

Wholetime and On Call (Retained Duty System) Performance Monitoring April 2019 – March 2020

Report of the Chief Fire Officer

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1 Purpose of Report

This report provides an annual summary of information for April 2019 – March 2020, regarding the performance and management of availability across Wholetime and On Call Retained Duty Systems 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 three 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.

FSR has also proved a very useful tool during the Covid 19 pandemic. The Service has been able to create resilience stations within the FSR application which has enabled immediate distribution of shifts where staffing levels have been impacted upon.

The service is now busy planning for a number of retirements and promotions over the next 12 months.

5 On Call (Retained Duty System) Performance

The year 2019/20 has seen on call appliances achieve **96.98%** availability (97.7% for the same period 2018/19). Although we have seen a 0.8% drop in availability over the last 12 months, we should remember we are still leading the United Kingdom fire and rescue services with on call availability.

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.

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 following table shows a station by station breakdown of annual availability:

New availability report through FSR

Availability by Station	Months												
Stations	Apr 2019	May 2019	Jun 2019	Jul 2019	Aug 2019	Sep 2019	Oct 2019	Nov 2019	Dec 2019	Jan 2020	Feb 2020	Mar 2020	Grand Total
01P1 (AL)	90.73%	85.92%	82.88%	79.77%	85.05%	76.67%	88.54%	83.68%	92.47%	95.80%	90.91%	94.72%	87.26%
02P2 (BS)	99.79%	97.68%	95.42%	95.73%	93.62%	97.85%	99.70%	99.97%	99.73%	99.76%	99.57%	100.00%	98.23%
03P2 (BC)	98.51%	99.40%	99.97%	99.83%	97.88%	99.48%	98.92%	98.92%	99.60%	100.00%	100.00%	100.00%	99.38%
04P2 (BN)	99.97%	100.00%	99.79%	95.06%	94.02%	97.71%	100.00%	99.51%	99.90%	99.83%	99.64%	99.66%	98.76%
05P2 (CS)	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
06P2 (CM)	97.74%	97.78%	92.99%	93.25%	92.64%	94.17%	94.15%	98.65%	98.79%	99.80%	99.32%	100.00%	96.61%
07P2 (CL)	97.50%	98.66%	94.51%	97.08%	95.23%	94.90%	92.07%	95.52%	98.42%	98.92%	99.28%	99.60%	96.81%
08P2 (CA)	100.00%	100.00%	99.79%	100.00%	100.00%	100.00%	100.00%	99.58%	99.53%	100.00%	100.00%	100.00%	99.91%
09P2 (EL)	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	99.63%	100.00%	99.97%	100.00%	100.00%	100.00%	99.97%
10P2 (HO)	99.69%	99.97%	99.03%	98.99%	99.76%	99.10%	99.97%	99.90%	99.87%	99.73%	100.00%	100.00%	99.67%
11P2 (LU)	98.40%	97.45%	96.01%	98.02%	94.52%	98.61%	97.11%	96.81%	90.76%	99.80%	98.89%	99.76%	97.18%
12P2 (MD)	99.97%	99.70%	98.16%	98.39%	98.79%	98.16%	99.26%	97.43%	97.92%	99.63%	98.31%	98.25%	98.66%
13P2 (MY)	89.24%	92.71%	92.95%	92.07%	92.78%	90.83%	96.61%	94.69%	95.80%	97.04%	93.93%	92.37%	93.42%
14P2 (MW)	96.67%	96.14%	91.18%	85.95%	92.20%	83.44%	94.76%	91.39%	94.42%	95.97%	95.40%	94.05%	92.63%
15P2 (NP)	98.19%	96.61%	93.30%	91.90%	95.53%	91.04%	96.64%	90.83%	95.36%	96.81%	96.30%	99.50%	95.17%
17P2 (PR)	88.96%	77.49%	76.04%	80.58%	75.10%	77.19%	87.84%	86.18%	91.40%	92.47%	89.04%	93.78%	84.67%
18P3 (SY)	99.93%	99.56%	99.72%	99.70%	99.80%	99.83%	99.70%	99.97%	99.87%	98.66%	100.00%	100.00%	99.73%
20P1 (TW)	97.57%	96.40%	94.58%	98.35%	97.08%	98.23%	98.19%	98.65%	97.75%	98.99%	98.02%	98.76%	97.71%
21P1 (WL)	98.99%	96.34%	96.28%	100.00%	99.56%	98.89%	98.72%	99.93%	98.62%	100.00%	99.96%	99.43%	98.89%
22P2 (WM)	100.00%	99.46%	99.83%	100.00%	98.08%	99.72%	100.00%	100.00%	100.00%	100.00%	99.14%	99.76%	99.67%
23P2 (WH)	99.41%	99.70%	100.00%	99.16%	98.52%	99.86%	100.00%	100.00%	99.56%	99.83%	99.10%	99.76%	99.58%
OS	100.00%	100.00%	98.96%	98.86%	99.63%	99.55%	100.00%	100.00%	100.00%	99.80%	99.82%	99.83%	99.70%
Grand Total	97.78%	96.86%	95.52%	95.58%	95.45%	95.24%	97.35%	96.89%	97.72%	98.77%	98.03%	98.60%	96.98%

The GST has provided a total of **4954** hours support across On Call stations between April 2019 – March 2020. This is an increase of **758** hours for the same period in 2018/19.

The GST has provided 3525 hours (71% of GST's annual total) of fire cover at the five stations previously mentioned.

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.

The On Call Sustainability project will begin shortly with a number of On Call 'champions' volunteering to help shape the research. A 12 month Watch Manager post has also been agreed to assist with this project. The service has delayed the implementation of this during the Covid 19 outbreak to ensure value for money in this secondment.



GST vehicles at the recent recruitment event at Much Wenlock

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 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

On Call (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:

- Albrighton
- Market Drayton

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.

Albrighton Fire Station

Station profile	Availability information	Actions taken
13 units available 10.5 units filled, 12 personnel Vacancies for 2.5 units.	Jan 2020 – 95.7 % Feb 2020 – 88.4 % Mar 2020 – 91 % Annual availability 18/19 – 90.6% Annual availability 19/20 – 87.2 % <u>Main challenges</u> <ul style="list-style-type: none"> • Driver shortage which is being addressed but no quick fix. • Lack of employment within 5 minutes of the station 	1 x recruit on the current course (postponed) 1 x Job Related Tests

Market Drayton Fire Station

Station profile	Availability information	Actions taken
<p>18 units available</p> <p>13.75 units filled,</p> <p>18 Personnel</p> <p>Vacancies for 4.25 units.</p>	<p>Jan 2020 – 99.1 % Feb 2020 – 95.1 % Mar 2020 – 96.4 %</p> <p>Annual availability 18/19 – 98.5% Annual availability 19/20 – 98.66 %</p> <p><u>Main challenges</u></p> <ul style="list-style-type: none"> • Driver shortage which is being addressed but no quick fix. • 10 staff are shift workers; at various times these shift patterns clash. 	<p>1 x recruit at application stage</p>