

Wholetime and Retained Duty System Performance Monitoring November 2017 to February 2018

Report of the Chief Fire Officer

For further information about this report please contact Chief Fire Officer, Rod Hammerton, on 01743 260204, Kev Faulkner, Area Manager, Service Delivery on 01743 260284 or Jon Temple Group Manager Rural on 01743 260294.

1 Purpose of Report

This report provides information regarding the ongoing performance and management in terms of the availability of wholetime and Retained Duty System appliances in Shropshire.

2 Recommendations

The Committee is asked to note the contents of the report.

3 Background

Shropshire Fire and Rescue Service has 23 fire stations, 19 of which are solely crewed by Retained Duty System (RDS) staff, and a further 3 stations have both a wholetime and RDS complement. Only Telford Central Fire Station is solely crewed by wholetime firefighters.

4 Wholetime Availability Update

Availability of wholetime appliances remains at 100%.

Wholetime crews continue to provide an increased level of resilience across the specialist operational areas of the Service, including Breathing Apparatus guidelines, enhanced water rescue, Rope access and stabilisation, Aerial Ladder Platform, Rescue Tender, Immediate Emergency Care, Animal Rescue and the Firefighter Assistance and Safety Team (FAST).

The Integrated Crewing Model (IRMP1) was implemented in January 2017. During the last year all staff should be congratulated on implementing and supporting this change. Throughout 2017 and into 2018 the Fire Service Rota (FSR) model has developed into a smoother and more effective tool in managing wholetime staff and appliance availability.

5 Retained Duty System Performance

Overall availability of RDS fire appliances has increased a further 1.5% during November 2017 to February 2018 to an exceptional **97.98 %**. Recruitment remains healthy and assists in maintaining these levels. Support continues at Minsterley (82.3% available) and Albrighton (90.6% available), however, this is a further 8% improvement for Minsterley on the last quarter and a 10% improvement at Albrighton. The impact on cover at Bishops Castle during last quarter has now improved by 11% and is back to a regular 98.4%.

The table below shows stations who are performing very well and have required little/no support from the Group Support Teams.

No Group Support Team (GST) support and 100% availability	Stations performing above the service average (96%) and had less than 10 hours GST support
Bridgnorth Baschurch Church Stretton Ellesmere Hodnet Wellington Wem	Bishops Castle Clun Cleobury Mortimer Craven Arms Ludlow Market Drayton Much Wenlock Newport Oswestry Prees Shrewsbury Tweedale Whitchurch

Although some stations may have dropped their availability by 0.5-1%, they should be congratulated on maintaining a very high availability, especially during the last few months when a significant number of RDS staff have left the Service or changed their availability after joining the Defence Fire Risk Management Organisation (DFRMO) following their large recruitment campaign.

To improve on the overall level of performance, the Service remains focused on those fire appliances / stations that are currently failing to meet the Service average. An outline of the factors affecting availability and the actions to improve performance is in the next section.

6 Background Station Specific Performance

Bishops Castle have seen a decrease in Retained Support Officer (RSO) cover during the last quarter, due to previous Junior Officer shortages, which are now being addressed locally with the upskilling of Firefighters to Level 1 Command competent.

7 Recruitment Campaign

Recruitment is a constant work stream for the Area Command teams but a number of stations, including Minsterley and Albrighton, are currently engaging with their local communities through specific recruitment initiatives, such as careers evenings with partners, which are being held during this period.

For 2018 the service will continue to hold a minimum of three under-represented group taster sessions.

All aspects of the recruitment campaign, including the use of social media networking as a method of attraction, continue to impact positively on the Service's desire to achieve 100% availability. Although similar recruitment tactics will, therefore, be employed in the future, along with increased engagement with local employers and seeking support from local councilors and elected Members to raise the profile of "on-call" teams, the Service will carry out a sustainability review in 2018. This will entail further consultation with our On-Call fighters looking to the ever changing future of our rural communities and how we can best support their needs and maintain our high appliance availability.

There is currently a National On-Call Firefighter recruitment campaign, being designed through the National Fire Chiefs Council (NFCC) On-Call Firefighters practitioner group. This will be a national standardised approach, to include a TV advert, leaflets and advice program.

The service has held open days at its 3 Wholetime stations in 2017 and intends on doing the same for 2018. RDS recruitment information has been available at all of these with a number of people expressing an interest.

Positive action taster days have been scheduled for the next three years; an initiative driven by our Equality and Diversity Department and Steering Group.

8 Retained Support Officer (RSO) Cover

The deployment of RSOs during November to February was again significant in supporting performance at Minsterley, they have also supported Albrighton, Oswestry and Market Drayton during this last quarter.

9 Availability System

The Service utilises the SEED RDS Availability System and it is in use on every station. The Area Command dashboard is now completed and used across Area Command, providing constantly available data to managers.

The use of this dashboard has now been extended to Watch Managers at each station.

This has enabled the Area Command team to view live data to performance manage their stations.

More recently the possibility of the Fire Service Rota (FSR) system, which has been implemented into the Wholetime Crewing System, is being explored for its suitability for RDS stations. It is currently being modified and piloted at Craven Arms Fire Station. As well as bringing all of our response staff onto the one system, this system could greatly assist in the management of RDS staff, in giving instant, accurate and up to date availability of staff and appliances. The system could also assist in removing the current paper-based forms used for performance management and pay purposes.

10 Financial Implications

There are no direct financial implications arising from this report.

11 Legal Comment

There are no direct legal implications arising from this report.

12 Initial Impact Assessment

This report contains merely statements of fact / historical data. An Initial Impact Assessment is not, therefore, required.

13 Appendix

Retained Duty System Fire Station Availability Analysis

14 Background Papers

A quarterly RDS performance review summary is presented to the Fire Authority's Audit and Performance Management Committee. Previous reports can be accessed via the following link:

<http://www.shropshirefire.gov.uk/managing-service/fra/meetings>

Retained Duty System Fire Station Availability: Analysis

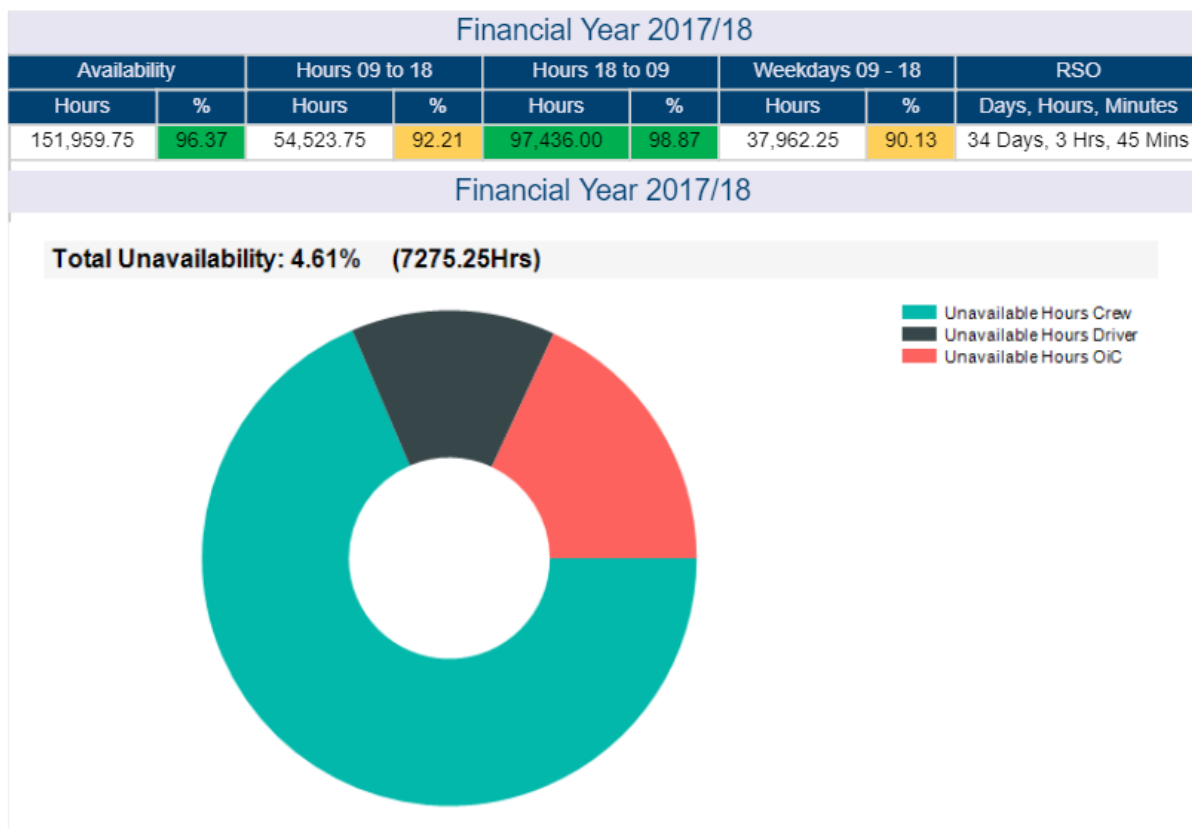
In the following tables one (1) unit is equivalent to one person being available for full cover (i.e. over 120 hours a week). Two crew members each committing three quarter cover (i.e. up to 120 hours, but no less than 84 hours per week) would equate to 1.5 units.

This quarter the following stations have been selected for comparison:

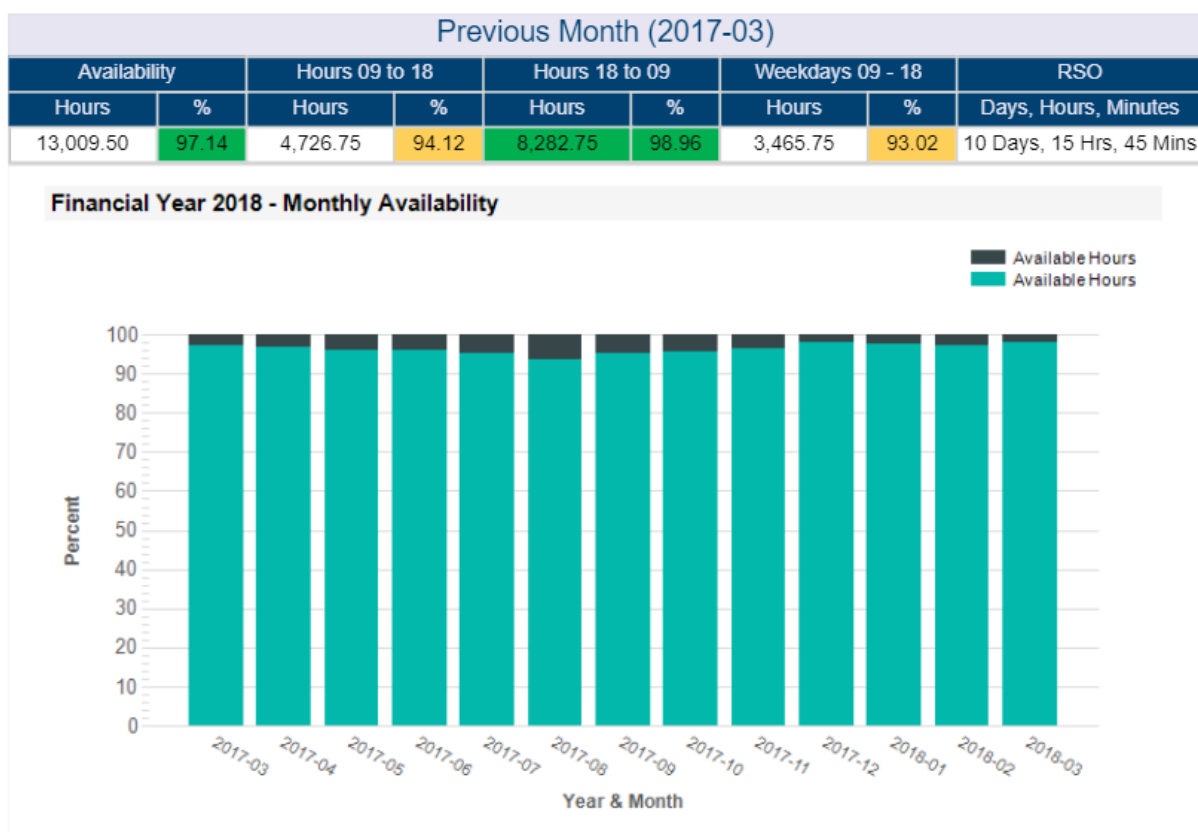
- Minsterley.
- Cleobury Mortimer.
- Market Drayton.

Please note that there is an error on the graphs that show Monthly Availability. The black bar on these graphs denotes Unavailable Hours.

Overall RDS availability



Note: The availability total in the table above may not match the total for the pie chart. This is because the table refers to availability as a station and the pie chart refers to availability overall, where multiple crew members may have overlapping unavailability.



Minsterley

Financial Year 2017/18								
Availability		Hours 09 to 18		Hours 18 to 09		Weekdays 09 - 18		RSO
Hours	%	Hours	%	Hours	%	Hours	%	Days, Hours, Minutes
6,584.25	75.16	1,490.00	45.36	5,094.25	93.05	582.00	24.87	11 Days, 23 Hrs, 15 Mins

Financial Year 2017/18

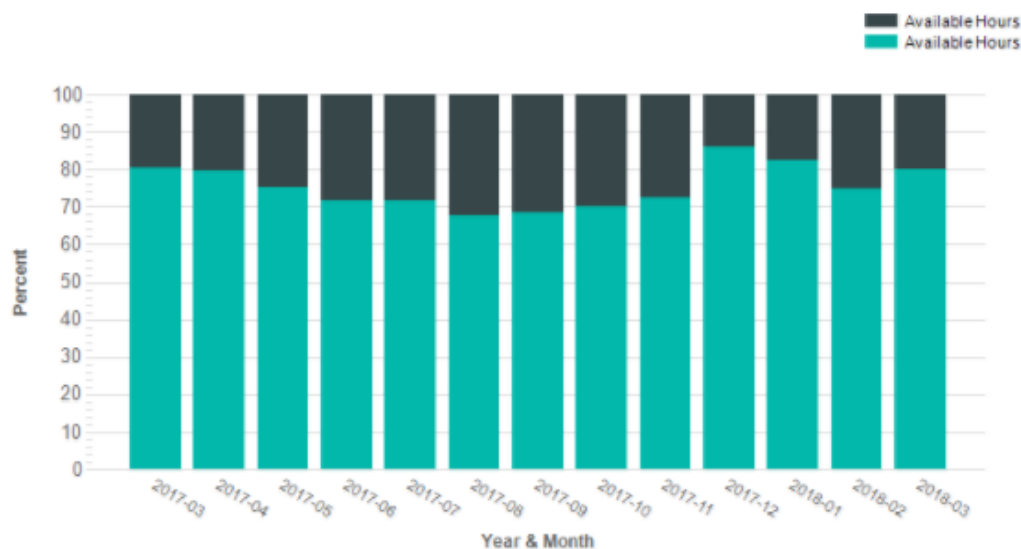
Total Unavailability: 29.04% (2544.00Hrs)



Note: The availability total in the table above may not match the total for the pie chart. This is because the table refers to availability as a station and the pie chart refers to availability overall, where multiple crew members may have overlapping unavailability.

Previous Month (2017-03)								
Availability		Hours 09 to 18		Hours 18 to 09		Weekdays 09 - 18		RSO
Hours	%	Hours	%	Hours	%	Hours	%	Days, Hours, Minutes
600.25	80.68	167.50	60.04	432.75	93.06	95.50	46.14	3 Days, 4 Hrs, 30 Mins

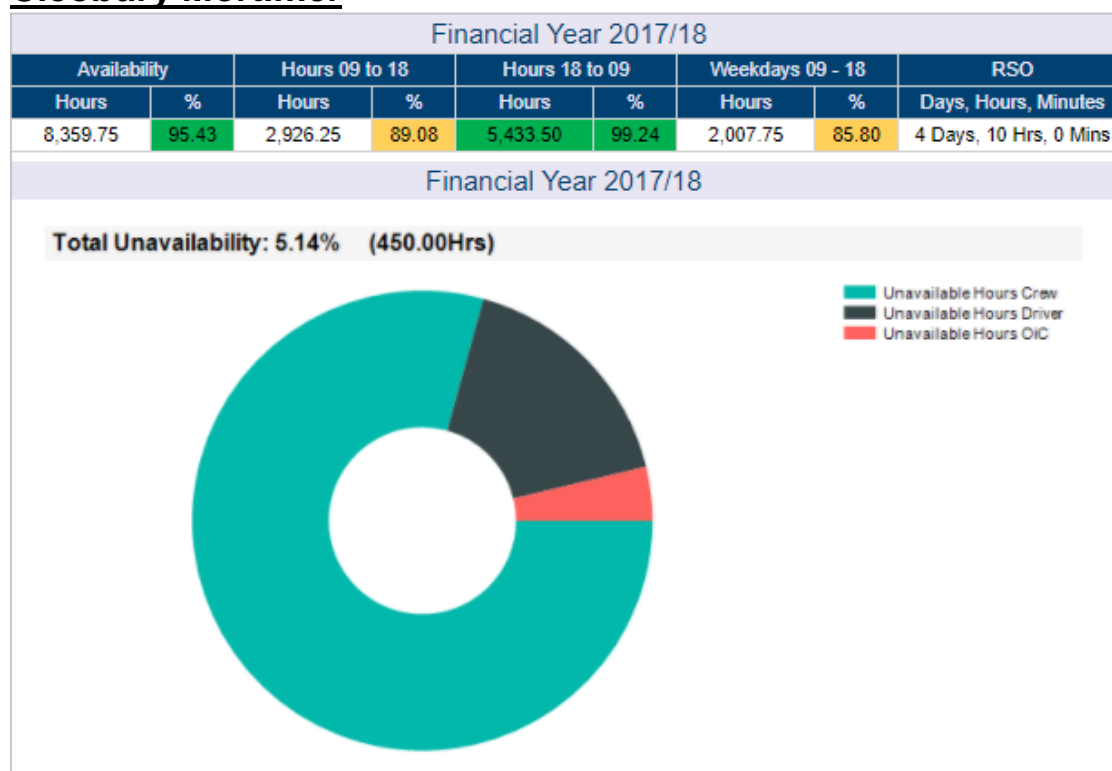
Financial Year 2018 - Monthly Availability



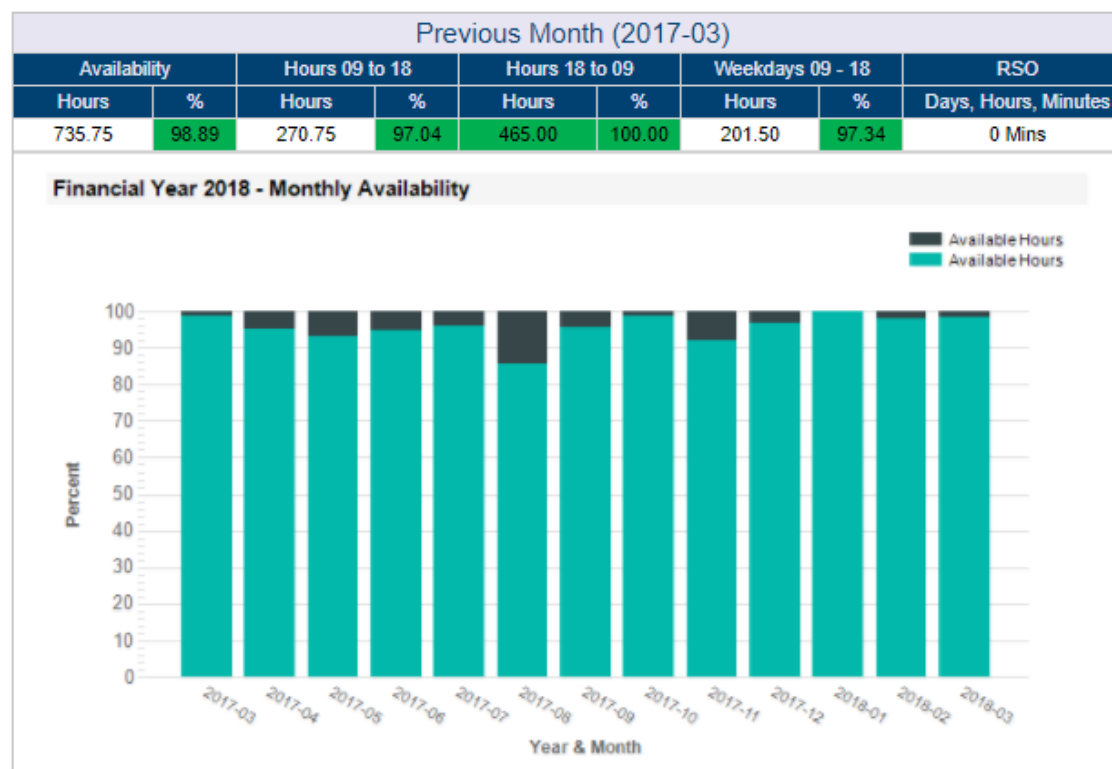
Station profile	Reason for availability issues	Actions taken
13 units available 9 units filled 12 personnel	Shortage of personnel, Drivers and Level 1 commanders, cover presents a challenge	Targeted Recruitment ongoing. Staff put forward for driving and incident command courses.



Cleobury Mortimer

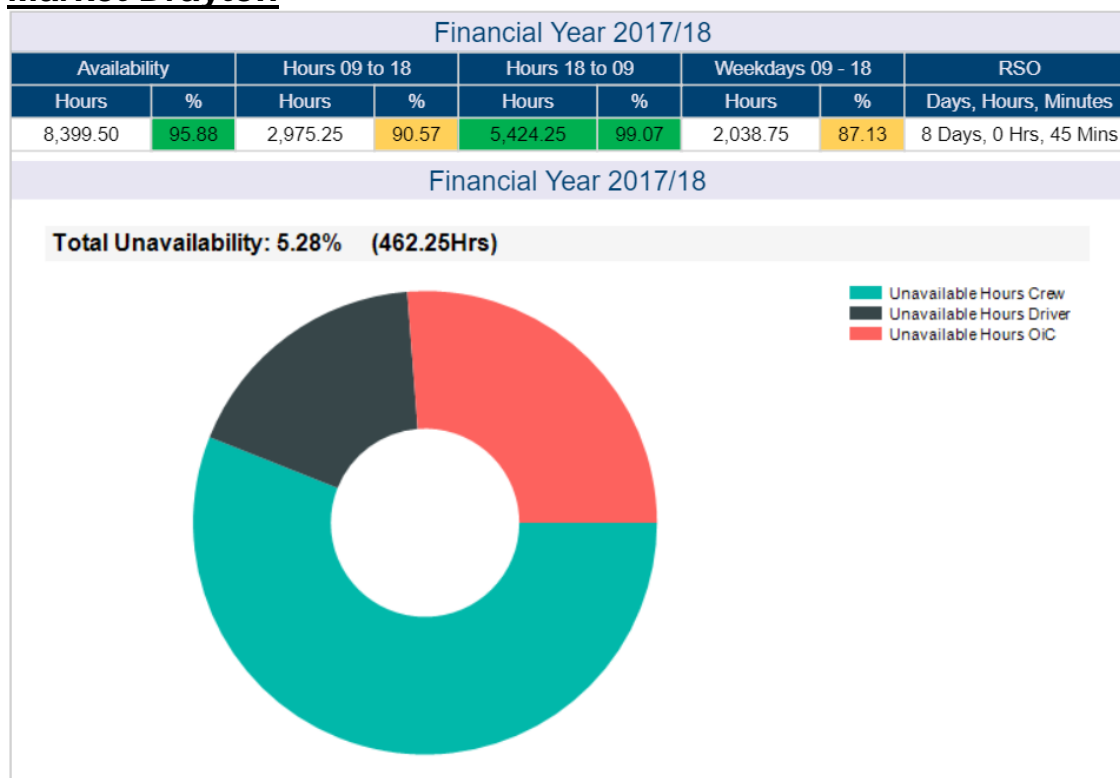


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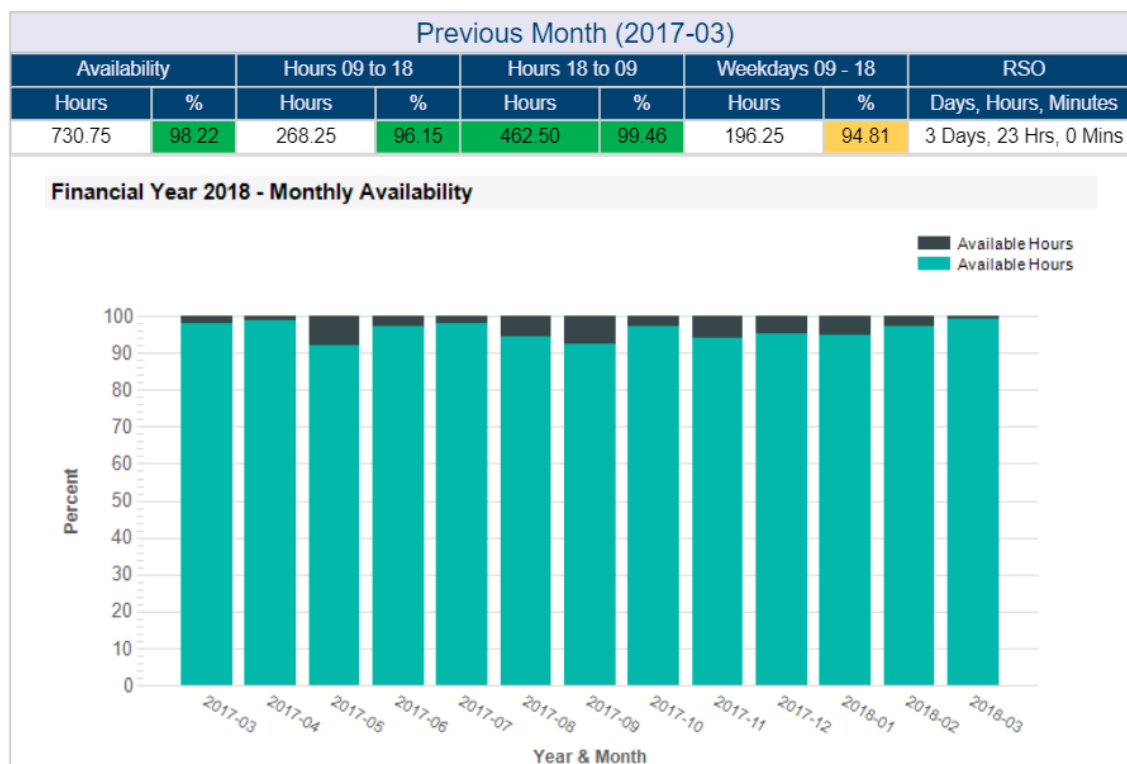


Station profile	Reason for availability issues	Actions taken
13 units available 11.5 units filled 14 personnel	Small shortage of staff.	Ongoing recruitment in place

Market Drayton



Note: The availability total in the table above may not match the total for the pie chart. This is because the table refers to availability as a station and the pie chart refers to availability overall, where multiple crew members may have overlapping unavailability.



Station profile	Reason for availability issues	Actions taken
17 units available 13.5 units filled 16 personnel	Most staff are shift workers, therefore creating a two week issue in every eight week cycle	RSOs cover the shortfall during this period.