

Wholetime and Retained Duty System Performance Monitoring July to September 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

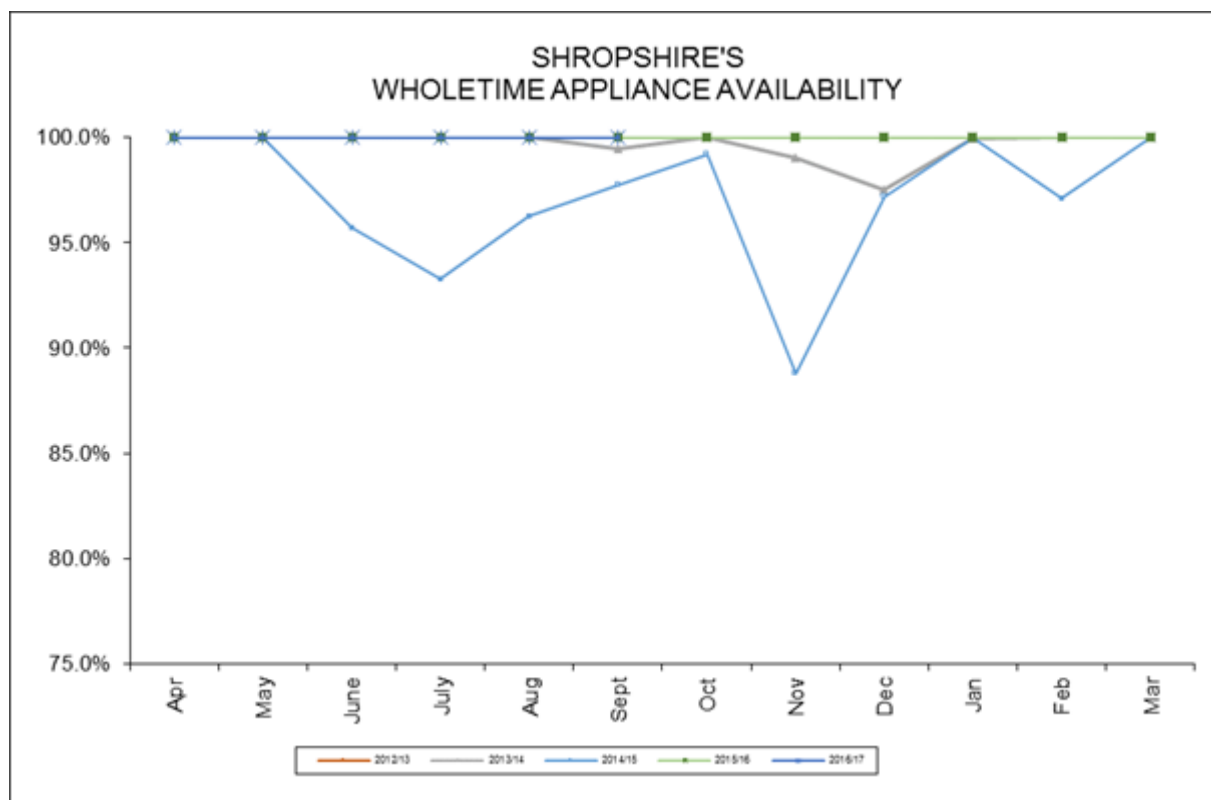
The Committee is asked to note the contents of the report.

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 11 exchanges of duty, with firefighters moving from shifts where staffing was more than minimum plus 2. 31 day shifts and 63 night shifts of overtime were used.

12 recruits started the wholetime recruit course that finishes on 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) will be implemented in January 2017. This should significantly reduce the requirement to use overtime in the future.

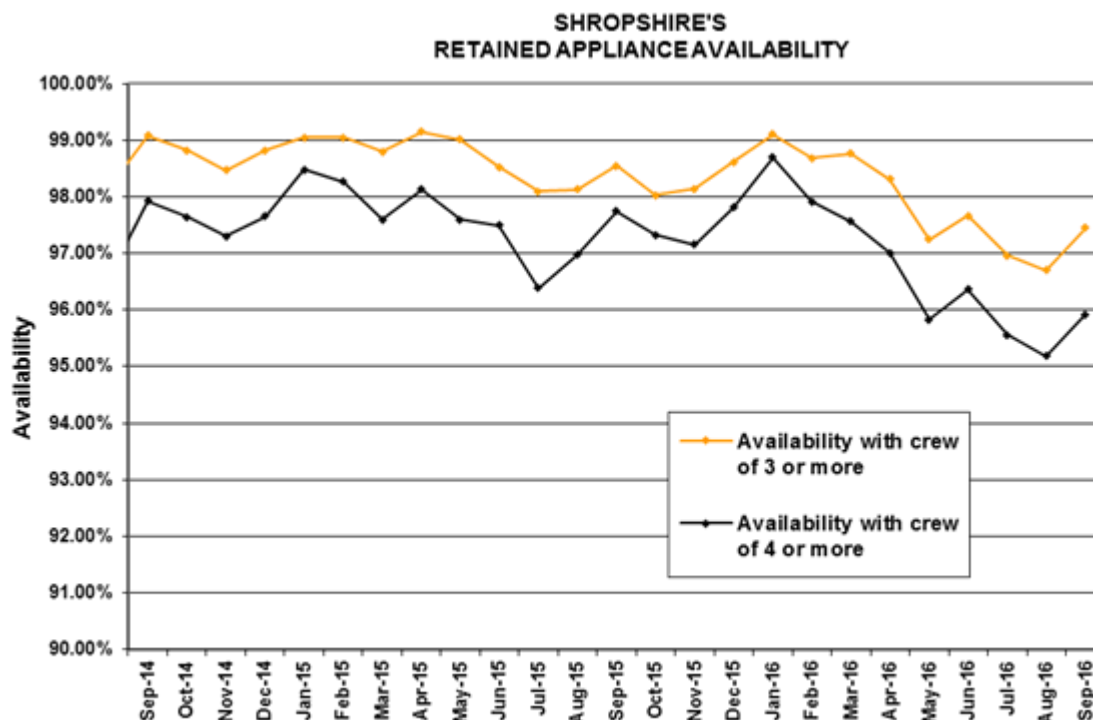
5 RDS Performance

Overall availability of RDS fire appliances has remained this quarter at 95.83%. This is despite a reduction down to 95.2 % in August due to the summer leave period. Recent success in recruitment has also played a part in maintaining these levels.

Improvements are being seen across the service, although Minsterley and Albrighton are still suffering from low staffing levels. This is despite new recruits on each station.

The Service has also experienced a drop in cover at Market Drayton this quarter which is due to a number of long term sickness issues.

Graph 1 shows the average performance for all 23 RDS appliances.



Graph 1 – Retained Duty System Crew Availability

10 stations have performed exceptionally well, with near 100% availability this quarter and 18 are 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

- Baschurch
- Church Stretton
- Wem
- Whitchurch

Less than 10 hours GST support

- Bridgnorth
- Wellington
- Ellesmere
- Oswestry
- Shrewsbury
- Tweedale

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

To improve on 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 provided below.

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
2. The use of Facebook as a recruiting tool
3. The use and scope of computer Tablets on RDS Stations

7 Background Station Specific Performance

This quarter there are a number of fire stations who had a dip in cover and this was around the August holiday time, although the overall figure for the year remains at 96% for all RDS fire stations. 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 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.

A recent female taster day attracted a possible 5 recruits and their applications are now being processed.

All aspects of the recruitment campaign, including the use of social 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 (WMP) and Hereford and Worcester Fire and Rescue Service (H&WFRS) on a joint RDS working policy. A number of recruits from both Services have been trained alongside Police Community Support Officers (PCSOs). This is continuing to work well, and may be extended in the future.

10 Retained Support Officer (RSO) Cover

Table 1 below shows the fire stations and the support they have required during the last four years and the Third Quarter of 2016.

The deployment of RSOs during this quarter was again significant in supporting performance at Albrighton and Minsterley, also with an increase at Market Drayton.

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

There are 4 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.

Table 1 – Retained Support Officer Cover

Stations	2012/13	2013/14	2014/15	2015/16	2016/17				Total
	Total	Total	Total	Total	Q1	Q2	Q3	Q4	
Albrighton	472.00	276.50	895.75	1006.5	209.75	225.5	265.75		701
Baschurch	0	0	0	12.8	4	5.25	0		9.25
Bishop's Castle	0	0	164.75	43.0	15	25	24.5		64.5
Bridgnorth	0	203.25	191.5	162.8	24	29	55.5		108.5
Church Stretton	0	0	0	0	0	0	0		0
Cleobury Mortimer	565.25	902.50	373.25	340.0	16.25	39	61.25		116.5
Clun	0	0	46	66.3	0	0	22		22
Craven Arms	0	0	0	118.3	15.75	28.25	15.75		59.75
Ellesmere	0	0	0	64.8	0	0	13.25		13.25
Hodnet	0	0	0	5.0	4.5	4.5	18.5		27.5
Ludlow	419.70	156.25	64.25	25.0	3	3	22.25		28.25
Market Drayton	240.75	88.50	25.75	35.0	52.75	138.25	158.75		349.75
Minsterley	371.50	449.25	1410.25	2693.3	423.5	590.75	477.25		1491.5
Much Wenlock	194.75	226.25	107.75	71.3	5	8	6.75		119.75
Newport	0	0	0	43.3	1.5	4.5	6.25		12.25
Oswestry 16 (P4)	532.75	460.00	222	79.0	19.25	35.75	19.25		74.25
Prees	0	0	0	31.5	3	12	2		17
Shrewsbury	0	0	0	0	0	0	3.5		3.5
Tweedale	0	0	0	22.0	0	0	2.5		2.5

Wellington	0	0	39.25	19.5	0	0	2.5		2.5
Wem	0	0	0	9.5	0	0	0		0
Whitchurch	0	0	0	0	0	0	0		0
Totals	2,796.70	2,762.25	3,540.50	4,848.5	797.25	1175.75	1177.5		3223.5

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 being finalised and allows an in depth look at all availability and competence issues. This is likely to be completed towards the end of this calendar year.

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:

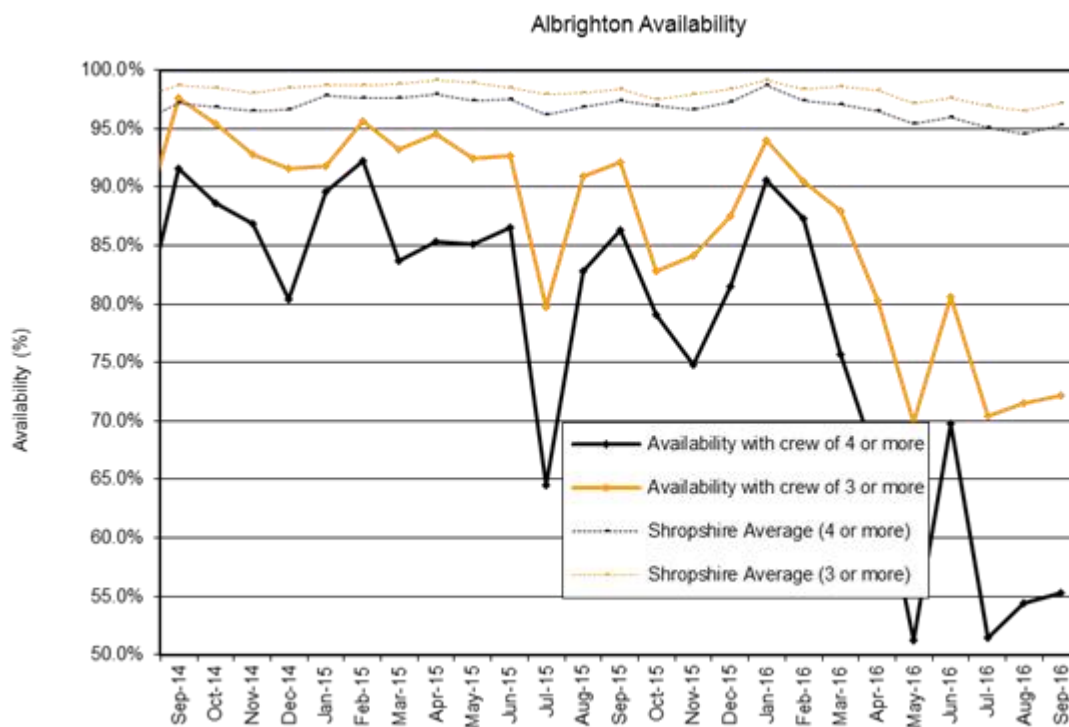
<http://www.shropshirefire.gov.uk/managing-service/fra/meetings>

Retained Duty System Fire Station Availability: Analysis

NB: One (1) unit is equivalent to one person being available for full cover (over 120 hours a week), so two crew members each committing three quarter cover (up to 120 hours but no less than 84 hours per week) would equate to 1.5 units.

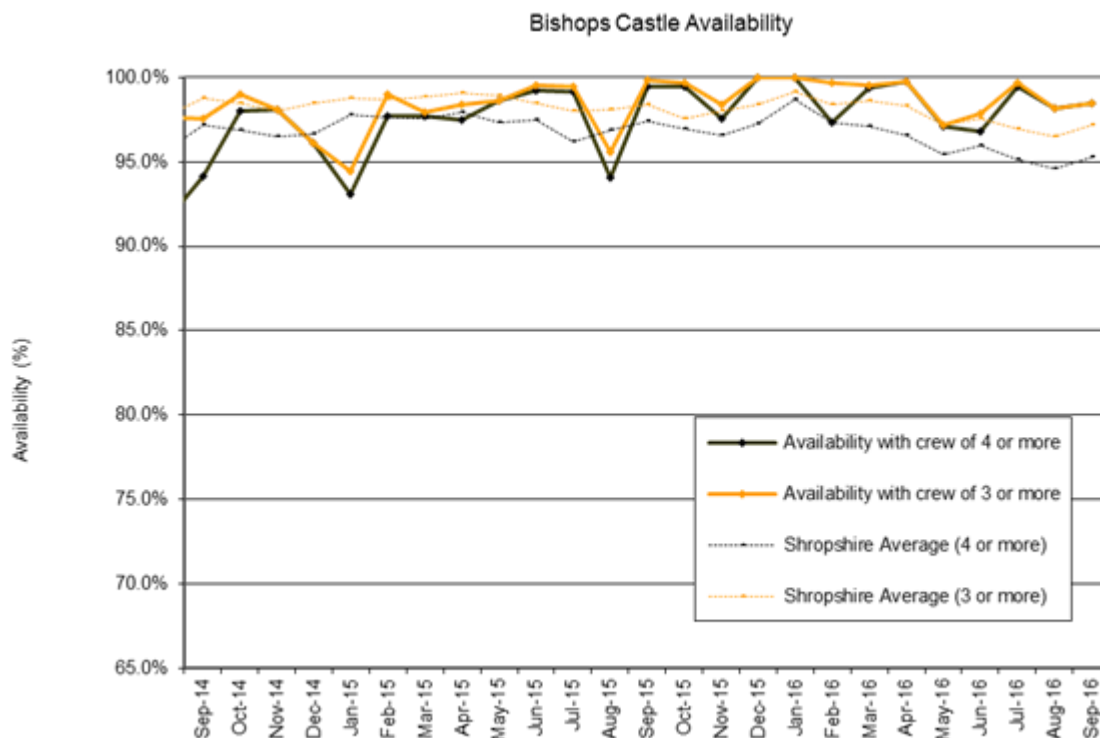
This quarter the same stations have been selected for comparison. They are Albrighton, Bishops Castle, Church Stretton, Ellesmere, Market Drayton and Minsterley.

Albrighton



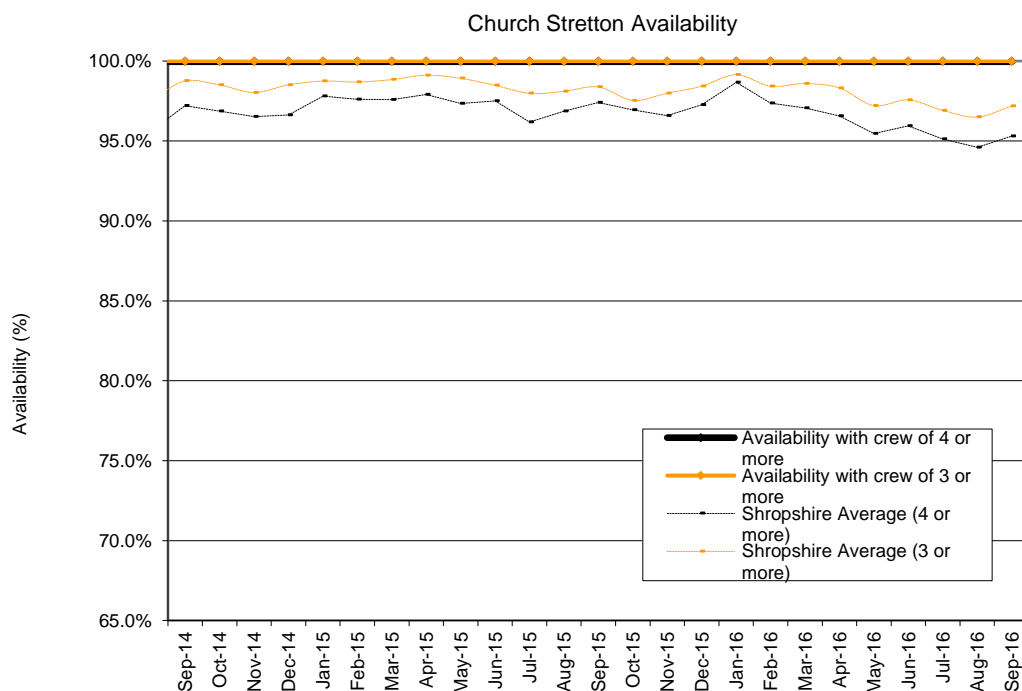
Station profile	Reasons for availability issues	Actions taken
13 units (8.25 units available = 10 personnel)	Three personnel left the service in January 2016	Three recruits started on the station in October 2016. One more is starting the training course in November 2016

Bishops Castle



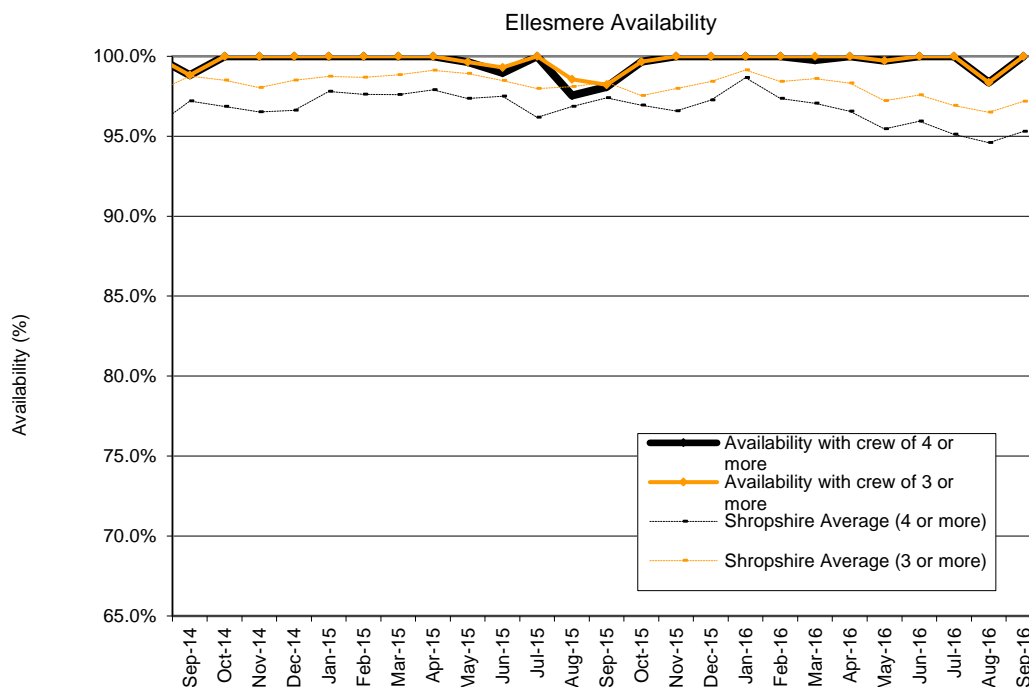
Station profile	Reasons for availability issues	Actions taken
<p>13 units (10.75 units available = 11 personnel)</p> <p>Good consistent cover</p>	<p>Work requirements cause fluctuations</p>	<p>The station have recently had a new recruit and now they are on the run. Cover is improving.</p>

Church Stretton



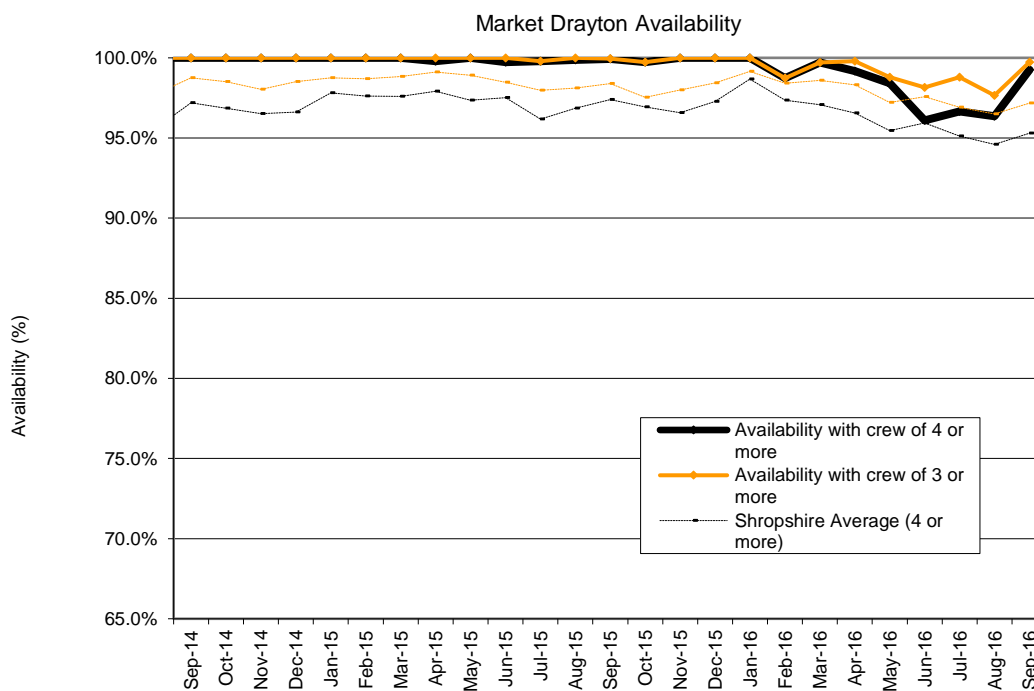
Station profile	Reason for availability issues	Actions taken
13 units 14 personnel are currently on station strength.	Great cover constantly	Well managed station Great performance from whole station

Ellesmere



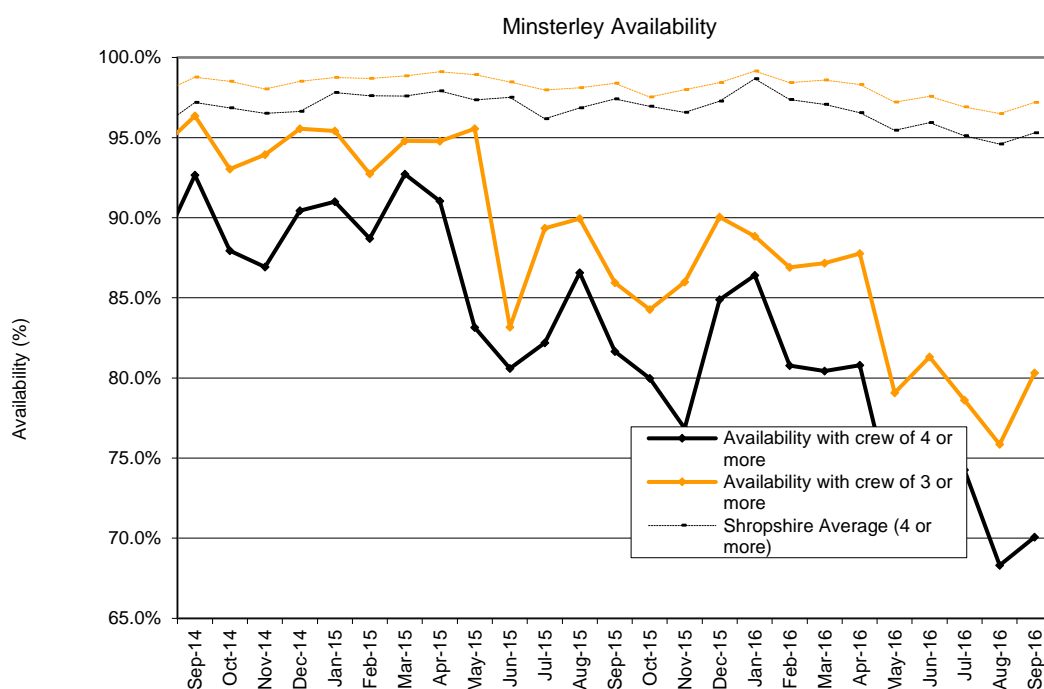
Station profile	Reason for availability issues	Actions taken
13 units 14 personnel are currently on station strength. Giving 12 full units	Good cover A slight dip due to summer leave period.	Well managed station Good availability from whole station.

Market Drayton



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 firefighters on long term sick. Also because of insufficient drivers and Officers In Charge. Also the summer leave period.	In November, two firefighters returned from sick who are also drivers

Minsterley



Station profile	Reason for availability issues	Actions taken
<p>Although 14 units are budgeted for, only 7.5 units = 9 personnel are currently on station strength.</p> <p>Daytime crewing is presenting the greatest challenge.</p>	<p>One member of staff is on long term sick.</p>	<p>Two recruits finished recruit training in September.</p> <p>A further recruit is due to start the next course in 2017.</p>