

Wholetime and Retained Duty System Performance Monitoring October to December 2016

Report of the Chief Fire Officer

For further information about this report please contact Chief Fire Officer, Rod Hammerton, on 01743 260204 or John Das-Gupta, Area Manager, Service Delivery on 01743 260284.

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 (RDS) 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 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%.

The trial of “exchange of duty” to maintain minimum staffing plus 2 resulted in 18 exchanges of duty, with firefighters moving from shifts where staffing was more than minimum plus 2. 18 day shifts and 30 night shifts of overtime were used.

The 12 recruits started on shift on the 22 November 2016. The 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, Line safety teams, Aerial Ladder Platform, Rescue Tender, Animal Rescue and the Firefighter Assistance and Safety Team (FAST). The Integrated Crewing Model (IRMP1) was implemented in January 2017.

5 Retained Duty System (RDS) Performance

Overall availability of RDS fire appliances has remained high this quarter. Recent success in recruitment is proving successful in maintaining these levels. Improvements are being seen at Minsterley and Albrighton although unfortunately as new recruits have started, the Service has lost other members from the station. This means they are still suffering from low staffing levels. The Service is still experiencing a drop in cover at Market Drayton this quarter which is due to a number of ongoing long term sickness issues.

Figure 1 (next page) shows the average performance for all RDS appliances. This data has been provided by our new information system and provides data for the full year up to the end of March 2017, rather than just the October to December 2016 quarter.

12 stations have performed exceptionally well, with near 100% availability this quarter, with 18 available for between 96% and 100% of the time. This shows commendable performance and commitment from staff protecting their communities.

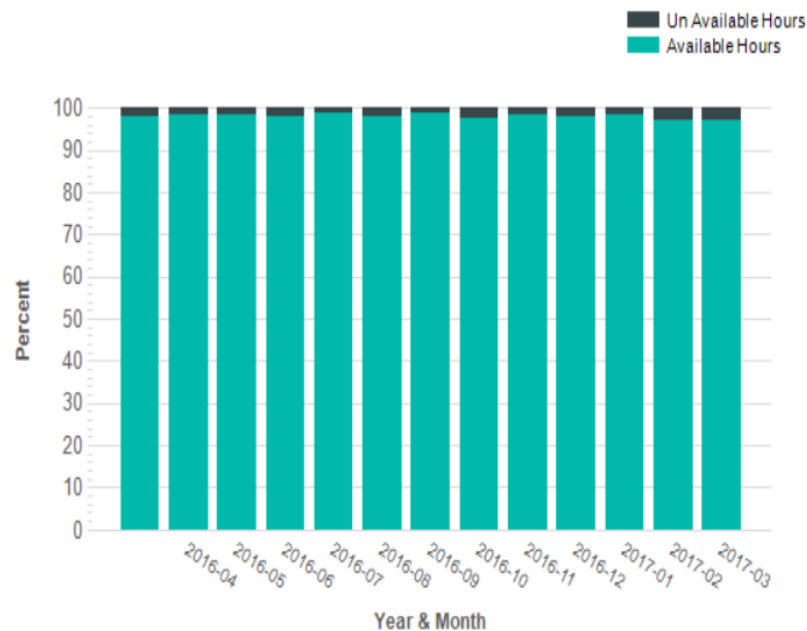
No Group Support Team (GST) support	Less than 10 hours GST support
Baschurch Church Stretton Ellesmere Hodnet Shrewsbury Whitchurch	Bridgnorth Craven Arms Newport Tweedale Wellington Wem

Night-time cover remains above 99% availability between the hours of 6.00 pm and 8.00 am across all stations.

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.

Financial Year 2016/17.						
Availability		Hours 09 to 18		Weekdays 09 - 18		RSO
Hours	%	Hours	%	Hours	%	Days Hours:Minutes
154,232.00	98.1	56,586.50	96.0	40,082.00	95.2	2145:30

Financial Year 2017 - Monthly Availability



Previous full Month of March 2017						
Availability		09 to 18		Weekdays 09 - 18		RSO
Hours	%	Hours	%	Hours	%	Days Hours:Minutes
12,587.00	97.1	4,576.75	94.2	3,314.50	93.0	250:15

Financial Year 2016/17.

Total UnAvailability: 1.9% (3016.00Hrs)

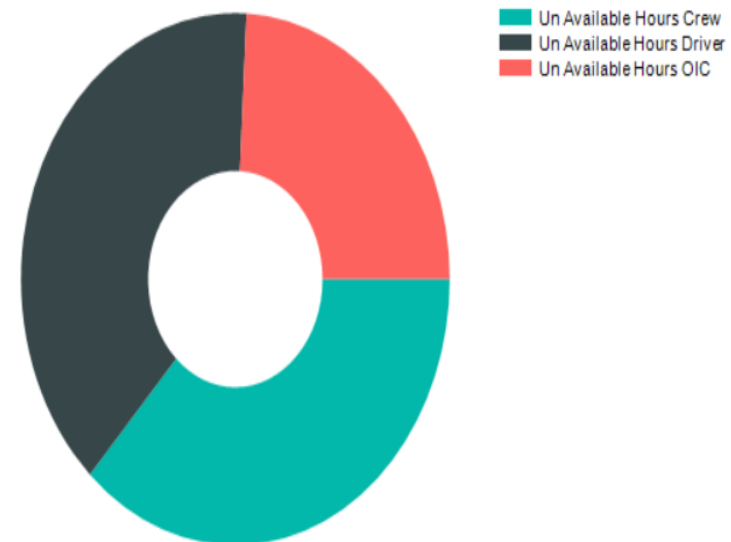


Figure 1 – Retained Duty System Crew Availability

6 Factors Influencing Availability

RDS Working Group

The Group has now started work looking at:

1. The possibility of RDS staff being included in flexible working arrangements to cover deficiencies at other stations. This is being done in conjunction with the national CFOA RDS working Group.
2. The use of Facebook as a recruiting tool.
3. The use and scope of computer tablets on RDS Stations. These are now on most stations and are being used.

7 Background Station Specific Performance

This quarter both Minsterley and Albrighton fire stations have seen a decrease in the number of Retained Support Officer (RSO) hours and improved availability. However Baschurch and Market Drayton have seen an increase in RSO cover and this is mostly due to limited Officer in Charge availability. The service has just run a RDS Assessment Development Centre, which has identified a number of potential crew managers who will be put forward for training in the near future.

An analysis of performance is provided at the appendix to this report. This includes Albrighton, Bishops Castle, Church Stretton, Ellesmere, Market Drayton and Minsterley.

8 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 Open days, which are being held during this period.

6 women attended the Women's Taster Day at Albrighton Fire Station on 12 November 2016. A Women's Taster Evening was also held at Telford Central on 7 December 2016. Two ladies attended, one from Albrighton and the other from Clun. There is also one female from Clun who attended the tasters and is currently going through the application process.

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. 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.

Positive action taster days have been scheduled for the next three years; an initiative driven by our Equality and Diversity Department and Steering Group. A number of days were run prior to the wholetime recruitment campaign and the actual figures of applicants and successful applicants will be released after the recruitment has finished.

9 Joint West Mercia Police and Shropshire and Hereford and Worcester Fire and Rescue Services Venture

The Service is still working closely with West Mercia Police and Hereford and Worcester Fire and Rescue Service on a joint RDS working policy. A number of recruits from both Services have been trained alongside Police Community Support Officers (PCSO). This is continuing to work well, and may be extended in the future.

10 Retained Support Officer (RSO) Cover

The deployment of RSOs during this quarter was again significant in supporting performance at Albrighton and Minsterley although there was less cover needed at both. Again there was an increase at Market Drayton and Bishops Castle both of these were due to OIC availability. This has been improved now at Bishops Castle with an additional Level 1 Commander being trained and the Watch Manager returning from leave.

The Market Drayton increase is due to long term sickness and a lack of particular skills. A driving course and incident command training have been put in place to address these issues. This should take effect next quarter.

There are 6 stations who did not use any RSO cover at all during the last quarter and a further 6 stations who used less than 10 hours in the quarter.

11 Availability System

The Service has now been using the SEED RDS Availability System and it is in use on every station. The area command dashboard is now completed and is in use across Area Command, providing constantly available data.

12 Financial Implications

There are no direct financial implications arising from this report.

13 Legal Comment

There are no direct legal implications arising from this report.

14 Initial Impact Assessment

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

15 Appendix

Retained Duty System Fire Station Availability Analysis

16 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), so 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 same stations have been selected for comparison, as were chosen in the previous quarter. These are:

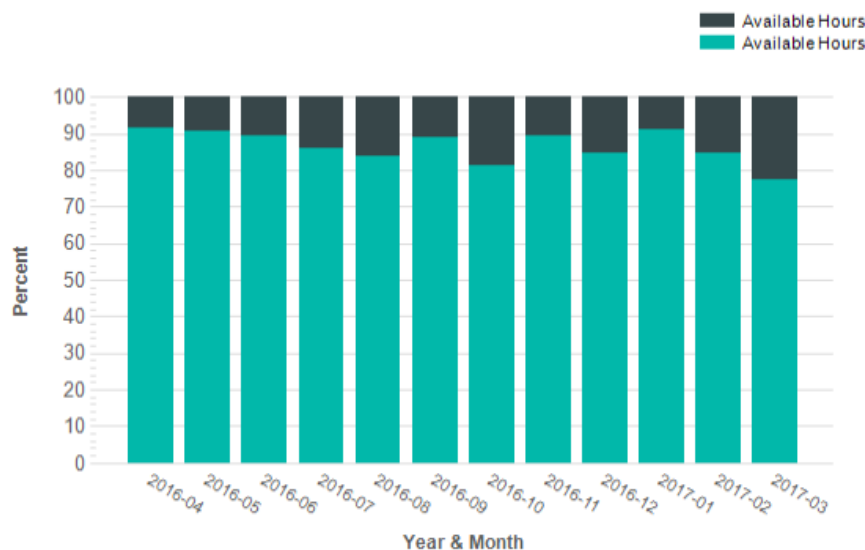
- Albrighton
- Bishops Castle
- Church Stretton
- Ellesmere
- Market Drayton
- Minsterley.

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

Albrighton

Financial Year 2016/17						
Availability		Hours 09 to 18		Weekdays 09 - 18		RSO
Hours	%	Hours	%	Hours	%	Days, Hours, Minutes
7,567.75	86.63	2,389.00	72.92	1,677.00	71.67	2 Days, 14 Hr, 45 Min

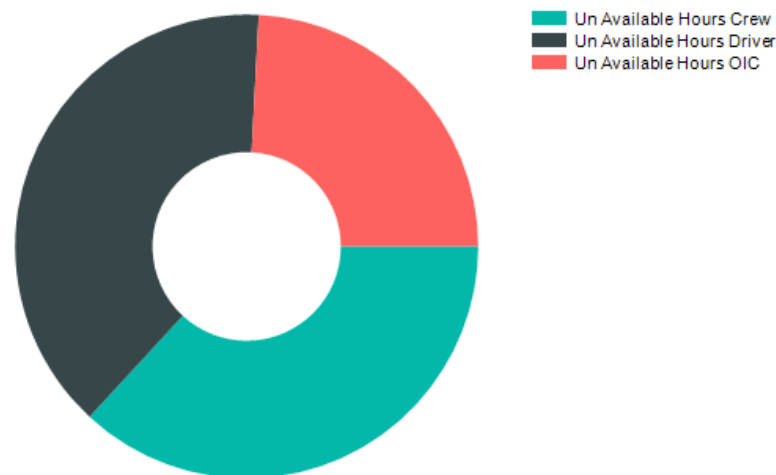
Financial Year 2017 - Monthly Availability



Previous full Month of March 2017						
Availability		09 to 18		Weekdays 09 - 18		RSO
Hours	%	Hours	%	Hours	%	Days, Hours, Minutes
558.50	77.6	155.75	57.7	105.50	53.3	2 Days, 14 Hr, 45 Min

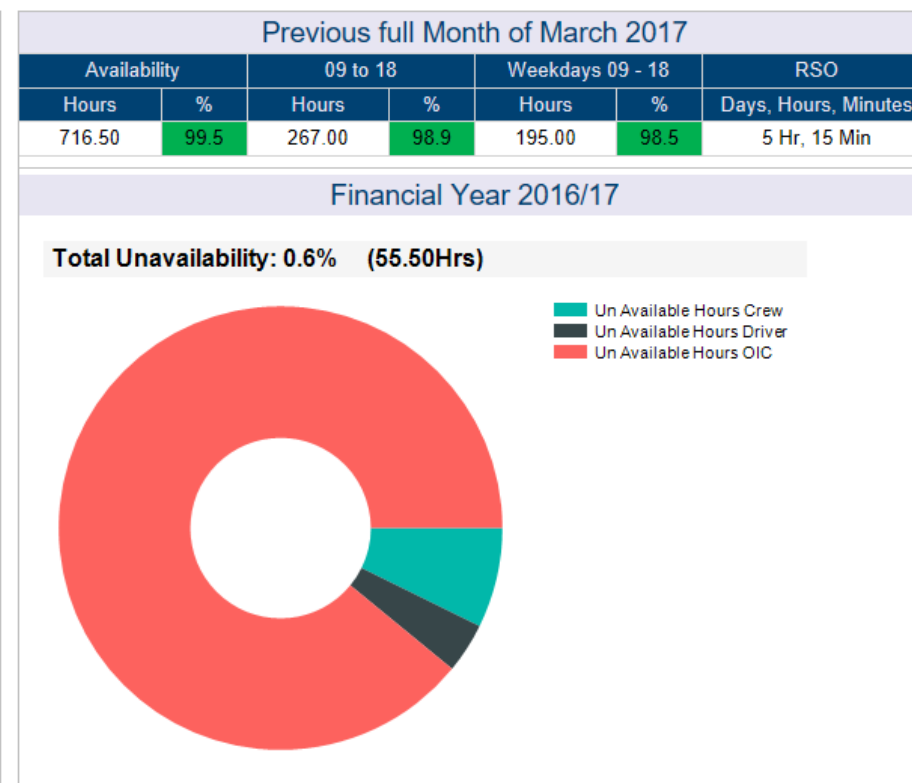
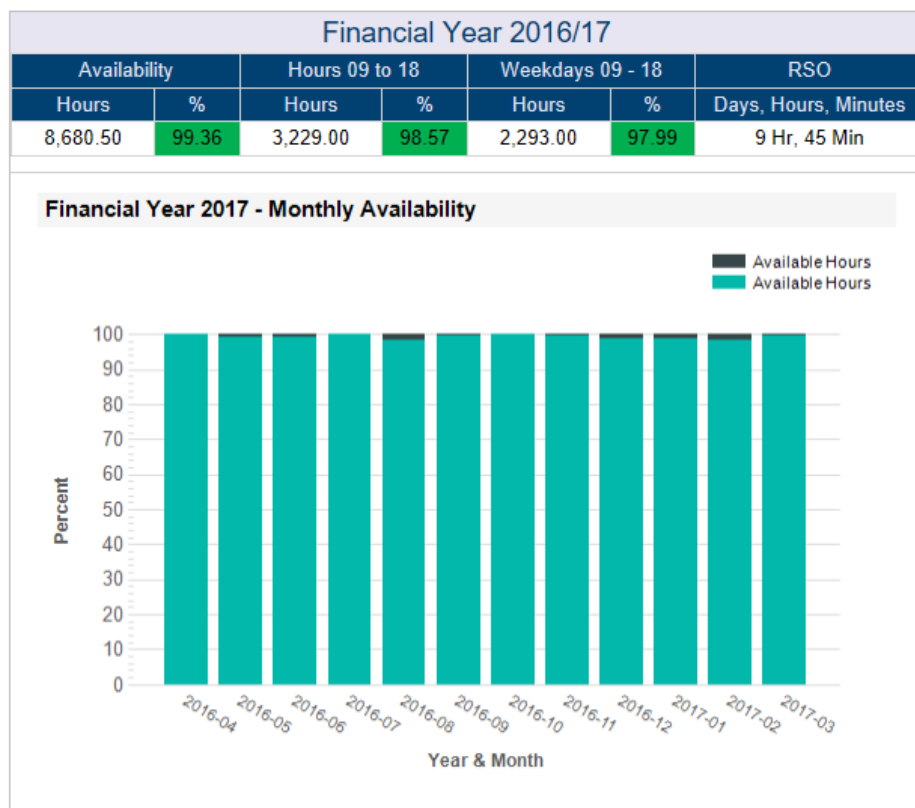
Financial Year 2016/17

Total Unavailability: 13.4% (1168.25Hrs)



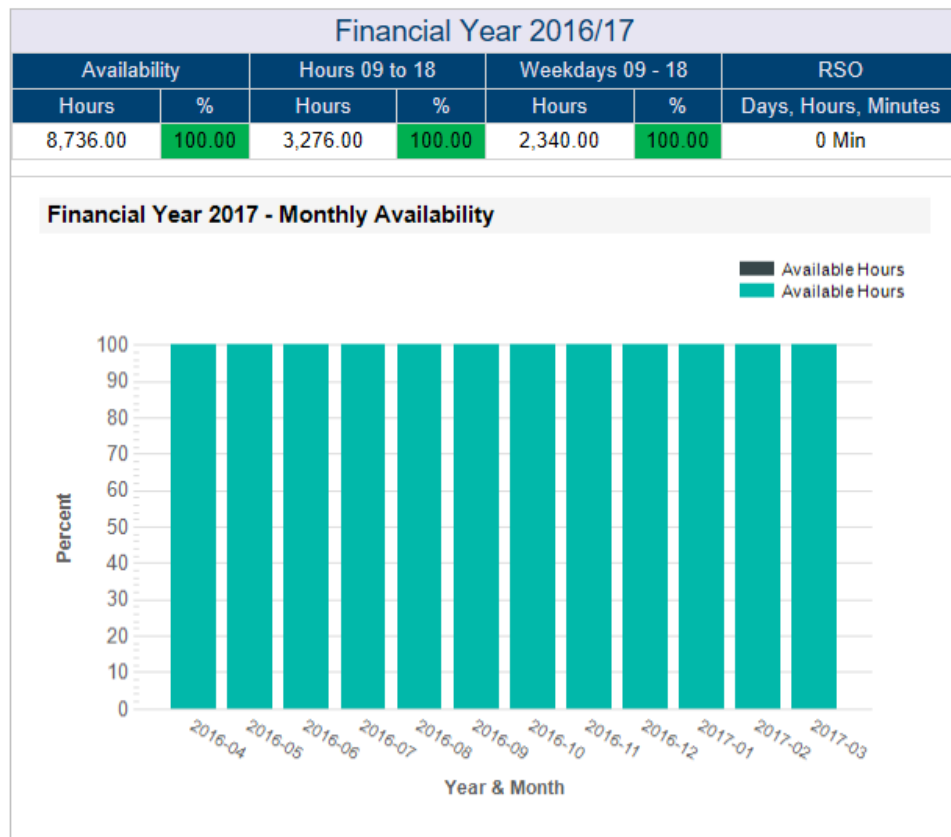
Station profile	Reasons for availability issues	Actions taken
13 units (8.25 units available = 10 personnel)	Three personnel left the service in January 2016	Three recruits started on the station in October 2016. One more is starting the training course in November 2016

Bishops Castle



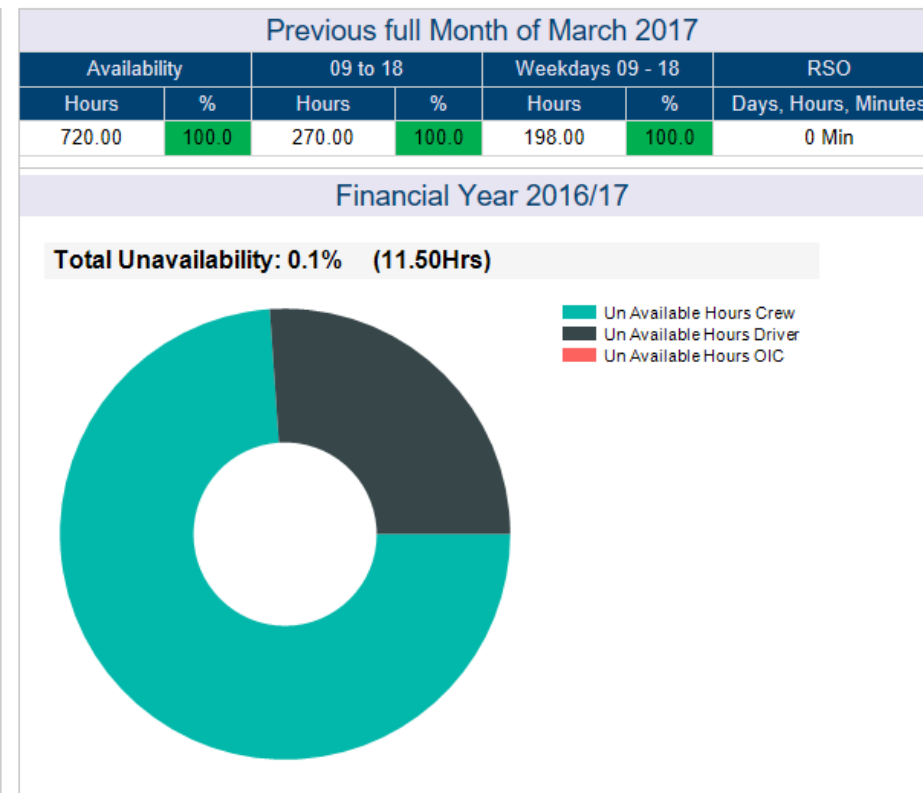
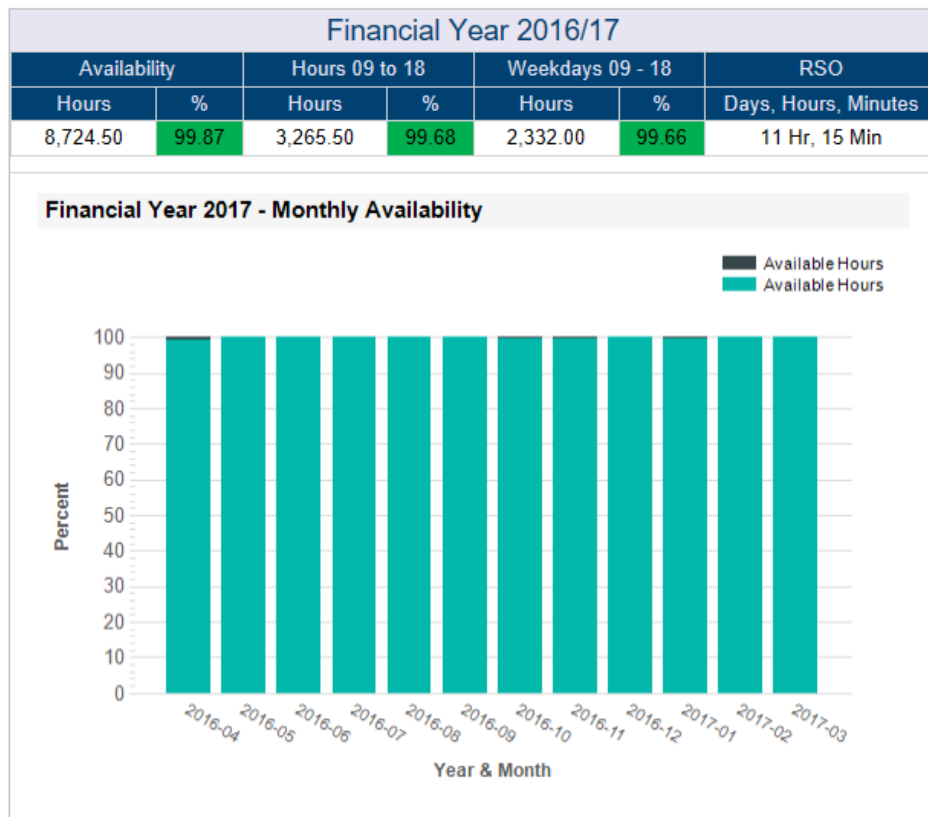
Station profile	Reasons for availability issues	Actions taken
13 units (10.75 units available =11 personnel) Good consistent cover	Work requirements cause fluctuations	The station have recently had a new recruit and now they are on the run. Cover is improving.

Church Stretton



Station profile	Reason for availability issues	Actions taken
13 units 14 personnel are currently on station strength.	Great cover constantly	Well managed station Great performance from whole station

Ellesmere

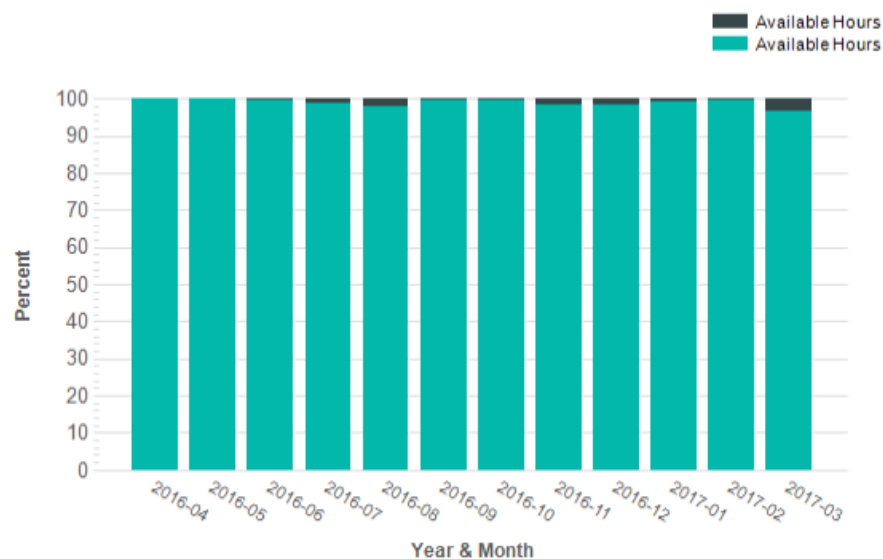


Station profile	Reason for availability issues	Actions taken
13 units 14 personnel are currently on station strength. Giving 12 full units	Good cover A slight dip due to summer leave period.	Well managed station Good availability from whole station.

Market Drayton

Financial Year 2016/17						
Availability		Hours 09 to 18		Weekdays 09 - 18		RSO
Hours	%	Hours	%	Hours	%	Days, Hours, Minutes
8,656.25	99.09	3,211.25	98.02	2,277.25	97.32	7 Hr, 45 Min

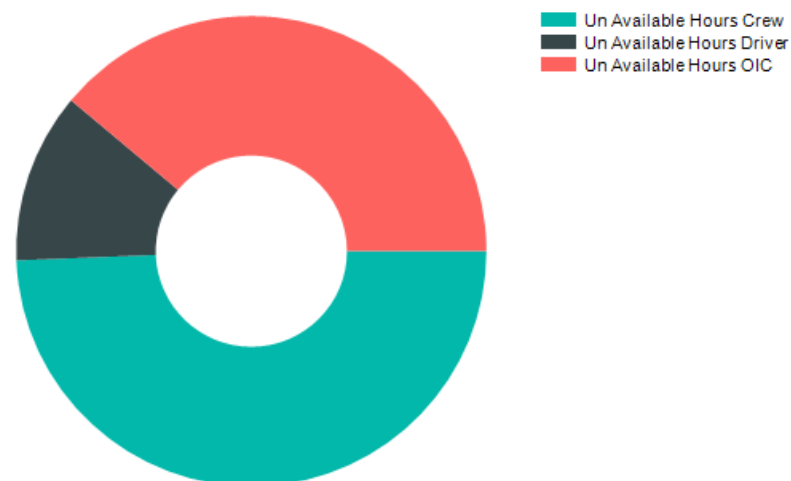
Financial Year 2017 - Monthly Availability



Previous full Month of March 2017						
Availability		09 to 18		Weekdays 09 - 18		RSO
Hours	%	Hours	%	Hours	%	Days, Hours, Minutes
695.50	96.6	253.00	93.7	183.00	92.4	3 Days, 17 Hr, 30 Min

Financial Year 2016/17

Total Unavailability: 0.9% (79.75Hrs)

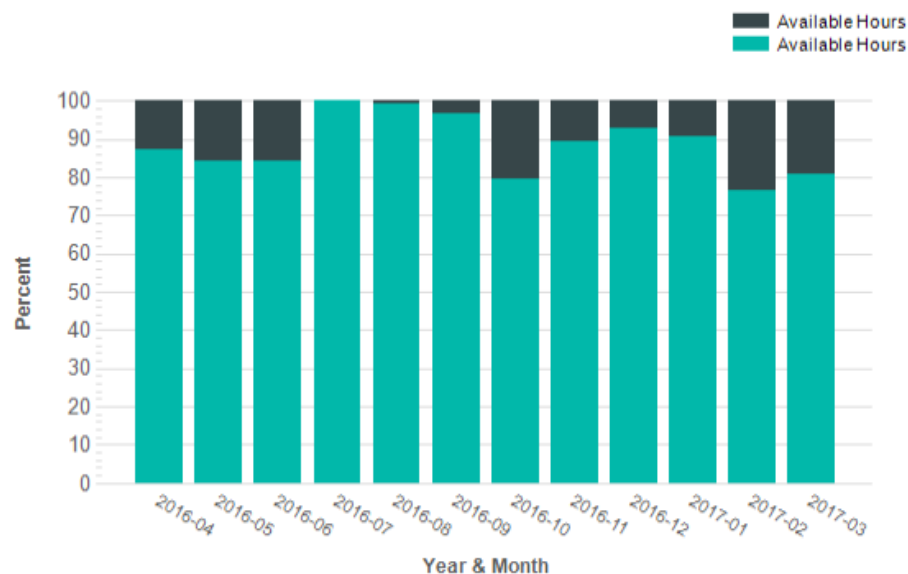


Station profile	Reason for availability issues	Actions taken
Although 17 units are budgeted for, 13.75 units = 16 personnel are currently on station strength.	This has been caused by four fire fighters on long term sick, leading to insufficient drivers and Officers In Charge.	In November, two firefighters returned from sick who are also drivers

Minsterley

Financial Year 2016/17						
Availability		Hours 09 to 18		Weekdays 09 - 18		RSO
Hours	%	Hours	%	Hours	%	Days, Hours, Minutes
7,742.25	88.62	2,497.00	76.22	1,582.25	67.62	4 Days, 22 Hr, 15 Min

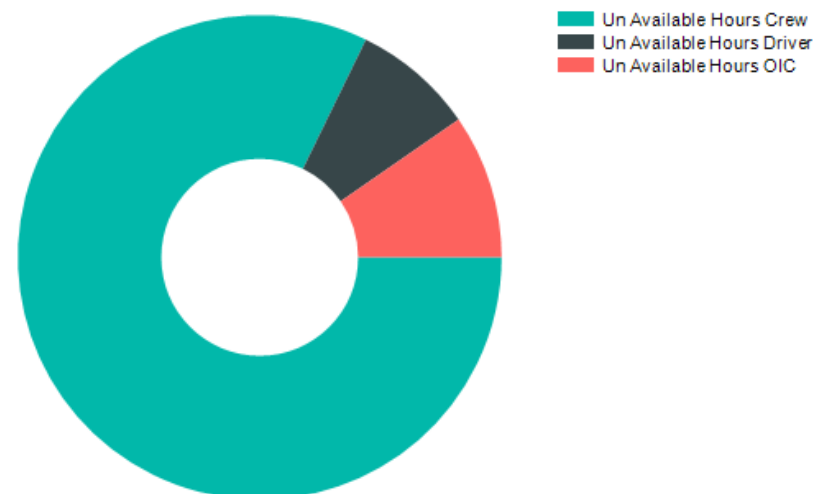
Financial Year 2017 - Monthly Availability



Previous full Month of March 2017						
Availability		09 to 18		Weekdays 09 - 18		RSO
Hours	%	Hours	%	Hours	%	Days, Hours, Minutes
582.75	80.9	164.00	60.7	92.00	46.5	3 Days, 4 Hr, 30 Min

Financial Year 2016/17

Total Unavailability: 11.4% (993.75Hrs)



Station profile

Although 14 units are budgeted for, only 7.5 units = 9 personnel are currently on station strength. Daytime crewing is presenting the greatest challenge.

Reason for availability issues

One member of staff is on long term sick.

Actions taken

Two recruits finished recruit training in September. A further recruit is due to start the next course in 2017.