

Wholetime and On Call (Retained Duty System) Performance Monitoring July – September 2019

Report of the Chief Fire Officer

For further information about this report please contact Chief Fire Officer, Rod Hammerton, on 01743 260204, Kevin Faulkner, Area Manager, Service Delivery on 01743 260284 or Adam Matthews, Group Manager Shropshire on 01743 260283.

1 Purpose of Report

This report provides summary information for July – September 2019, regarding the performance and management of the availability of Wholetime and On Call (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 On Call staff working the Retained Duty System (RDS), and a further 3 stations have both a Wholetime and On Call complement. Only Telford Central Fire Station is solely crewed by Wholetime firefighters.

4 Wholetime Availability Update

The year 2019/20 has seen wholetime appliances achieve 100% availability.

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, Animal Rescue and the Firefighter Assistance and Safety Team (FAST).

The Integrated Crewing Model (IRMP1) was implemented in January 2017. The Service is waiting on final acceptance of the new negotiated Wholetime Shift System (Flexible Rostering), by the Fire Brigades' Union, which has now been running for two years. Throughout 2017, 2018 and 2019 the Fire Service Rota (FSR) software system has developed into a smoother and more effective tool in helping the Service to manage wholetime staff and appliance availability in accordance with the new shift system. Further refinements are in progress to enable intuitive and, in some cases, automatic recognition of shortfalls and notification to staff via the mobile app.

The Wholetime recruitment process has recently been completed with 9 new recruits being appointed. These recruits have now completed their conversion training and are working on their respective stations

5 On Call (Retained Duty System) Performance

The year 2019/20 has seen On Call appliances achieve **96.1%** availability (97.5% for the same period 2018/19).

Availability of On Call fire appliances for July – September 2019 was **95.7%** (97.3% for the same period 2018/19).

Support to the On Call stations through the Group Support Team (GST) continues, predominantly at the stations of Minsterley, Market Drayton, Cleobury Mortimer, Albrighton and Prees. More recently we have also been supporting Much Wenlock, further information is provided in the Appendix to the report.

To continually improve on the overall level of performance, the Service remains focused on those fire appliances / stations that currently fall below the Service average. An outline of the factors affecting availability and the actions to improve performance is in the remainder of this report.

6 Background Station Specific Performance

The table below shows a station by station breakdown of GST cover provided and station availability July – Sept 2019.

Note: GST cover shown in brackets indicates the additional cover provided in 2019/20 compared to 2018/19

Station	GST hours	Availability
Albrighton	141	79.3%
Bishops Castle	12	98.6%
Bridgnorth	45	99.7%
Baschurch	7	96.4%
Craven Arms	0	100%
Clun	14	95.8%
Cleobury Mortimer	210 (+167)	91.8%
Church Stretton	0	100%
Ellesmere	0	100%
Hodnet	5	98.9%
Ludlow	47	97.9%
Market Drayton	186 (+117)	97.4%
Much Wenlock	180 (+160)	89%
Minsterley	257	90.5%
Newport	9	90%
Oswestry	67	99%
Prees	114 (+105)	76%
Shrewsbury	0	99.2%
Tweedale	9	95.8%
Whitchurch	23	99.1%
Wellington	30	99.5%
Wem	16	98.7%

All statistics are worked on a minimum crew of 4

Stations performing above the service average
Stations performing below the service average
Stations requiring considerable support

The GST have provided a total of **1372** hours of support across On Call stations during the reporting period July – September 2019. This is an increase of 512 hours for the same period in 2018/19.

7 Recruitment Campaign

Recruitment remains the single most constant challenge for station management teams, Human Resources and the Group Support Team. Processes are ongoing in order to maintain establishment levels. The national <https://oncallfire.uk/treadmill/> website is now live and our own recruitment process is managed through a cross departmental Task and Finish Group.

All aspects of the Service's recruitment campaign include the use of social media networking as a method of attraction. This form of advertising will continue to impact positively on the Service's desire to achieve 100% availability. All On Call stations are encouraged to utilise a social media platform, such as Twitter or Facebook, to encourage recruitment. New Twitter signage has been procured for appliances and stations, encouraging followers and potential applicants. New pop-up signage has been purchased to encourage "walk in" enquiries when On Call stations are staffed by the Group Support Team, or during drill nights. Work to livery Group Support Team vehicles is also now underway.

The On Call Sustainability project will begin shortly with a number of On Call 'champions' volunteering to help shape the research. A Project Initiation Document will shortly be submitted.

8 Availability system

The Fire Service Rota (FSR) system, which has been implemented into the Wholetime Crewing System, has now been successfully implemented at all On Call Fire Stations.

Although the change was largely driven by the need to overcome issues created by the change to the Service's HR and Finance systems, there have also been some clear benefits to adopting FSR across the On Call area of the Service. As well as bringing all of our response staff onto one system, FSR allows individual On Call staff easier management of their availability by utilising a smartphone app. The system will also greatly assist in the management of On Call staff by providing instant, accurate and up to date availability of staff and appliances and associated performance management information.

9 Financial Implications

There are no direct financial implications arising from this report.

10 Legal Comment

There are no direct legal implications arising from this report.

11 Initial Impact Assessment

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

12 Appendix

Retained Duty System Fire Station Availability Analysis

13 Background Papers

A quarterly RDS performance review summary is presented to the Fire Authority's Standards, Audit and Performance Committee. Previous reports are available via Executive Management Support.

On Call (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.

The following stations have been selected for comparison, demonstrating the sort of challenges they face, and the efforts being put into meeting those challenges:

- Cleobury Mortimer
- Minsterley
- Prees

The data that produced the previous graphs used for comparison in this report, is no longer available since the Service moved from the SEED Retained Availability System to FireServiceRota. New data graphs and reports are currently being developed, by Area Command and the Business Intelligence team, which will utilise data from a range of systems via the data warehouse and will form the basis of future reports to this committee.

Cleobury Mortimer Fire Station

Station profile	Availability information	Actions taken
13 units available 8.25 units filled, 10 personnel Vacancies for 4.75 units.	July – 92.1% August – 90.4% Sept – 93.1% Quarterly average 19/20 – 91.8% Quarterly average 18/19 – 97%	1 x recruit on the current course Continues to be focus of recruitment campaigns as a priority station

Minsterley Fire Station

Station profile	Availability information	Actions taken
13 units available 7.5 units filled, 10 Personnel Vacancies for 5.5 units.	July – 90.1% August – 91.3% Sept – 90.1% Quarterly average 19/20 – 90.5% Quarterly average 18/19 – 86%	Continues to be focus of recruitment campaigns as a priority station

Prees Fire Station

Station profile	Availability information	Actions taken
<p>15 units available 6 units filled, 7 Personnel</p> <p>Vacancies for 9 units.</p>	<p>July – 87.3% August – 73.5% Sept – 67.6%</p> <p>Quarterly average 19/20 – 76% Quarterly average 18/19 – 97%</p> <p>Large number of staff retiring at the same time as previously reported</p>	<p>1 x recruit recently passed their initial course</p> <p>1 x recruit on the current course</p> <p>1 x recruit at Job Related Tests</p>