

Retained Duty System Performance Monitoring January to March 2013

Report of the Chief Fire Officer

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1 Purpose of Report

This report provides information regarding the ongoing performance and management of the Retained Duty System (RDS) in Shropshire.

2 Recommendations

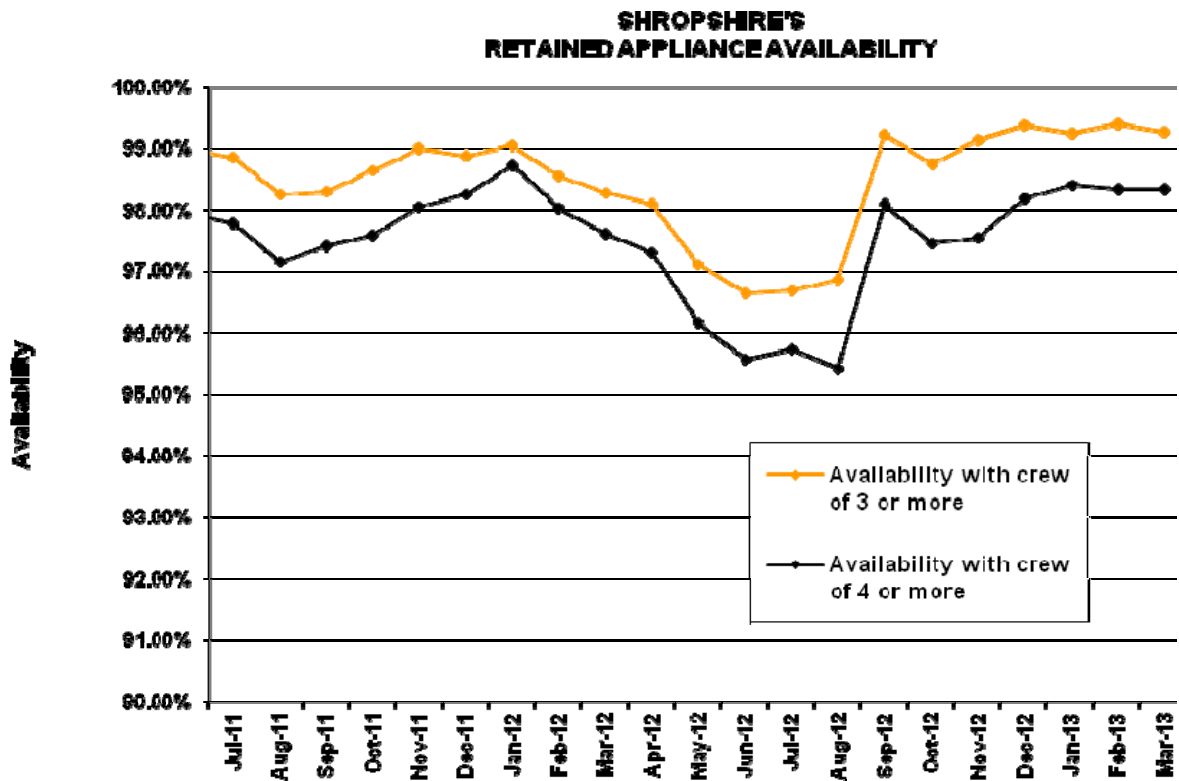
The Committee is asked to note the contents of the report.

3 Background

Shropshire Fire and Rescue Service (SFRS) has 23 fire stations, 19 of which are solely crewed by 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.

Overall availability of RDS fire engines, by comparison with many other fire and rescue services, remains high at over 98% (see Graph 1 overleaf). Graph 1 shows the average performance for all 23 RDS fire engines, which includes two based at Oswestry Fire Station. Of the 23 RDS fire engines, 18 are available for 98% to 100% of the time, which is an outstanding level of performance. The Fire Authority's target is, however, always for 100% availability for all of its fire engines.

Night-time cover is particularly good, with almost 100% availability between the hours of 6.00 pm and 8.00 am across all stations. The exception to this is an occasional shortfall with the 'second' fire engine at Oswestry, which, whilst not ideal, is tolerated, as the remaining 'primary' fire engine remains available 100% of the time during these hours.



Graph 1 – Retained Duty System Crew Availability

4 Improving Performance

Graph 1 reveals a gradual downward trend in availability during 2012, arising from previously documented staffing issues. The sudden upward movement in availability since August 2012 is a result of the manner in which the second Oswestry appliance is recorded. This is explained at the appendix to this report. The upward trend in availability has continued since October 2012. To improve performance the Service is focusing attention on those fire engines / stations that are currently providing reduced availability. An outline of the factors affecting availability and the actions to improve performance is provided below.

5 Factors Influencing Availability

In recent years it has become increasingly challenging to ensure that all 23 fire appliances crewed by RDS personnel are available '24 / 7'. There have been a number of legal, economic and societal changes in recent years that have affected the RDS and these have been summarised in previous reports.

6 Background Station Specific Performance

There are now four fire stations, whose performance over the past 12 months falls below the mean of between 98% to 100%, achieved by the remaining stations. An analysis of performance is provided at the appendix to this report.

It is pleasing that Ludlow has now been removed from this group due to recent improved performance.

7 Recruitment Campaign

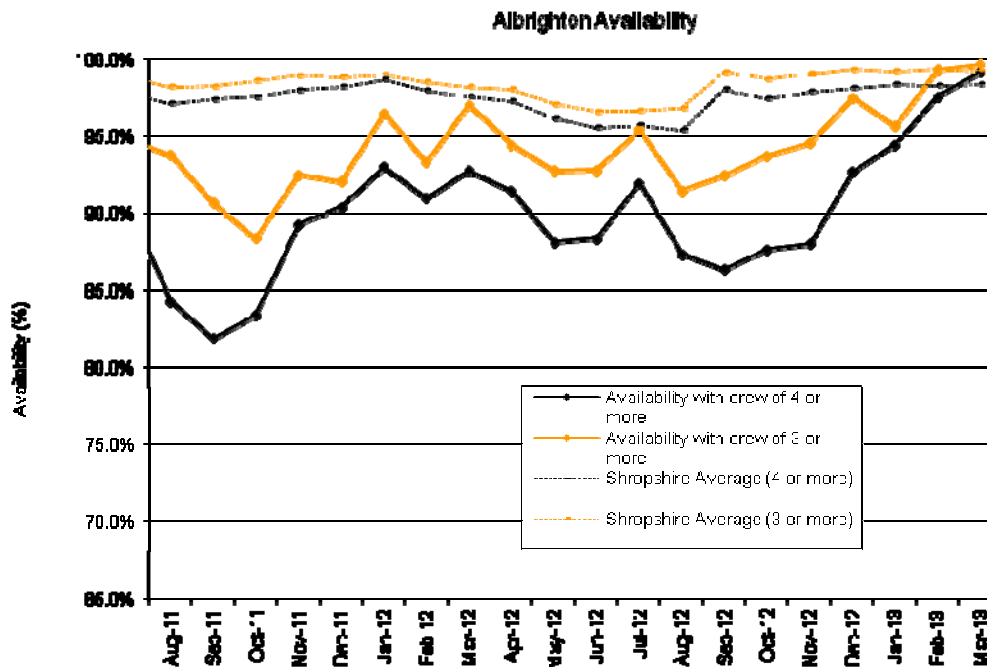
Ongoing analysis of overall RDS availability has identified those stations with insufficient staff that need to be targeted for recruitment. Over the last 9 months the Service has run a successful campaign, which has provided 10 new recruits for those stations identified as a priority due to reduced staffing.

The latest RDS recruits course commenced on 11 February 2013 with 9 candidates. The majority of the delegates are targeted at priority stations and a further 8 are already nominated for the RDS course, commencing on 17 June 2013.

All aspects of the recruitment campaign, including the SFRS decision to venture into social networking as a method of engagement, have been hugely successful. Similar recruitment tactics will, therefore, be utilised in the future.

By taking advantage of connections with our local authority stakeholders in South Shropshire, we now also communicate RDS requirements via the Shropshire Association of Local Councils' newsletter.

Graph 2 below, which shows the improved availability at Albrighton, is a clear indication of the success of the recent strategy. Similar improvements have been achieved in Cleobury Mortimer, as shown in the Appendix to this report.



Graph 2 – Albrighton Availability since Recruitment

Albrighton

Station profile	Reasons for availability issues	Actions taken
<p>14 units (see NB below) (11.75 available)</p> <p>Historically it has been extremely difficult to recruit in the Albrighton area, with daytime cover the key problem.</p>	<p>Lack of officer in charge cover has led to the station being off the run for periods</p>	<p>One new recruit went on the run in February and one further recruit is currently in training</p> <p>A recruitment campaign, focussing on providing daytime cover, was undertaken. Area Command are researching an half-cover rates contract. One further recruit commenced training on 11 February 2013 and will be available for operational calls in June.</p>
<p>The introduction of an electronic availability system has also helped. Future plans for a bespoke system will enhance this aspect considerably by supporting greater management controls and staff flexibility.</p>		

8 Retained Support Officer Cover – Quarter 4

Table 1 shows those fire stations that have required the highest level of support (for reasons detailed earlier in this report) during 2012/13. These seven stations account for **2,638.7** hours. This equates to 80% of Retained Support Officer (RSO) cover from **3,275.95** hours provided. The deployment of RSOs has improved performance at all stations with availability issues.

Stations	2011/12	2012/13				Total
	Total	Q1	Q2	Q3	Q4	
Albrighton	618.00	223.50	157.50	68.00	23.00	1,090.00
Cleobury Mortimer	689.75	92.75	95.75	186.75	190.00	1,255.00
Ludlow	671.75	98.20	213.00	84.75	23.75	1,091.45
Market Drayton					115.50	115.50
Minsterley			123.00	68.00	147.75	338.75
Much Wenlock	795.00	61.50	58.50	55.50	19.25	989.75
Oswestry 16 (P4)	561.00	244.75	134.50	82.00	71.50	1,093.75
Totals	3335.50	720.70	782.25	545.00	590.75	2,638.70
Total RSO hours	4057.50	843.95	987.00	738.75	706.25	3,275.95

Table 1 – Retained Support Officer Cover

9 Flexible Cover

The Service has instigated work to develop an option for cover outside the current full and three-quarter cover levels that operate at present. The intention is to provide more flexibility for people, who are available in areas where SFRS struggle to provide cover at certain times. This proposal has been put to the Representative Bodies and officers will continue to consult with them as the project progresses.

Further investigation has been conducted in relation to the procurement of a bespoke Retained availability system, which will assist in the monitoring and management of RDS activities across the Service. The benefits to SFRS appear to be considerable.

A progress report will be provided to the Committee in due course.

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 Equality Impact Assessment

Officers have considered the Service's Brigade Order on Equality Impact Assessments (Personnel 5 Part 2) and have decided that there are no discriminatory practices or differential impacts upon specific groups arising from this report. An Initial Equality Impact Assessment has not, therefore, been completed.

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:

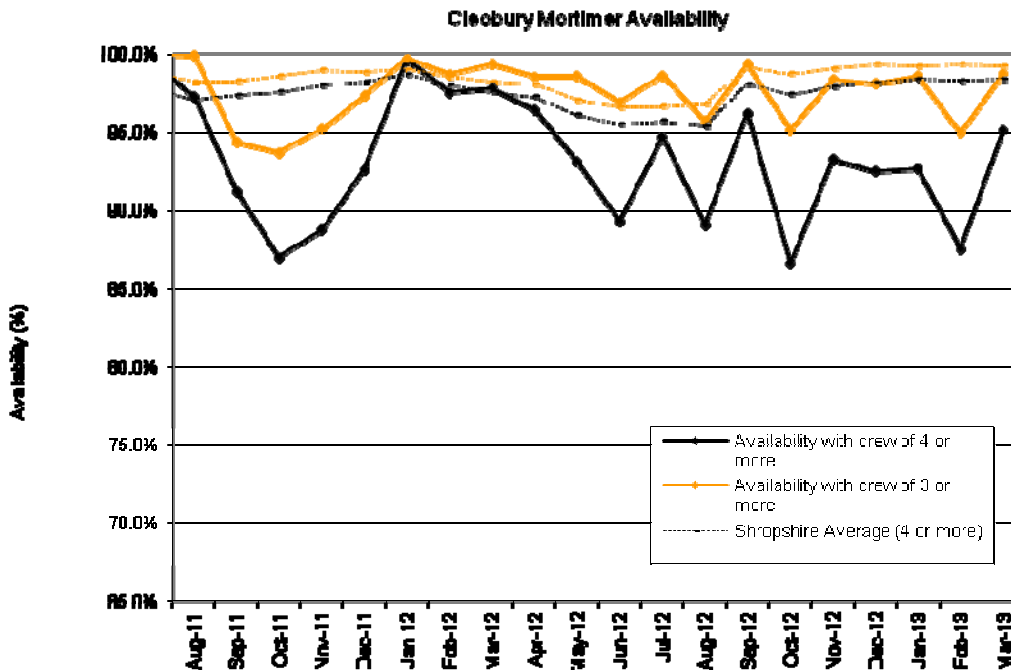
<https://www.shropshirefire.gov.uk/managing-the-service/fra/meetings/Audit-and-Performance-Management>

Retained Duty System Fire Station Availability: Analysis

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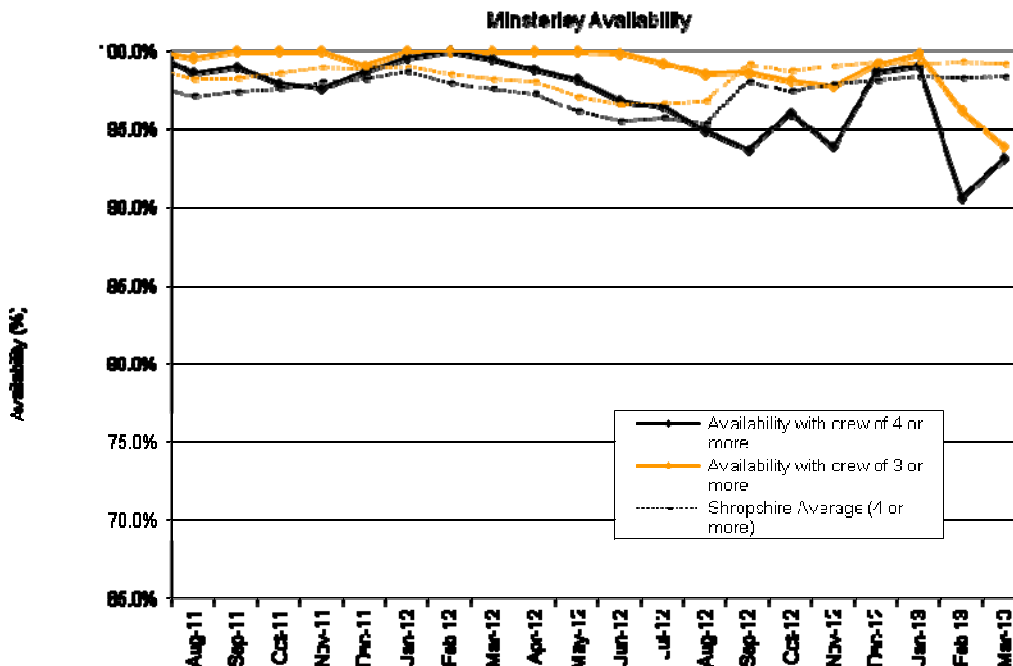
One (1) unit is equivalent to one person being available for full cover (over 120 hours a week), so two crew members each committing three quarter cover (up to 120 hours but no less than 84 hours per week) would equate to 1.5 units.

Cleobury Mortimer Fire Station



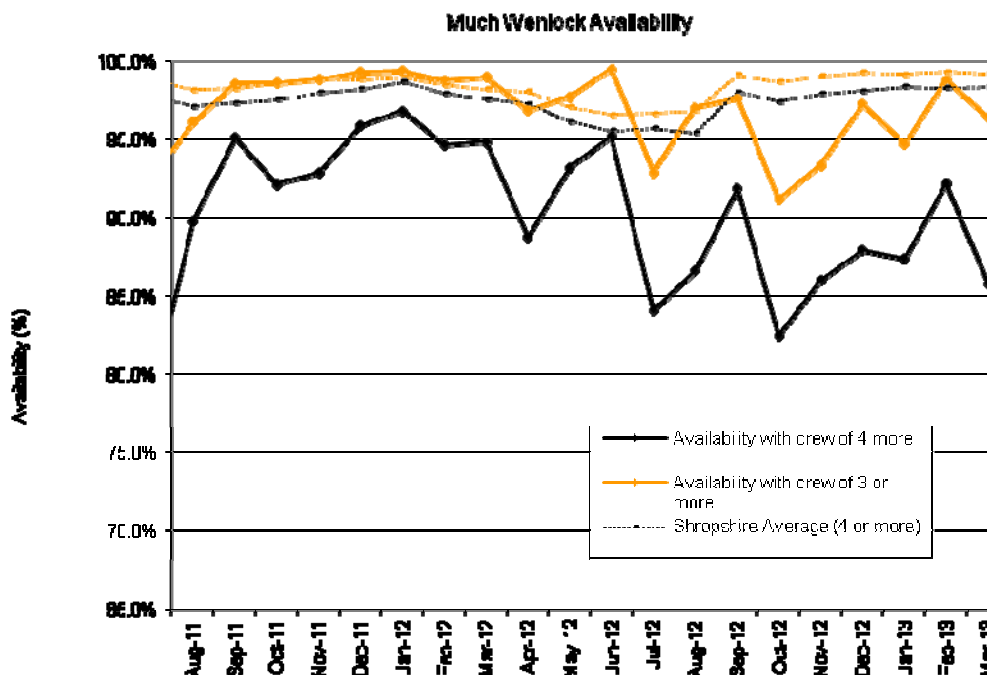
Station profile	Reason for availability issues	Actions taken
<p>Although 14 units are budgeted for, only 10 units are currently on station.</p> <p>Daytime crewing presenting greatest challenge</p>	<p>Difficult to recruit firefighters in the Cleobury Mortimer area</p>	<p>2 recruits completed training in February 2013 and are now available for operational calls. Note the improved performance since February.</p> <p>An ongoing recruitment campaign has focussed on providing additional daytime cover. Area Command are researching an half cover rates contract. Two candidates are in the system awaiting medical re- assessment.</p>

Minsterley Fire Station



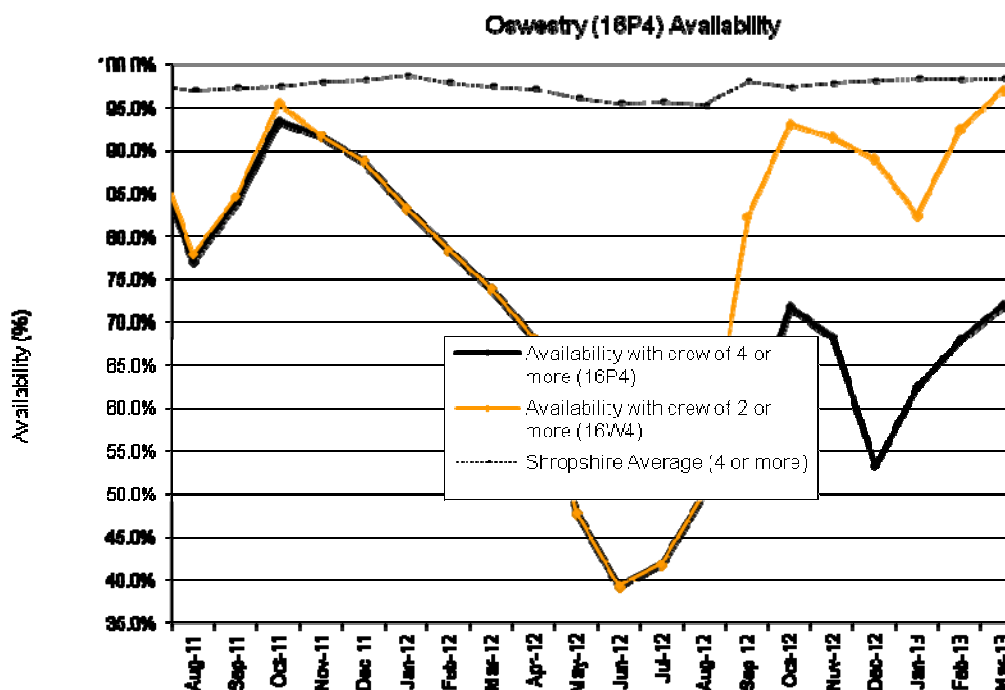
Station profile	Reason for availability issues	Actions taken
<p>Although 15 units are budgeted for, only 9.5 units are currently on station.</p> <p>Daytime crewing is presenting the greatest challenge.</p>	<p>There have been several retirements and resignations in the previous six months.</p> <p>Reduction in employment opportunities in the area has resulted in personnel relocating.</p>	<p>1 new recruit went on the run during October 2012.</p> <p>2 new recruits completed training in February 2013 and are now available for operational incidents.</p> <p>One further recruit commenced training on 11 February 2013 and will be available for operational calls in June.</p>

Much Wenlock Fire Station



Station profile	Reason for availability issues	Actions taken
<p>Although 14 units are budgeted for, only 7.25 units are currently on station.</p> <p>Daytime crewing is presenting the greatest challenge.</p>	<p>It is difficult to recruit from the local population, because of the high number working outside Much Wenlock.</p>	<p>1 new recruit commenced training but failed to complete the course. A focussed recruitment drive commenced in January 2013 with a local home and business leaflet drop, poster campaign and two open days in March and April</p> <p>One recruit is booked on the course commencing in June. Potential applicants following open days have so far failed to engage.</p> <p>Area Command is currently researching an half cover rates contract with a view to potential week day cover only.</p>

Oswestry Fire Station



As of September 2012 Oswestry's second appliance report shows availability with crew of 4 or more (WrT 16P4 & WC 16W4) and availability with crew of 2 or more (WC 16W4). The upward trend in the bold black line up to October was promising, with an 18% improvement where the vehicle has been available as a second major pumping appliance, but this trend failed to continue due to a short-term injury in December. With a recent recruit being placed on the run and two candidates currently in training we anticipate rapid improvement and the potential to achieve 80% within the next six to nine months (currently achieving 72% availability). The yellow line shows that the vehicle is available as a water carrier (which is its secondary function) and this has dropped slightly since the last report.

Station profile	Reason for availability issues	Actions taken
<p>Although 18 units are budgeted for, only 14.5 units are currently on station.</p> <p>This is Oswestry's second appliance, which has a dual role as a water ladder and water carrier.</p>	<p>The first pump at Oswestry currently has 100% availability.</p> <p>Second pump availability has recently increased to 72% after a period below 40% due to 5 retirements and resignations during the last 12 months and two personnel on long-term sickness absence.</p>	<p>1 recruit completed training in February 2013 and is now available for operational incidents.</p> <p>1 further recruit has now passed the BA course (in April) and was available for operational incidents from 2 May. 2 further recruits will attend the June course.</p>