

## Wholetime and On Call (Retained Duty System) Performance Monitoring July - September 2018

### 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 Neil Griffiths Group Manager Shropshire 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 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 (SFRS) has 23 fire stations, 19 of which are solely crewed by On Call staff working on the Retained Duty System (RDS), 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

The year to date availability of Wholetime appliances currently stands at **99.97%**. The deviation from 100% is due to one Wholetime pumping appliance coming off the run for a single day shift. This was due to operational watch moves and honouring subsequent annual leave.

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. Throughout 2017 and into 2018 the FireServiceRota (FSR) model has developed into a smoother and more effective tool in managing wholetime staff and appliance availability. Further refinements are in progress to enable intuitive and, in some cases, automatic recognition of shortfalls and notification to staff via the mobile app. This will ensure a far more responsive solution to covering shortfalls and ensuring appliance availability.

## 5 On Call (Retained Duty System) Performance

Overall year to date availability of On Call fire appliances is **97.6%**.

Supporting our On Call stations through the Group Support Team continues at Minsterley (91.82% available) and Albrighton (96.67% available), however, these figures do represent steady improvement for both stations.

All stations should be congratulated on maintaining a very high percentage availability, especially during the last few months. We are experiencing some transient primary employment issues which translates into less stable hours of availability for affected individuals. If these individuals are Emergency Fire Appliance Drivers (EFAD) drivers or perform a Level 1 Incident Command role, this can negatively impact on appliance availability. However when compared to other Services across the United Kingdom, SFRS continue to lead the way in terms of availability of On Call appliances.

<https://www.ipswichstar.co.uk/news/nine-suffolk-fire-engines-empty-each-day-amid-on-call-recruitment-issues-1-5715995>

To continually 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

### Example

#### Wellington Amber Watch - On Call

Recent performance has dropped to bring the year to date availability to 96.60%. This is due to:

- Loss of three Incident Commanders / EFAD Drivers –due to moving house / change of job and resignation
- Loss of three EFAD drivers
- Loss of two firefighters due to work relocation - now employed with DFRMO and moved away
- Loss of two firefighters on long term sick

## Action

- Two new Incident Commanders awaiting Level 1 assessment in December 2018
- Two new drivers are on LGV course in November 2018
- Two new recruits have started Initial Recruits Course on 19 November 2018

## 7 Recruitment Campaign

Recruitment remains a 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 being reviewed through a cross departmental Task and Finish Group.

A number of stations, including Prees, are currently engaging with their local communities through specific recruitment initiatives. Prees are experiencing issues with maintaining establishment numbers and specific targeted recruitment activity is taking place. This involved over 500 leaflet drops as well as social media posts and an Open Day planned for later this year.

All aspects of recruitment campaign include the use of social media networking as a method of attraction. This 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.

In June 2018 the Service Management Team approved a paper outlining how an On Call Sustainability Project will be carried out in 2018/19. This project will involve extensive 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.

The Service has held open days at its 3 Wholetime stations in 2018 and intends on doing the same for 2019. On Call 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 Group Support Team (GST) Cover

The table below shows September 2018 station performance who are either,

- Performing excellently and have required no support from the Group Support Team
- Performing very well and have required little support from the Group Support Team

- Performing well but require continual support from the Group Support Team

<b>No Group Support Team (GST) support and maintained 100% availability</b>	<b>Stations performing above the Service average (96%) and had less than 10 hours GST support in the month</b>	<b>Stations requiring more than 10 hours GST support in the month</b>
Craven Arms Church Stretton Ellesmere Wem	Baschurch Bishops Castle Clun Newport Prees Shrewsbury Tweedale Whitchurch	Albrighton Bridgnorth Cleobury Mortimer Ludlow Market Drayton Minsterley Much Wenlock Oswestry Wellington

The Group Support Team (GST) provided a total of 860.25 hours of support across all On Call stations during the reporting period July - September 2018.

The appendix contains further details about those highlighted in the table above.

## 9 Availability System

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

There are 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 will allow 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.

The Service is currently working with FSR, Telford and Wrekin Council and Buckinghamshire Fire and Rescue Service in developing the system by 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.

The following stations have been selected for comparison:

- Ellesmere
- Market Drayton
- Wellington
- Minsterley
- Albrighton

Please note that there is an error on the graphs that show Monthly Availability. The black bar on these graphs denotes Unavailable Hours. Additionally, the RSO column reads 0 throughout and this data is provided in Section 8 above.

*The data in the graphs below is current up until 14/11/2018*

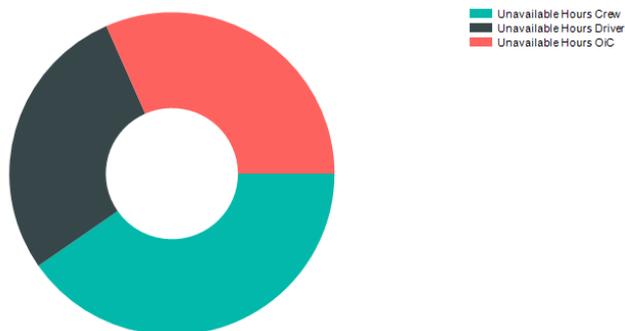
### Ellesmere Fire Station

Financial Year 2018/19 to date								
Availability		Hours 09 to 18		Hours 18 to 09		Weekdays 09 - 18		RSO
Hours	%	Hours	%	Hours	%	Hours	%	Days, Hours, Minutes
5,856.00	100.00	2,196.00	100.00	3,660.00	100.00	1,575.00	100.00	0 Mins

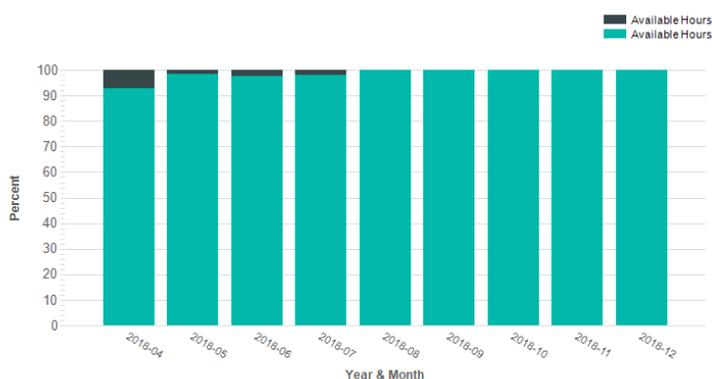
Station profile	Reason for availability issues	Actions taken
13 units available 11 units filled 13 personnel	100% available	Small, experienced cadre of staff maintaining excellent levels of performance. No GST support required.

# Market Drayton Fire Station

Financial Year 2018/19 to date								
Availability		Hours 09 to 18		Hours 18 to 09		Weekdays 09 - 18		RSO
Hours	%	Hours	%	Hours	%	Hours	%	Days, Hours, Minutes
5,762.25	98.40	2,110.75	96.12	3,651.50	99.77	1,490.25	94.62	0 Mins



Financial Year 2018 - Monthly Availability

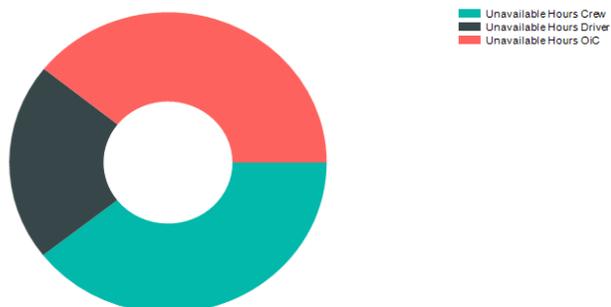


Station profile	Reason for availability issues	Actions taken
17 units available 14.75 units filled 18 personnel	Lack of driver and/or Level 1 Incident Commander during week day time period 0900-1800.  Annual Leave  Long term sickness	One EFAD/L1IC qualified staff member transferring from another station in December.

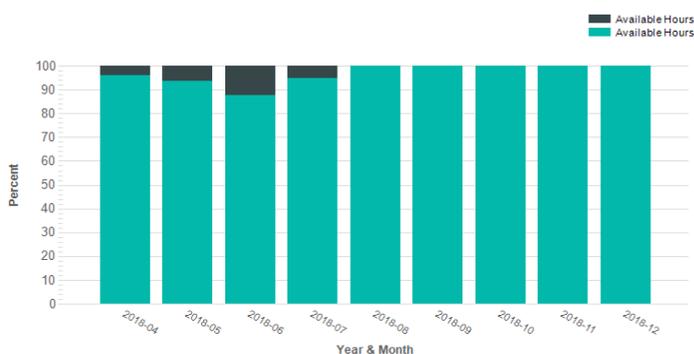
# Wellington Fire Station – Amber On Call Watch

Financial Year 2018/19 to date								
Availability		Hours 09 to 18		Hours 18 to 09		Weekdays 09 - 18		RSO
Hours	%	Hours	%	Hours	%	Hours	%	Days, Hours, Minutes
5,656.75	96.60	2,033.50	92.60	3,623.25	99.00	1,441.75	91.54	0 Mins

Total Unavailability: 5.39% (315.75Hrs)



Financial Year 2018 - Monthly Availability



Station profile	Reason for availability issues	Actions taken
13 units available 11.5 units filled 14 personnel	Lack of driver and/or Level 1 Incident Commander, especially during week day time period 0900-1800.  Long term sickness	Two new members of staff are currently undergoing recruit training as of November 2018.  Additional EFAD and L1IC courses booked for staff.

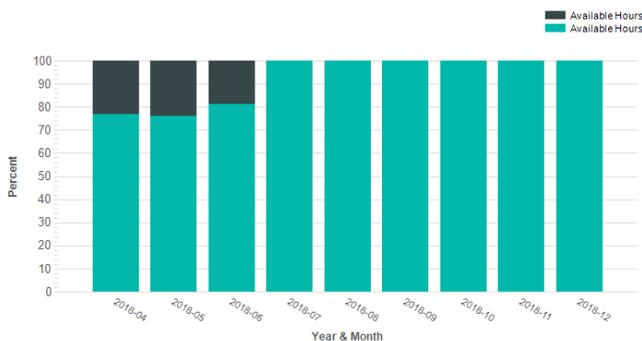
# Minsterley Fire Station

Financial Year 2018/19 to date								
Availability		Hours 09 to 18		Hours 18 to 09		Weekdays 09 - 18		RSO
Hours	%	Hours	%	Hours	%	Hours	%	Days, Hours, Minutes
5,377.00	91.82	1,785.75	81.32	3,591.25	98.12	1,169.50	74.25	0 Mins

Total Unavailability: 8.65% (506.50Hrs)



Financial Year 2018 - Monthly Availability



Station profile	Reason for availability issues	Actions taken
13 units available 8.5 units filled 11 Personnel	Lack of crew members, especially during week day time period 0900-1800.  Lack of large employers willing to let staff respond to emergency calls  Lack of domestic dwellings in immediate 5 minute turn out area.	No new recruits at present  Station classed as priority for Recruitment and Attraction Task and Finish group.

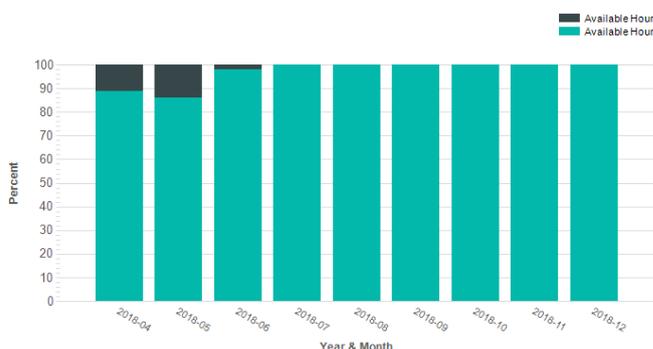
# Albrighton Fire Station

Financial Year 2018/19 to date								
Availability		Hours 09 to 18		Hours 18 to 09		Weekdays 09 - 18		RSO
Hours	%	Hours	%	Hours	%	Hours	%	Days, Hours, Minutes
5,661.25	96.67	2,050.25	93.36	3,611.00	98.66	1,482.50	94.13	0 Mins

Total Unavailability: 4.29% (251.50Hrs)



Financial Year 2018 - Monthly Availability



Station profile	Reason for availability issues	Actions taken
<p>13 units available 10.5 units filled 12 Personnel</p>	<p>Lack of crew members, primarily drivers and L1IC especially during week day time period 0900-1800.</p> <p>Lack of large employers willing to let staff respond to emergency calls</p> <p>Lack of domestic dwellings in immediate 5 minute turn out area.</p>	<p>Previous recruitment campaigns has resulted in a number of development firefighters on station.</p> <p>Station classed as priority for Recruitment and Attraction Task and Finish group.</p>