

Wholetime and Retained Duty System Performance Monitoring April to June 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

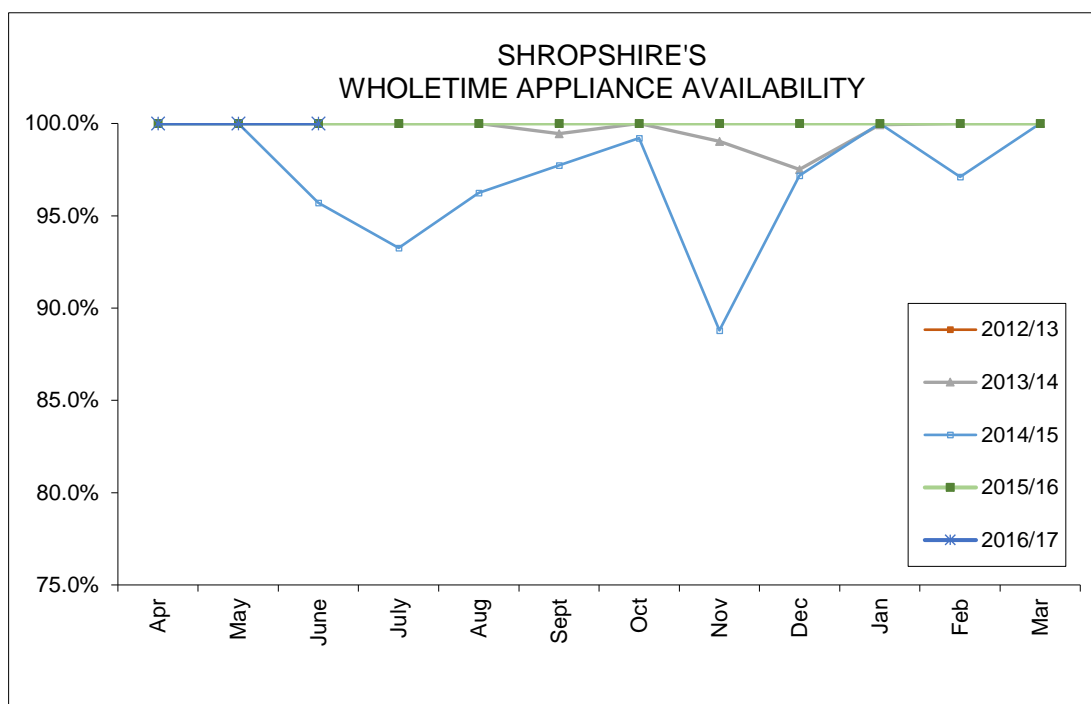
The Committee is asked to note the contents of the report.

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 35 exchanges of duty, with firefighters moving from shifts where staffing was more than minimum plus 2. This helped to maintain staffing and also resulted in 9 day shifts and 26 night shifts saving £9,500 in overtime costs (based on a firefighter overtime rate).

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).

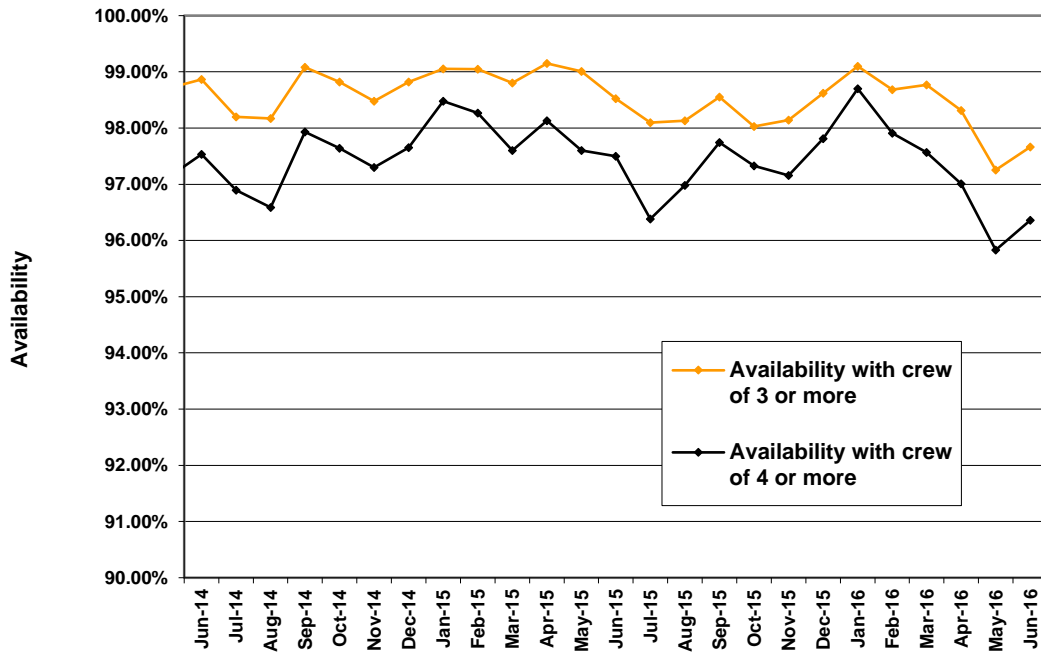
The Integrated Crewing Model (IRMP1) will be implemented in January 2017. This should significantly reduce the requirement to use overtime in the future.

Retained Availability

Overall availability of RDS fire engines has fallen this quarter to 95.83%. This is a reduction from 97.81 % last quarter. Graph 1 shows the average performance for all 23 RDS engines. The decline has been since January 2016 and the cause of this is still the staffing levels at Minsterley and Albrighton. These two stations continue to reduce the overall picture of RDS availability. Ten of the stations have managed near 100% availability this quarter and 18 are available for between 98% and 100% of the time. This still shows great performance and commitment from our staff in trying to achieve the Fire Authority’s target of 100% availability.

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

**SHROPSHIRE'S
RETAINED APPLIANCE AVAILABILITY**



Graph 1 – Retained Duty System Crew Availability

5 Performance

Graph 1 reveals a slight decline this quarter, dropping down to 95.83% at its lowest in May. This is again predominantly due to the staffing issues at Albrighton and Minsterley. This will greatly improve from the end of September when there are two new recruits at Minsterley and three at Albrighton finishing their basic training.

There has also been excellent performance from a number of stations, as listed below, maintaining nearly 100% cover throughout the Quarter:

Baschurch	Shrewsbury
Bridgnorth	Tweedale
Church Stretton	Wellington
Ellesmere	Wem
Oswestry	Whitchurch

To improve on overall level of performance, the Service remains focused on those fire engines / 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 completed its current work package and will be allocated more work streams for improvement at its October meeting.

7 Background Station Specific Performance

This quarter there are only 4 fire stations, whose performance falls below the mean of 98% achieved by the remaining stations. An analysis of performance is provided at the appendix to this report. This includes Bishops Castle, Church Stretton, Ellesmere and Market Drayton. With the exception of Albrighton who dropped to 51% in May and went up to 70% in June and Minsterley at 75%, all other stations currently achieve over 97% availability with the help of Retained Support Officer cover.

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.

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 has been working closely with West Mercia Police (WMP) and Hereford and Worcester Fire and Rescue Service (H&WFRS) on a joint RDS training course. 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 second Quarter of 2016.

The deployment of RSOs during the first 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 2 long term sick and a lack of skills. We have now put in place a driving course and incident command training to remove these issues.

There are 8 stations who did not use any RSO cover at all during the last quarter and a further 4 stations who used less than 10 hours in the quarter.

Table 1 – Retained Support Officer Cover

	2012/13	2013/14	2014/15	2015/16	2016/17				
Stations	Total	Total	Total	Total	Q1	Q2	Q3	Q4	Total
Albrighton	472.00	276.50	895.75	1006.5	209.75	225.5			435.25
Baschurch	0	0	0	12.8	4	5.25			9.25
Bishop's Castle	0	0	164.75	43.0	15	25			40
Bridgnorth	0	203.25	191.5	162.8	24	29			53
Church Stretton	0	0	0	0	0	0			0
Cleobury Mortimer	565.25	902.50	373.25	340.0	16.25	39			55.25
Clun	0	0	46	66.3	0	0			0
Craven Arms	0	0	0	118.3	15.75	28.25			44
Ellesmere	0	0	0	64.8	0	0			0
Hodnet	0	0	0	5.0	4.5	4.5			9
Ludlow	419.70	156.25	64.25	25.0	3	3			6
Market Drayton	240.75	88.50	25.75	35.0	52.75	138.25			191
Minsterley	371.50	449.25	1410.25	2693.3	423.5	590.75			1014.25
Much Wenlock	194.75	226.25	107.75	71.3	5	8			13
Newport	0	0	0	43.3	1.5	4.5			6
Oswestry 16 (P4)	532.75	460.00	222	79.0	19.25	35.75			55
Prees	0	0	0	31.5	3	12			15
Shrewsbury	0	0	0	0	0	0			0
Tweedale	0	0	0	22.0	0	0			0
Wellington	0	0	39.25	19.5	0	0			0
Wem	0	0	0	9.5	0	0			0
Whitchurch	0	0	0	0	0	0			0
Totals	2,796.70	2,762.25	3,540.50	4,848.5	797.25	1175.75			1973

11 Availability System

The Service has now been using the SEED RDS Availability System and it is in use on every station.

The system is providing more flexibility and access to the RDS firefighters, who are now able to use mobile devices to book on and off.

Work is progressing well on Phase II development of the system. This allows Area Command managers to look at all aspects of the availability on a station and once the final alterations are made will be a robust method of managing availability and other reporting data. Information on response times and sickness monitoring will also be able to be viewed. 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:

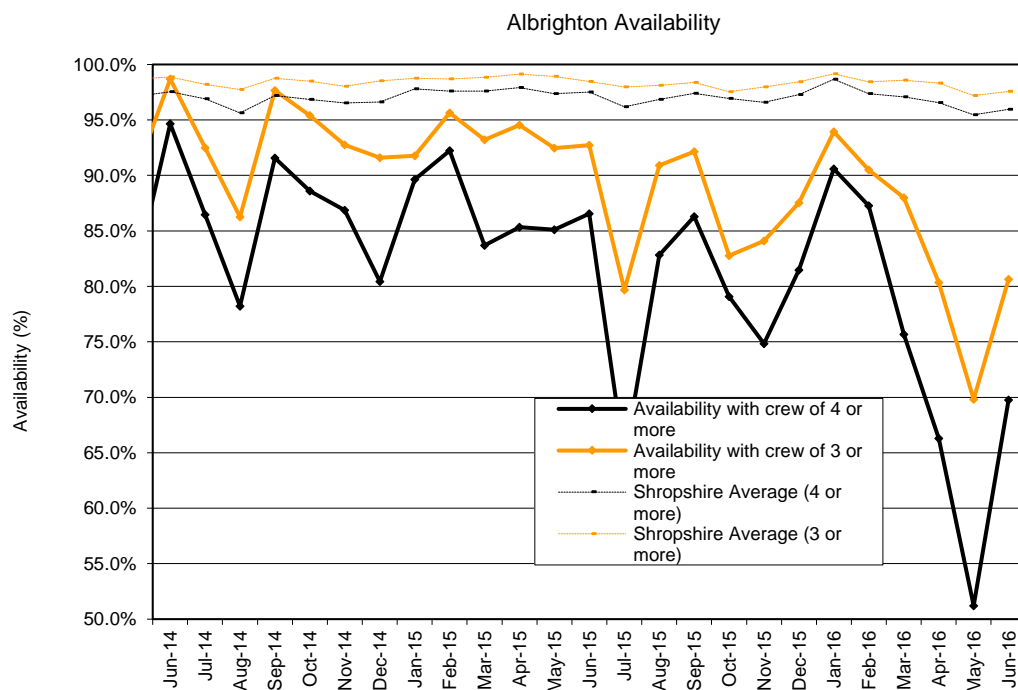
<http://www.shropshirefire.gov.uk/managing-service/fra/meetings>

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.

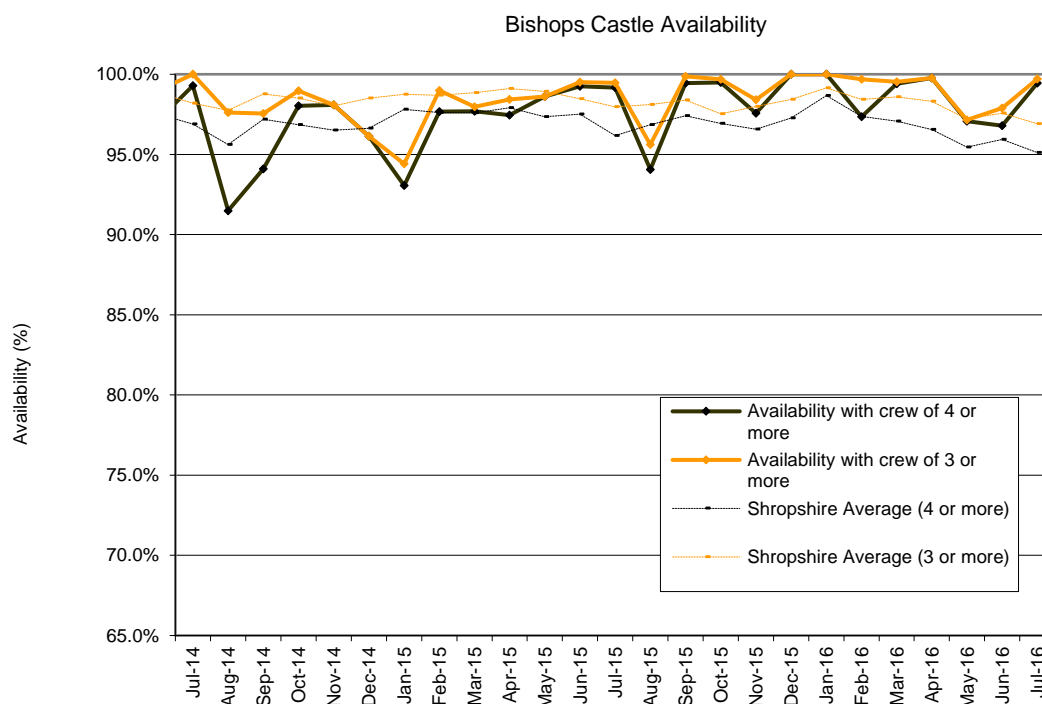
This quarter the stations selected to highlight are Albrighton, Bishops Castle, Church Stretton, Ellesmere and Market Drayton and Minsterley.

Albrighton



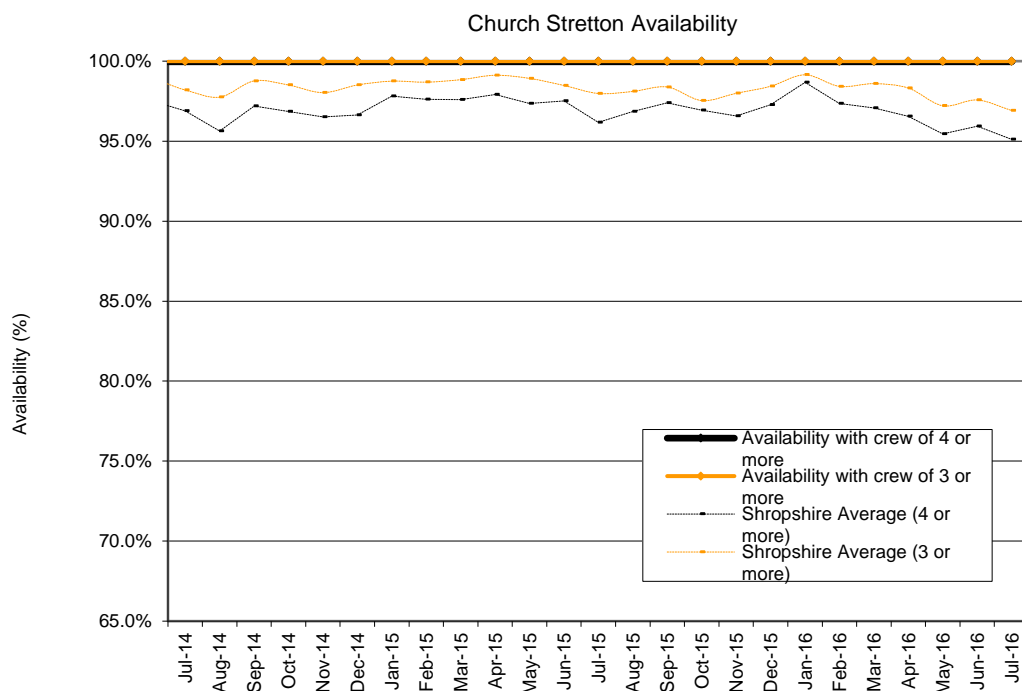
Station profile	Reasons for availability issues	Actions taken
13 units (6.25 units available = 7 personnel)	3 personnel left the service in January 2016	The station was prioritised for recruitment – five possible recruits have been interviewed. Three are expected to finish recruit training in September. Two recruits are due to start the next course in November.

Bishops Castle



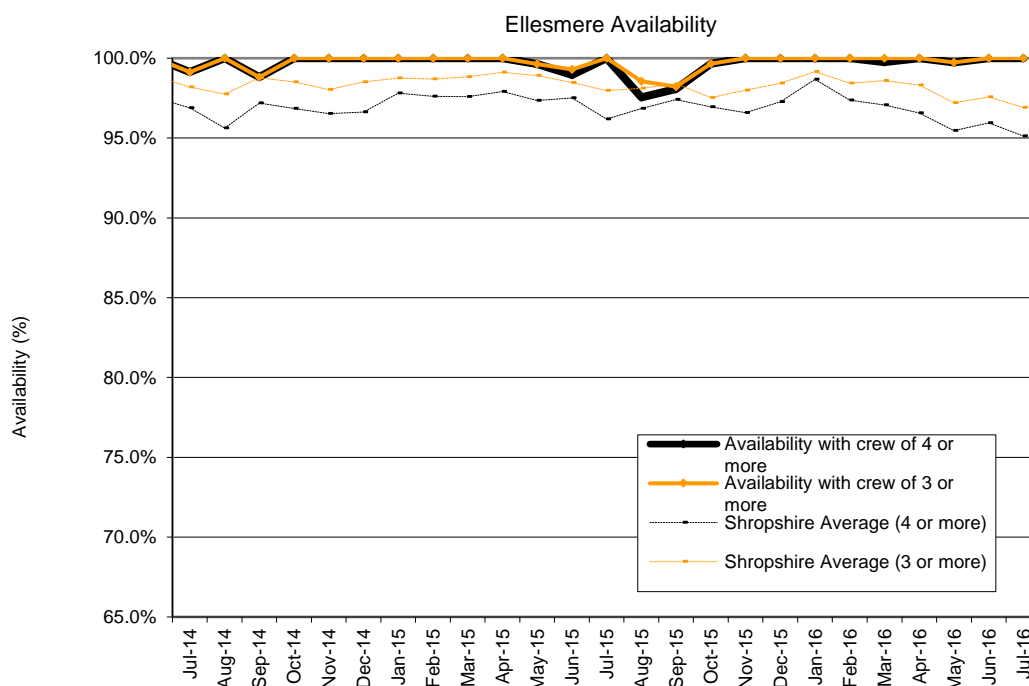
Station profile	Reasons for availability issues	Actions taken
<p>13 units (10.75 units available = 11 personnel)</p> <p>Good consistent cover</p>	<p>Work requirements cause fluctuations</p>	<p>The station have recently had a new recruit and now they are on the run. Cover is improving.</p>

Church Stretton



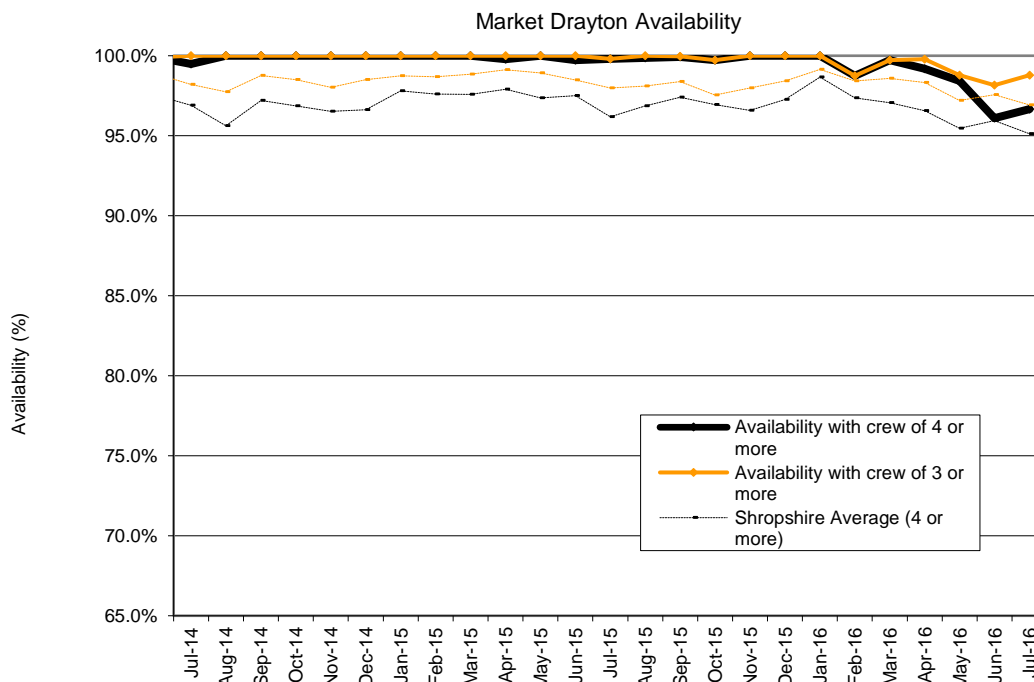
Station profile	Reason for availability issues	Actions taken
13 units 14 personnel are currently on station strength.	Great cover constantly	Well managed station Great performance from whole station

Ellesmere



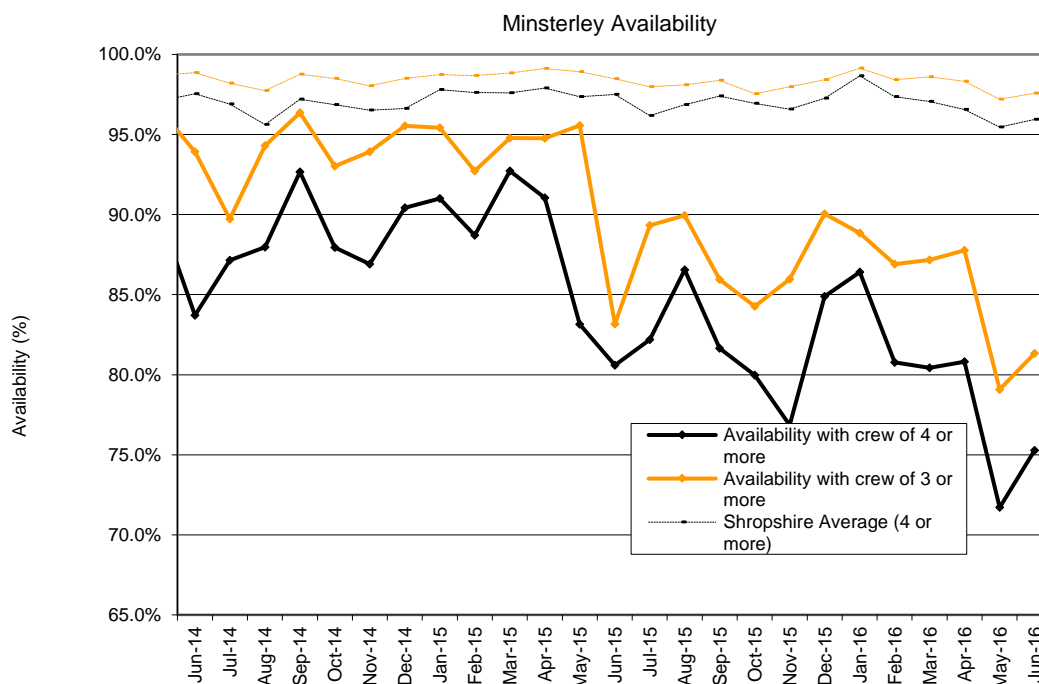
Station profile	Reason for availability issues	Actions taken
13 units 14 personnel are currently on station strength. Giving 12 full units	Good cover again	Well managed station Good availability from whole station.

Market Drayton



Station profile	Reason for availability issues	Actions taken
<p>Although 17 units are budgeted for, 13.75 units = 16 personnel are currently on station strength.</p>	<p>This has been caused by two fire fighters on long term sick. Also because of insufficient drivers and Officers In Charge.</p>	<p>One person is completing their driving qualification and two are finishing off their CM and Incident Command course.</p>

Minsterley



Station profile	Reason for availability issues	Actions taken
<p>Although 14 units are budgeted for, only 6 units = 7 personnel are currently on station strength.</p> <p>Daytime crewing is presenting the greatest challenge.</p>	<p>Personnel relocating due to lack of work opportunities remains to be an issue.</p> <p>A key member of staff who provided day cover has left and a period of long term sick on the station for one of the crew.</p>	<p>Two recruits are due to finish recruit training in September.</p> <p>There is one more recruit to start the next course in November.</p>