

## Retained Review Implementation

### Report of the Chief Fire Officer

For further information about this report please contact Alan Taylor, Chief Fire Officer, on 01743 260201 or Phil Clarke, Retained Project Manager, on 01743 260232.

#### 1 Purpose of Report

This report informs Members of the progress of the Retained Review Implementation Project.

#### 2 Recommendations

The Fire Authority is asked to note the progress of the Retained Review Implementation Project.

#### 3 Background

At its meeting on 14 December 2005 the Fire Authority resolved to:

- Note the recommendations of the Best Value Review into the Retained Duty System within Shropshire Fire and Rescue Service; and
- Approve investment in the Retained Service, as detailed within the draft Best Value Review and summarised within the report.

At its subsequent meeting on 8 February 2006 the Fire Authority agreed to:

- Sanction the continuation of the Retained Review Team; and
- Agree a change in the terms of reference for the Retained Review Team from Review to Implementation of Recommendations.

#### 4 Progress

The appendix to this report contains a Progress Report Matrix, which gives an overall picture of the progress of the implementation project.



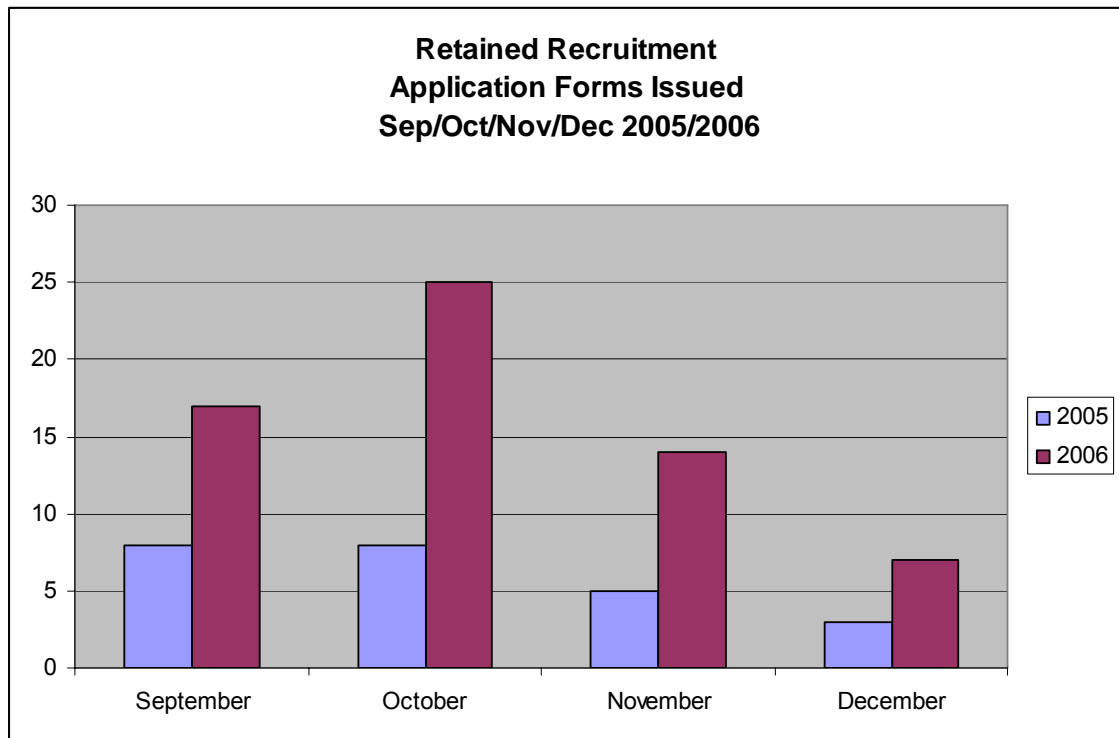
## 5 Outcomes

### Recruitment

**Comparison of application forms Issued by the Human Resources Department during the period September/October/November/December 2005 and 2006**

**Figure 1**

**Comparison of Application Forms Issued Sep/Oct/Nov/Dec 2005 and 2006**



The graph above shows a 166% increase in the number of people wishing to become retained firefighters with the same period in 2005. Whilst the above figures are a great improvement on 2005 they do not illustrate the full picture. Individual stations now have the ability to issue their own recruitment packs. Retained Support Officers are also actively involved in talking to employers and distributing packs to interested employees.

### Current Recruit Course

The current recruit course has 9 trainees (maximum 10). This figure reflects the increased activity surrounding the number of application forms, which have been issued.



Table 1 shows the number of trainees per course during 2005, 2006 and the current course.

**Table 1 Number of Trainees per course 2005, 2006 and Current Course**

<b>Course Date</b>	<b>No of Trainees</b>
March 05	8
June 05	6
August 05	5
January 06	4
May 06	6
Sep 06	6
January 07	9

Table 2, below, shows the station allocation for the current trainees. Members should note that the establishment level for single appliance stations has been raised from 11 to 14 following the introduction of Extra Large Cab appliances, (recommendation 3 of the Retained Review). The increase in establishment brings a number of advantages, including improved morale, increased competency levels, a better service to members of the public, improved management of health and safety issues and, ultimately, it gives our retained duty staff the ability to improve their work life balance.

**Table 2 Station Allocation for Current Trainees**

<b>Station</b>	<b>Station Strength including Recruit(s)</b>	<b>Full Establishment</b>
Craven Arms	9	11
Cleobury Mortimer	10	14
Much Wenlock x 2	9	14
Ludlow	20	18
Shrewsbury	19	18
Hodnet	11	11
Tweedale	16	18
Newport	19	18

## **Retention**

At its meeting on 20 December 2006 the Fire Authority tasked its Audit and Performance Management Committee with considering in depth how the retention of Retained employees might be improved. Officers are undertaking detailed research for presentation to that Committee; findings to date are summarised below for the information of Members.

Table 3 shows the number of leavers as a figure and a percentage for 2005/06 and 2006/07 (April to December) with a comparison against the percentage figure for English and Welsh Brigades during 2004/05, these being the latest available figures.



**Table 3 Leavers comparison 2005/06, 2006/07**

	<b>2005/06 (Apr – Dec)</b>	<b>%</b>	<b>2006/07 (Apr– Dec)</b>	<b>%</b>	<b>National % English Brigades<sup>1</sup></b>
Shropshire Fire and Rescue Service	19	6.4	12	4.0	7.2

Retained duty system firefighters leave the Service for many different reasons. Table 4 shows the reasons given by those, who left the Service during 2005/06 and between April and December 2006/07.

**Table 4 Retained Leavers - Summary of Reasons**

	<b>2005/06</b>		<b>2006/07 (Apr – Dec)</b>	
	<b>Men</b>	<b>Women</b>	<b>Men</b>	<b>Women</b>
Dismissal on disciplinary grounds	1			
Medical discharge / long term illness or injury	1		1	
Resignation to take other employment	2		2	1
Personal/work commitments	2		4	
Moving away from catchment area	2		3	
Compulsory/voluntary age retirement	3		1	
Other reasons not disclosed	8			
<b>Sub Totals</b>	<b>19</b>	<b>0</b>	<b>11</b>	<b>1</b>
<b>Final Totals</b>	<b>19</b>		<b>12</b>	

Table 5 gives an indication of how Shropshire Fire and Rescue Service compared with other Brigades in England during the period April 2005 to March 2006. The employee turnover figure for the current year April 2006 to December 2006 is 4%, as indicated previously in Table 3.

<sup>1</sup> Department for Communities and Local Government Fire and Rescue Service Operational Statistics Bulletin for England and Wales 2004/05 Published October 2006



**Table 5 Retained Duty System Applicants and Leavers 2005/06**

**Retained duty system applicants and leavers 2005/06 Provisional**

	Retained duty system	% of the operational workforce	Applicants	Successful applicants	Leavers	% Employee Turnover
1 Gloucestershire	297	55.9	33	18	7	2.36%
2 Isles Of Scilly	38	79.2	4	1	1	2.63%
3 Cheshire	207	26.7	43	20	9	4.35%
4 Suffolk	452	62.8	77	14	20	4.42%
5 Cumbria	477	64.0	67	17	26	5.45%
6 Bedfordshire & Luton	154	32.7	25	12	9	5.84%
7 Buckinghamshire Hereford &	188	34.4	29	15	11	5.85%
8 Worcester	353	51.7	190	30	21	5.95%
9 Cleveland	84	13.0	0	0	5	5.95%
10 Avon	232	25.2	53	19	14	6.03%
11 Cambridgeshire	373	59.1	0	33	23	6.17%
12 Royal Berkshire	155	26.6	94	3	10	6.45%
<b>13 Shropshire</b>	<b>293</b>	<b>59.1</b>	<b>50</b>	<b>16</b>	<b>19</b>	<b>6.48%</b>
14 Lincolnshire	520	71.8	115	42	35	6.73%
15 Essex	534	36.1	85	55	37	6.93%
16 Norfolk	514	62.9	80	52	36	7.00%
17 Humberside	356	33.3	38	32	25	7.02%
18 East Sussex	251	37.2	167	26	18	7.17%
19 Northamptonshire	229	44.3	61	42	17	7.42%
20 North Yorkshire	378	51.9	116	34	29	7.67%
21 Derbyshire	350	43.5	47	26	27	7.71%
22 Hampshire	738	47.7	0	102	57	7.72%
23 Cornwall	417	67.6	96	23	33	7.91%
24 Devon	823	58.8	150	31	66	8.02%
25 Kent	847	48.5	114	98	68	8.03%
26 Northumberland	219	52.6	126	48	18	8.22%
27 Leicestershire	193	28.7	74	11	16	8.29%
28 Warwickshire	179	39.3	8	5	15	8.38%
29 Surrey	131	16.7	34	13	11	8.40%
30 Dorset	357	53.8	79	25	30	8.40%
31 Isle Of Wight	168	74.7	37	7	15	8.93%
32 Oxfordshire	339	58.5	116	66	31	9.14%
33 West Sussex	379	48.7	724	36	36	9.50%
34 Nottinghamshire County Durham &	347	38.1	170	46	34	9.80%
35 Darlington	161	30.2	43	24	16	9.94%
36 Staffordshire	405	48.4	5	2	42	10.37%
37 Wiltshire	346	61.8	71	39	37	10.69%
38 Lancashire	397	30.3	198	45	47	11.84%
<b>England</b>	<b>12,881</b>	<b>46</b>	<b>3,380</b>	<b>1,112</b>	<b>952</b>	<b>7.26%</b>



**Table 6 Current Retained Duty System Establishment – 31 January 2006**

**Shropshire Fire & Rescue Service 31 January 2007**

**Retained Establishment**

<b>Station</b>	<b>Establishment (Units)</b>	<b>Strength (People)</b>
Albrighton	14	11
Baschurch	11	13
Bishops Castle	11	12
Bridgnorth	18	17
Church Stretton	11	12
Cleobury Mortimer	14	10
Clun	14	14
Craven Arms	11	9
Ellesmere	14	12
Hodnet	11	11
Ludlow	18	20
Market Drayton	18	15
Minsterley	11	9
Much Wenlock	14	9
Newport	18	18
Oswestry	18	19
Prees	14	12
Shrewsbury	18	19
Tweedale	18	15
Wellington	11	14
Wem	11	13
Whitchurch	18	18
<b>Totals</b>	<b>316</b>	<b>302</b>

**Community Fire Safety**

Once again the Brigade's smoke alarm programme has proved how invaluable it is. In December one of Ludlow's most historic houses, dating from 1550, was saved from fire by a newly installed smoke alarm. Within 10 minutes of the alarm activating fire appliances from Ludlow and Craven Arms were on the scene.



The smoke alarm was fitted by a team from Ludlow Fire Station and is one of over 500 that have been installed in the Ludlow area since April 2006.

**Table 7 Home Visits and Smoke Detectors Comparison 2005/2006**

	<b>Home Safety Visits</b>	<b>Detectors Fitted</b>
2005/06	2,500	2,500
2006/07 (1 April – 31 Dec 06)	18,215	7,262

## **6 Financial Implications**

There are no financial implications associated with this report.

## **7 Legal Comment**

There are no direct legal implications arising out of this report.

## **8 Equality Impact Assessment**

Officers have considered the Service's Brigade Order on Equality Impact Assessments (Personnel 5 Part 2) and have decided that there are no discriminatory practices or differential impacts upon specific groups arising from this report. An Initial Equality Impact Assessment has not, therefore, been completed.

## **9 Appendix**

Retained Review Recommendations Progress Report Matrix

## **10 Background Papers**

### **Office of the Deputy Prime Minister**

Fire and Rescue Service Retained Duty System, A Review of the Recruitment and Retention Challenges (February 2005)

Fire and Rescue Service Circular 7 – 2005 Review of the Retained Duty System (February 2005)

### **Shropshire and Wrekin Fire Authority**

9 February 2005, Report 17 – Retained Service

26 April 2005, Report 23 – Retained Review

20 July 2005, Report 18 – Retained Review

19 October 2005, Report 14 – Retained Review

14 December 2005, Report 9 – Retained Review

11 May 2006 Report 14 - Retained Review

19 July 2006 Report 18 – Retained Review

18 October 2006 Report 17 – Retained Review

20 December 2006 Report 12 – Retained Review



Implications of all of the following have been considered and, where they are significant (i.e. marked with an asterisk), the implications are detailed within the report itself.

Balanced Score Card		Integrated Risk Management Planning	
Business Continuity Planning		Legal	
Capacity		Member Involvement	
Civil Contingencies Act		National Framework	
Comprehensive Performance Assessment		Operational Assurance	
Efficiency Savings		Retained	*
Environmental		Risk and Insurance	
Financial		Staff	
Fire Control/Fire Link		Strategic Planning	
Information Communications and Technology		West Midlands Regional Management Board	
Freedom of Information / Data Protection / Environmental Information		Equality Impact Assessment	*





**RETAINED REVIEW RECOMMENDATIONS PROGRESS REPORT MATRIX 14 FEBRUARY 2007**

No	Recommendation Heading	Priority	Comments	Progress	
				A*	B*
1	Terminology		Implemented		
2	XL Cabs		Fully implemented. Extra Large Cab Appliances now on the run at Albrighton, Prees, Ellesmere, Cleobury Mortimer, Clun and Much Wenlock.		
3	Employers recruitment packs		Packs complete.		
4	Employers support system		Work ongoing, ICT department working on web site information.		
5	Links with business organisations		RSO's fully involved.		
6	Liaison with Councils		RSO's fully involved.		
7	Partners information in recruitment packs		Partners information included in recruitment packs.		
8	National TV campaign		Copy of Report sent to ODPM. Presentation at RDS Conference Leicester		
9	Using current assets (i & ii) Using current assets (iii)		External notice boards at all stations, 4 x RSO vehicles dedicated to recruitment.		
10	Targeting female applicants		National campaign launched, also local taster sessions held in June at Telford Central, target and strategy set for Retained Recruitment.		
11	Formalise recruitment procedure		Work commenced and is ongoing.		
12	Recruitment Tests		Equipment now available for new selection tests.		
13	Exit interviews		District Officers and OIC's aware, database in operation in HR.		
14	Policy Group mechanism		New District Meeting structure implemented		
15	Policy Group /CFA Reports		Implemented from April 1 <sup>st</sup> 2007		
16	Communications procedure		Work commenced and is ongoing.		
17	Retained Support Officers (8)		Retained Support Officers in position.		
18	Cleaning/Maintenance and Admin		Implemented from April 1 <sup>st</sup> 2007		
19	Retained Project Manager		In position.		
20	Pay		Continuing to monitor other schemes.		
21	Employers information, call stats etc (i & ii) Acknowledging employers (iii)		Statistics available for all stations and included within recruitment packs.		
22	Partners information, call stats etc		Statistics available for all stations and included within recruitment packs.		
23	Additional hours training		Implemented from April 1 <sup>st</sup> 2007		
24	Associate Trainers		Completed – Brigade Order Training 2 Part 11		
25	Training by Wholetime Watches		Being actioned by Training and Development staff.		
26	Community Fire Safety		Implemented.		
27	Management Procedures/Information System		Human Resources will be interlinked through Shirehall resource link. This will be progressed as a separate PRINCE2™ Project, due to begin in April 2007		
	Priority		Progress	A* = Progress @ 30/11/06 B* = Progress @ 24/01/07	
	Gold Target - Implementation Target 1 <sup>st</sup> Oct 2006			Implemented	
	Silver Target - Implementation Target 1 <sup>st</sup> Jan 2007			Work has commenced	
	Bronze Target – Implementation Target 1 <sup>st</sup> April 2007			No action at present	