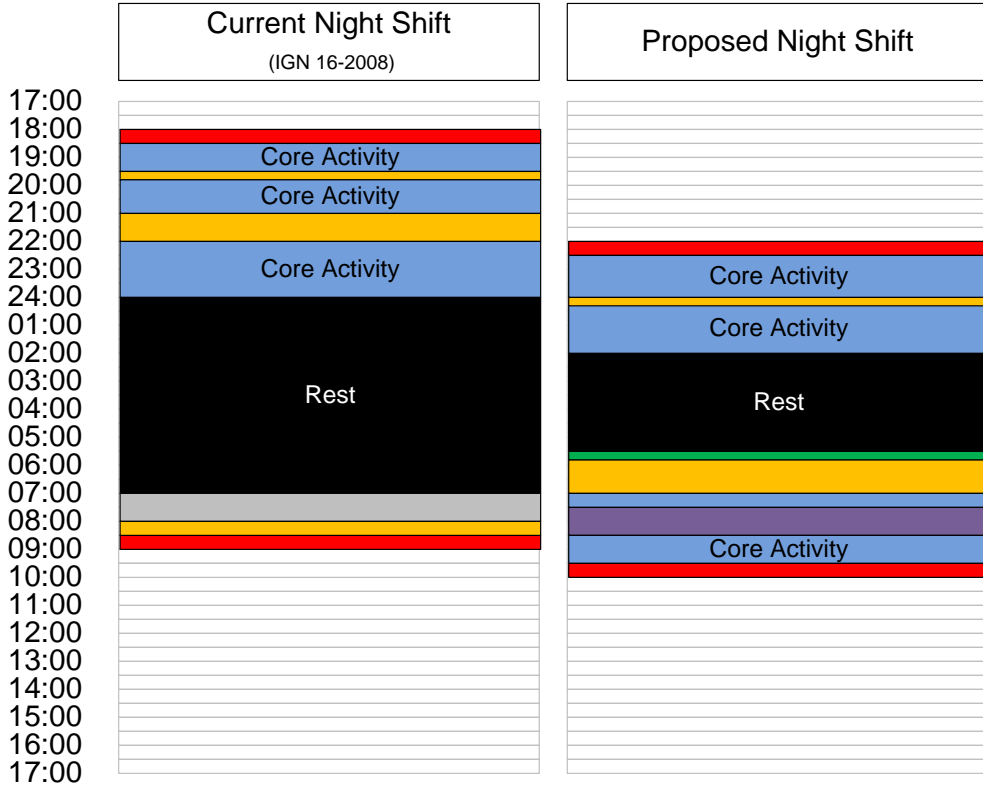
		Current Shift	Proposed Shift
	Checks / Handover	1 hour	1 hour
	Core Activity	5.5 hours	8.5 hours
	Breaks	1.5 hours	2.5 hours
	Personal Hygiene & Physical Training	1 hour	0 hours

Fig 3: Current and proposed night shift work routines



	Current Shift	Proposed Shift
Checks / Handover	1 hour	1 hour
Core Activity	4.25 hours	4.75 hours
Breaks	1.75 hours	1 hour
Rest	7 hours	4 hours
Personal Hygiene & Physical Training		
Personal Hygiene	1 hour	1.25 hours
Physical Training		

The Grey Book states¹ that staff can take rest periods between midnight and 0700 other than on those occasions where they are required to respond to emergency calls, perform work arising from emergency calls or perform other essential activities that:

- (1) arise from the Integrated Risk Management Plan,
- (2) are within the employee's role and responsibilities, and
- (3) are appropriate during these hours

¹ Grey Book 6th Edition Appendix C Section A

Whilst training and other activities can be undertaken at night after 22:00 hours and up to 07:00 activities should, quite obviously, minimise any ‘nuisance’ caused to neighbours or others impacted by our activity. Some operational training may become more difficult to complete without prior permission. The following list outlines some of the ‘Core activities’ that could be undertaken (this list is not exhaustive):

Risk audits and information management	Risk knowledge (SSRP and PRPs) and risk profiling for activity planning	Acquisition of underpinning knowledge (i.e. lectures and personal development learning packages on standard operational procedures)
Prevention activity	Protection activity (for example during performance inspections)	Maintenance of competency records and office based/administrative work
Essential maintenance of emergency response equipment	Equipment cleaning	Activity planning

Activities during the hours 22:00 to 02:00 may include risk information development, during performance inspections, theoretical training and development, low level noise and activity maintenance and cleaning, administration and activity planning. Staff development programmes may also run in this time.

It can be seen that reducing the period of rest from midnight to 07:00 hours by 3 hours, with an equal reduction in shift length and changes to core activity and breaks could yield an additional 3.5 hours per day of additional capacity.

This can be translated in to non cashable efficiencies and quantifiable total additional capacity by using the table below. Further detail on station disposition, crewing levels and pay rates can be found in the Appendices.

Potential Efficiency

A	B	C	D	E	F	G
Additional Hours per 24 hours	Average Pay	24 Hour duties per year	Crew on Duty (Standard Crewing)	Total Additional hours per year	Potential non-cashable efficiency	Efficiency per Shift based staff
				A x C x D	A x B x C x D	F / (208 staff)
3.5	£13.39*	365	36	45,990	£615,806.10	£2,960.60

This would compare very favourably with the reported efficiencies in the 2008 Audit Commission report, ‘Rising to the Challenge’ where the data that supports the report shows fire and rescue services in England achieving savings of between £5,241 per shift based staff to no savings at all¹. The average of all Fire and Rescue Services in England is £2277.23. The efficiency identified here would be £2,960.60 which is close to 30% above the average savings.

The most notable benefit is the additional 45 990 hours available for core activity to support the Services IRMP.

(* = (Ff hourly rate £12.84 x 156) + (CM hourly rate £14.28 x 28) + (WM(B) Hourly rate £15.96 x 24) / 208)

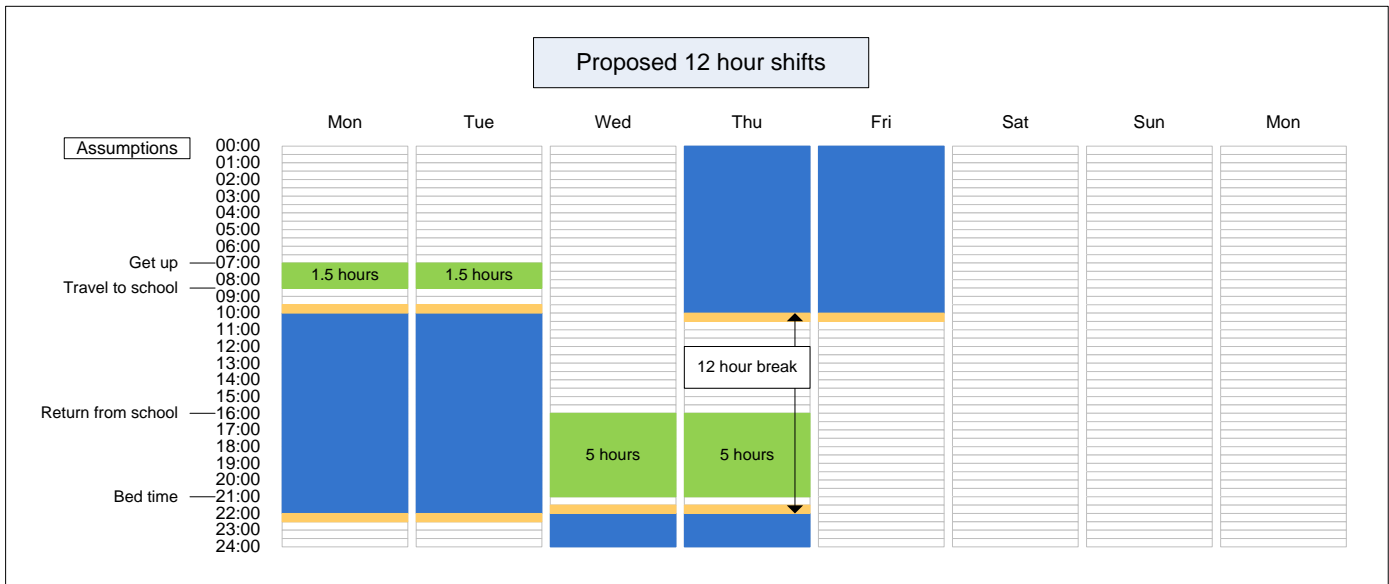
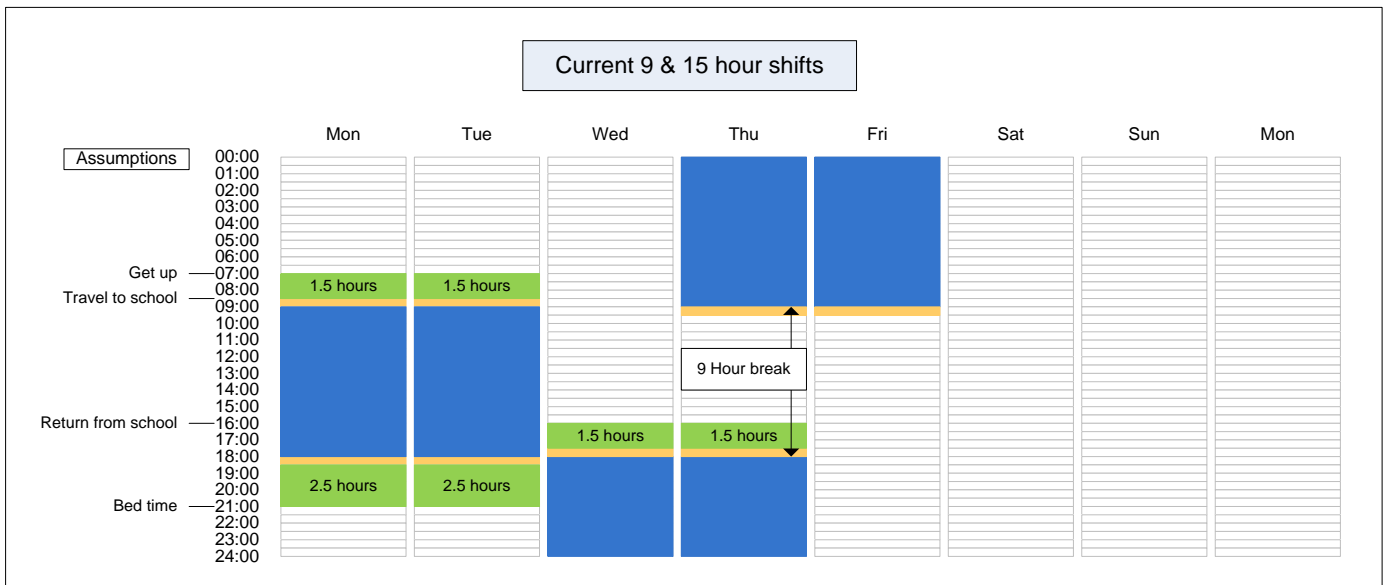
¹ “Rising to the Challenge” specifically quoted Dorset Fire and Rescue Service as being one of three fire and rescue services having reported no savings from shift based changes

Is it family friendly?

A feature of the agreed working conditions includes reference to duties being family friendly. Of the working criteria outlined in the Grey Book, this is the least quantifiable in terms of interpretation of its meaning as it may mean different things to different people and at different periods of people’s working lives. The Service is underpinned by a strong set of values. These not only focus on valuing people but also value improvements in performance, community service and reducing risks and equality of opportunity varying solutions for differing expectations and need.

The diagrams below show the 8-day cycle of the 4 Watch shift pattern and how family contact may change. This example is based on contact with a child of school age where the impact of school start and finish times may have a particular influence on how they perceive family friendliness in relation to their employment.

Fig 4 & 5: Current and proposed 8 day cycle



	Current Tour	Proposed Tour
Shift Time	48 hours	48 hours
Travel Time	4 hours	4 hours
Child Contact	11 hours	13 hours

In this example the family friendly benefits for shift based staff do not appear to adversely affect current family contact time as hours lost on the day shift can be regained on the night shift. Indeed the new work routines allow for an evening meal at home with the family when on a current night shift this may not be possible.

There may exist a tension between family friendly employment and the organisational needs for service delivery to its community. The needs of the Service's IRMP may therefore need to override the ability to offer what might be considered a fully family friendly duty system and the most effective and efficient means of providing the service. What is paramount is that a duty system must not adversely affect the health and safety of staff. It is acknowledged that 'family friendly' does not always accord to focusing on staff who have or care for children and that other matters may give rise for consideration. These can be examined and hopefully resolved following a consultation with staff.

Flexible working

Currently swapping duty systems to cover for each other and the taking of leave can result in a 'win-lose scenario'. For example a member of staff has preference to take non-rostered, i.e. leave that can be taken individually as a day or night off, chooses to take 'leave' at night (15 hours off), another member of staff could then be limited to taking day shift duties (9 hours off). This potentially leads to an inequitable situation. Where staff swap duties and "do a night for or a day" or vice-versa is equally inequitable. 12 hours shifts would nullify this issue.

A 12 hour day and 12 hour night shift could permit a greater range of flexible working patterns to be adopted by staff. From an equality and diversity perspective this may be advantageous for existing and prospective members of staff. It may be the case that staff might chose to work either permanent days or permanent nights, or have greater opportunity to interchange these duties flexibly, should they wish. The current system is less flexible towards achieving this.

Conclusion

Whilst the 9 and 15 hour shift lengths have been in place for many years, the changing Community needs and increasing evidence of the impact on health of staff has necessitated a review of whether these shifts are still valid in the modern Service. Changing to 12 hour shifts would seem to address both these issues and has the added benefit of retaining the current, well-liked, shift pattern.

Staff may contend that simply changing the current duties within the current shift times might achieve the same goals. The main element to capacity building from shift changes is from the reduction on the periods of rest between midnight and 07:00 hours. Staff may be likely to suggest that currently they do not feel fatigued although research suggests that individuals are unable to assess their own fatigue levels. Research evidence suggests that fatigue increases the likelihood of accidents or near misses occurring. Under the duty of care for health and safety on both employers and employees to continue with a system that does not take heed of this evidence would be unadvisable. Whilst outside of the brief for this research 8 hour shifts would appear the most advantageous shift length. Without a corresponding decrease in the night shift length the potential risk to the health safety and welfare of individuals would increase. It is therefore not recommended that an approach of simply keeping the existing shift times and changing the hours worked in between should be adopted.

The potential disruption of changing duty systems at peak operational periods is also not recommended. Organisations outside of fire and rescue services typically change their working patterns to meet those of demand especially where demand is changeable, such as the RAC patrols and contact centres which utilise differing contracts, shift lengths and shift patterns to match resources to demand. Opportunity to minimise the periods in which community safety visits and events can be conducted during evening periods may be greatly enhanced by a shift change outside the hours of 17:00 and 21:00 hours.

Given the current economic and political climate it is likely that fire and rescue services will face greater pressures on how they use their resources. Opportunities that provide additional capacity at no additional cost must therefore be fully examined. Whilst non cashable efficiencies are very notable the additional opportunity for 45 990 hours for core activity focused on delivering its IRMP. This would equate to the service effectively having 25.5¹ additional watch based staff (currently 208), an increase in capacity of 12%. This added capacity links directly to the service IRMP in so far as it will:

- Provide greater scope for increasing prevention activity, especially for making homes safer, people safer and roads safer.
- Increase opportunity for operational based training and competency
- Improve risk awareness and knowledge

Which leads to:

- Safer fire fighters: and
- Safer communities.

¹ After leave staff work around 1800 hours per year. 45,990 hours divided by 1800 gives 25.55 staff

Appendix

Station disposition – (Standard crewing using ridership factor of 1.4)

Station	Staff Per Watch	Watch Manager	Crew Manager	Fire fighter
Weymouth	7 + 1	1	1	6
Poole	13	1	2	10
Redhill Park	7	1	1	5
Westbourne	10	1	<u>2</u>	<u>7</u>
Springbourne	7	1	1	5
Christchurch	7	1	1	5
Total/watch	52	6	7	39
All Watches (x4)	208	24	<u>29</u>	<u>155</u>

Underlined Nos Changed 01-Feb-2010

Appliance crewing

Assuming a ridership factor of 1.4	Minimum	Standard	Maximum
5 per pump single pump	20	25	30
5 & 4 two pump	8	9	10
W/T Alp - 2	2	2	2
Total	30	36	42

Rates of Pay as at October 2009 (Grey Book)

Role	Annual	Hourly
Firefighter	£28,119	£12.84
Crew Manager	£31,263	£14.28
Watch Manager (B)	£34,961	£15.96
Average hourly rate (given numbers in each role)		£13.39

Resources

'An independent review of Dorset Fire and Rescue Service's community fire safety activities Final Report to Dorset Fire and Rescue Service', M Wright and R Smith, Feb 2009

'Effects of Sleep Deprivation on Fire Fighters and EMS Responders.' Diane L. Elliot, MD, FACP, FACSM
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About Barry Sandles

Barry Sandles has over 10 years in Workforce Management consultancy, across a number of different industry sectors including Manufacturing, Retail and Emergency Services. Over the last 4 years Barry has developed specialised knowledge of working practices in Fire and Rescue Services and has implemented new duty systems.

As Principal Consultant in Strategic Working Time Design, Barry heads a team of specialist consultants in Workforce Management and is responsible for the delivery of effective solutions. The approach adopted in all strategic consultancies is characterised by a flexibility which produces results acceptable to staff, unions and management alike.

Barry joined WorkPlace Systems in 1998 after initial experience in Retail Management after leaving the University of Wales.

About WorkPlace Systems plc

WorkPlace Systems is based in Milton Keynes with 23 years experience in Workforce Management solutions. It is listed on the London Stock Exchange (WSI). WorkPlace is a world-leading supplier of Workforce Management software and of consulting solutions which reduce staff costs and increase staff utilisation, leading to improved organisational performance.

WorkPlace Systems has specific experience in Emergency Services sector and has carried out numerous Workforce Management consulting projects and implemented software solutions in the following organisations:

WorkPlace Systems - Fire Service Clients

Buckinghamshire Fire & Rescue Service
Cambridgeshire Fire & Rescue Service
Cleveland Fire Brigade
Derbyshire Fire & Rescue Service
Devon & Somerset Fire & Rescue Service
Dorset Fire & Rescue Service
Fife Fire & Rescue Service
Gloucestershire Fire & Rescue Service
Grampian Fire & Rescue Service
Lincolnshire Fire & Rescue Service
Greater Manchester Fire & Rescue Service
Mid & West Wales Fire & Rescue Service
North Wales Fire & Rescue Service
South Yorkshire Fire & Rescue Service
Strathclyde Fire & Rescue Service
West Sussex Fire & Rescue Service
West Yorkshire Fire & Rescue Service
Wiltshire Fire & Rescue Service

WorkPlace Systems - Regional Fire Control Centre Clients

South West Regional Fire Control
North West Regional Fire Control

WorkPlace Systems is based in Milton Keynes with regional offices in the USA and Australia.
For more information visit: www.workplacesystems.com