

Retained Duty System Performance Monitoring

Report of the Chief Fire Officer

For further information about this report please contact Alan Taylor, Chief Fire Officer, on 01743 260201 or Phil Clarke, Retained Project Manager, on 01743 260232.

1 Purpose of Report

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

2 Recommendations

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

3 Background

At its meeting on 25 April 2007 the Fire Authority resolved to:

Task the Audit and Performance Management Committee with the continued monitoring of retained performance, particularly with regard to appliance availability, recruitment, retention and community fire safety work.

4 Appliance Availability

Appendix A to this report shows the Retained Appliance Availability for 2006/07.

5 Recruitment

Retained recruitment levels continue to increase across the County. The September course is full (10 trainees) and there are 2 people already allocated to the November course.



Table 1 shows the optimum station establishment and the current station establishment levels¹.

Station	Station Establishment	Current Establishment
Albrighton	14	14
Baschurch	11	13
Bishops Castle	11	12
Bridgnorth	18	17
Church Stretton	11	12
Cleobury Mortimer	14	11
Clun	14	12
Craven Arms	14	12
Ellesmere	14	12
Hodnet	11	12
Ludlow	18	19
Market Drayton	18	17
Minsterley	14	9
Much Wenlock	14	9
Newport	18	21
Oswestry	18	22
Prees	14	12
Shrewsbury	18	18
Tweedale	18	17
Wellington	11	15
Wem	14	13
Whitchurch	18	18
Totals	325	317

¹ Single appliance stations with a normal crew cab have an establishment of 11, those with an Extra Large Cab have 14, and those with more than one appliance, 18



Retention

Table 2 provides a summary of reasons why retained staff left the Service during 2005/06 and 2006/07. The retention figures for 2006/07 show a 23% improvement on 2005/06.

Table 2 Retained Leavers – Summary of Reasons

	2005/06		2006/07		2007/08*	
	Men	Women	Men	Women	Men	Women
Dismissal on disciplinary grounds	1					
Medical discharge / long-term illness or injury	1		1			
Resignation to take other employment	2		4	1		
Personal/work commitments	2		4		4	
Moving away from catchment area	2		3		1	
Compulsory/voluntary age retirement	3		2			
Other reasons not disclosed	8					
Sub Totals	19	0	14	1	5	
Final Totals	19		15		5	

* 1 April – 31 August 2007

Appendix B to this report contains:

- A collection of articles reporting on the recent RDS Seminar organised by Shropshire Fire and Rescue Service and held at RAF Cosford: and
- Two resignation letters recently received by the Chief Fire Officer, which clearly demonstrate both ends of the retained retention spectrum. One letter is from a young firefighter, who has realised his potential through Shropshire Fire and Rescue Service, the other from a Retained Officer with over 30 years' service. Both letters are very complimentary regarding the positive contribution that the Service has made to the lives of these RDS Firefighters.



Community Fire Safety (CFS)

The roll out of CFS initiatives to all RDS stations has seen a marked rise in both the number of home safety visits, and the number of detectors fitted. Due to this increase the original 22,423 homes, identified by the Fire Service Emergency Cover (FSEC) Toolkit, have all now received some form of contact from Fire and Rescue personnel.

Table 3
Home Visits and Smoke Detectors Comparison 2005/2006/2007 (RDS)

	Home Safety Visits	Detectors Fitted
2005/06	13,000	4,233
2006/07	28,389	12,025
2007/08*	3,369	1,807

* 1 April – 30 June 2007

6 Financial Implications

There are no financial implications associated with this report.

7 Legal Comment

There are no legal implications arising directly from this report.

8 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.

9 Appendices

Appendix A

Appliance Availability / Crewing

Appendix B

A collection of articles reporting on the recent RDS Seminar and two resignation letters

10 Background Papers

Shropshire and Wrekin Fire Authority

25 April 2007 Report 12 – Retained Review



Implications of all of the following have been considered and, where they are significant (i.e. marked with an asterisk), the implications are detailed within the report itself.

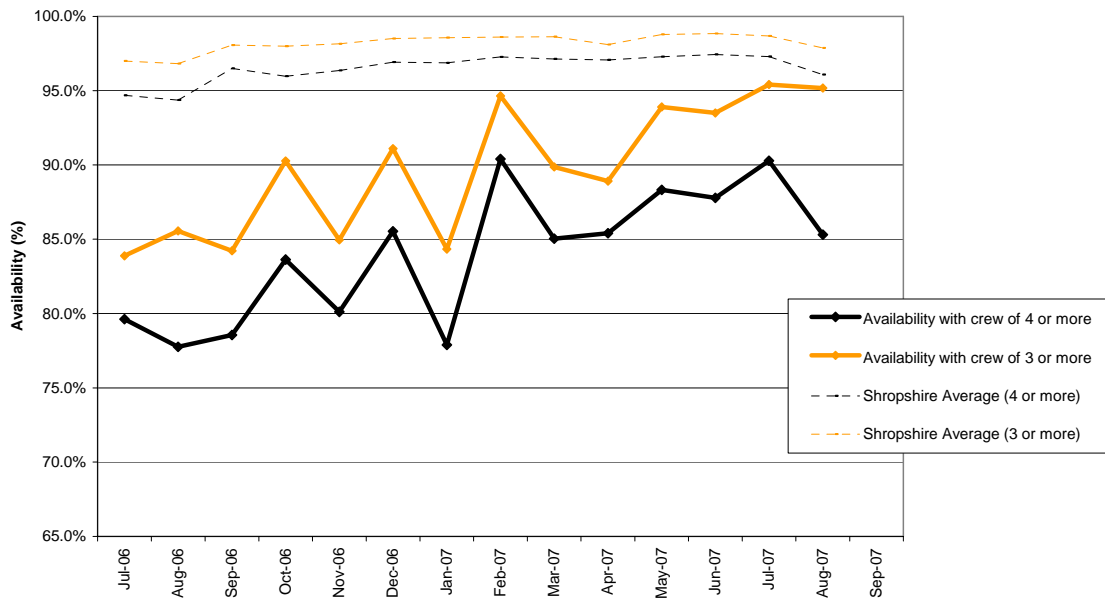
Balanced Score Card		Integrated Risk Management Planning	
Business Continuity Planning		Legal	*
Capacity		Member Involvement	
Civil Contingencies Act		National Framework	
Comprehensive Performance Assessment		Operational Assurance	
Efficiency Savings		Retained	*
Environmental		Risk and Insurance	
Financial	*	Staff	
Fire Control/Fire Link		Strategic Planning	
Information Communications and Technology		West Midlands Regional Management Board	
Freedom of Information / Data Protection / Environmental Information		Equality Impact Assessment	*



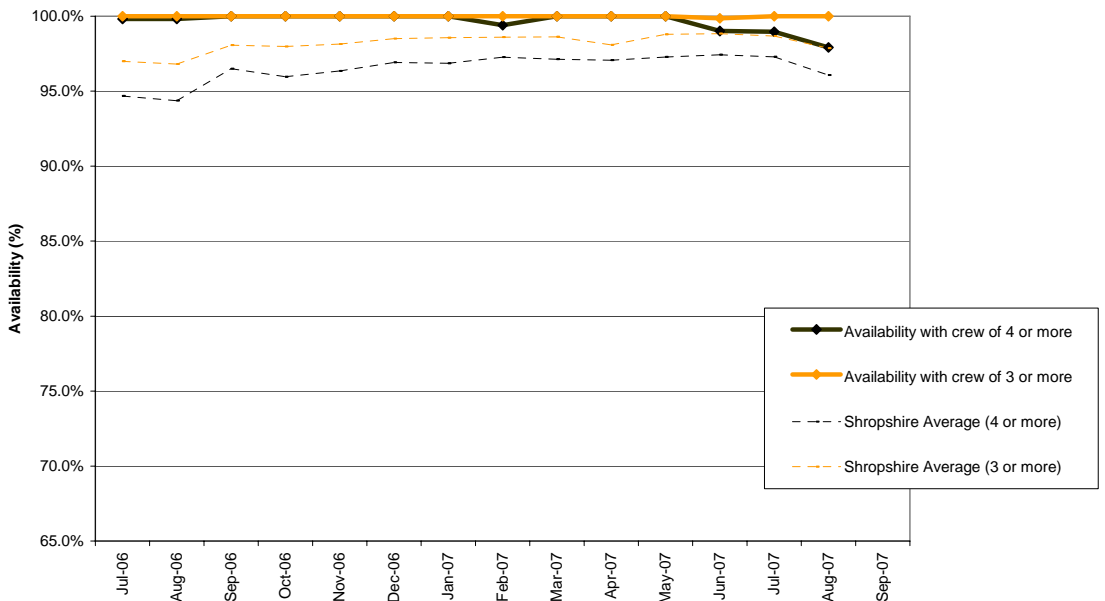
OPS3 Appliance Availability / Crewing

RETAINED

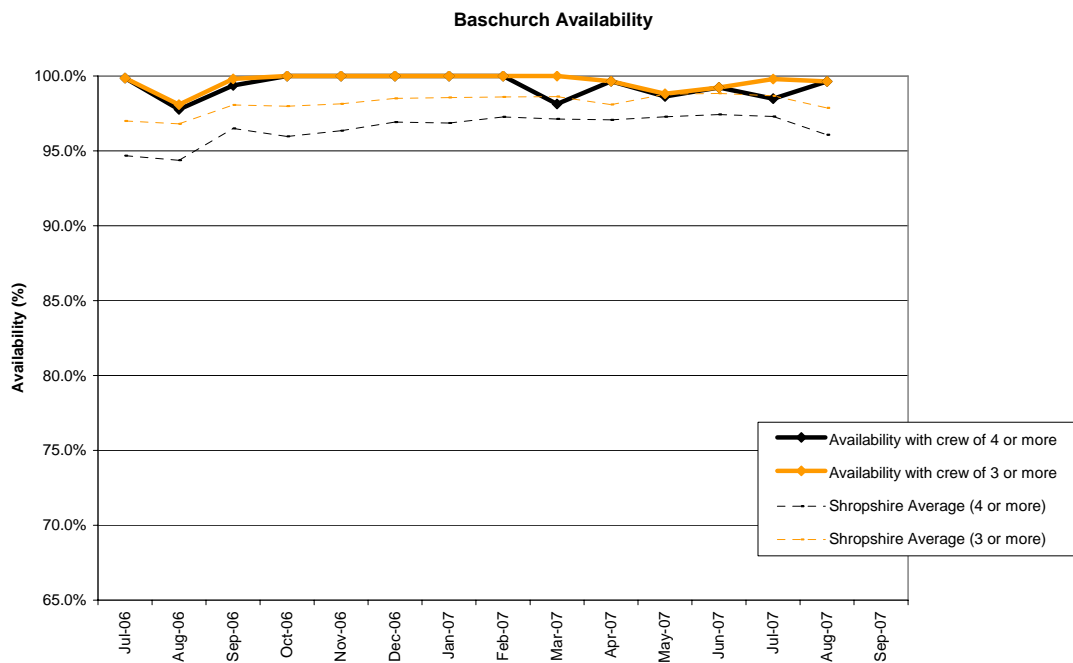
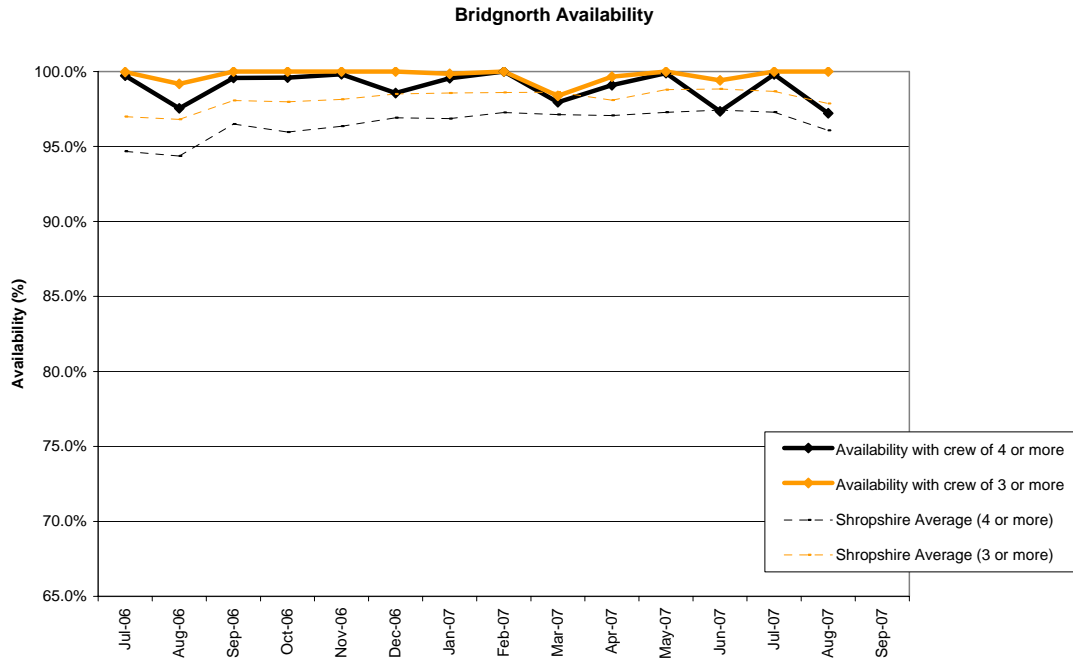
Albrighton Availability



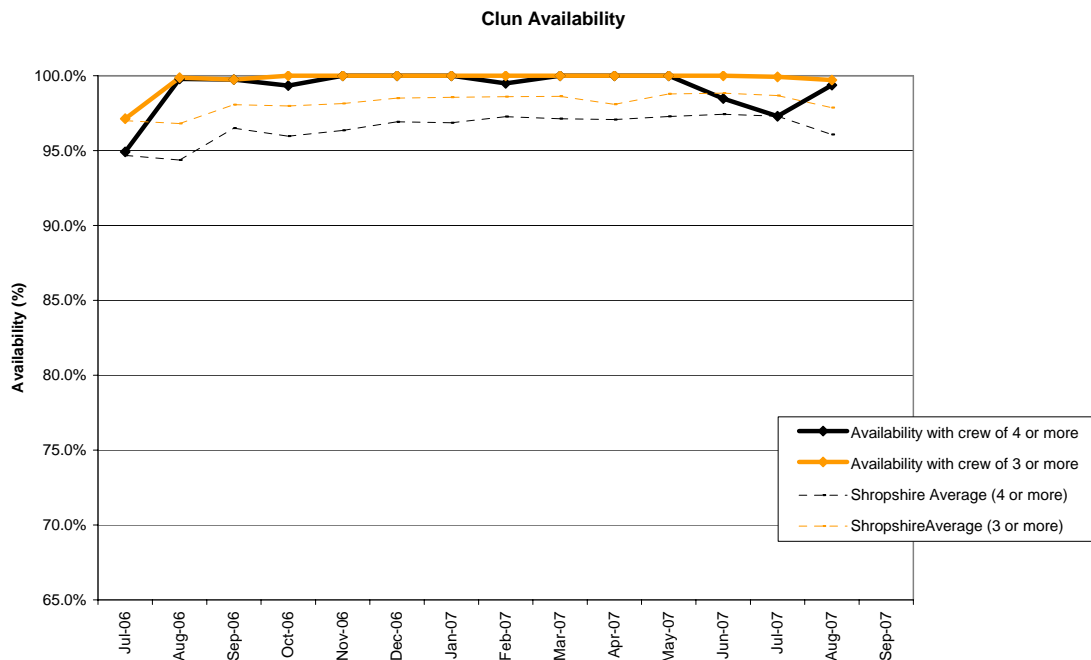
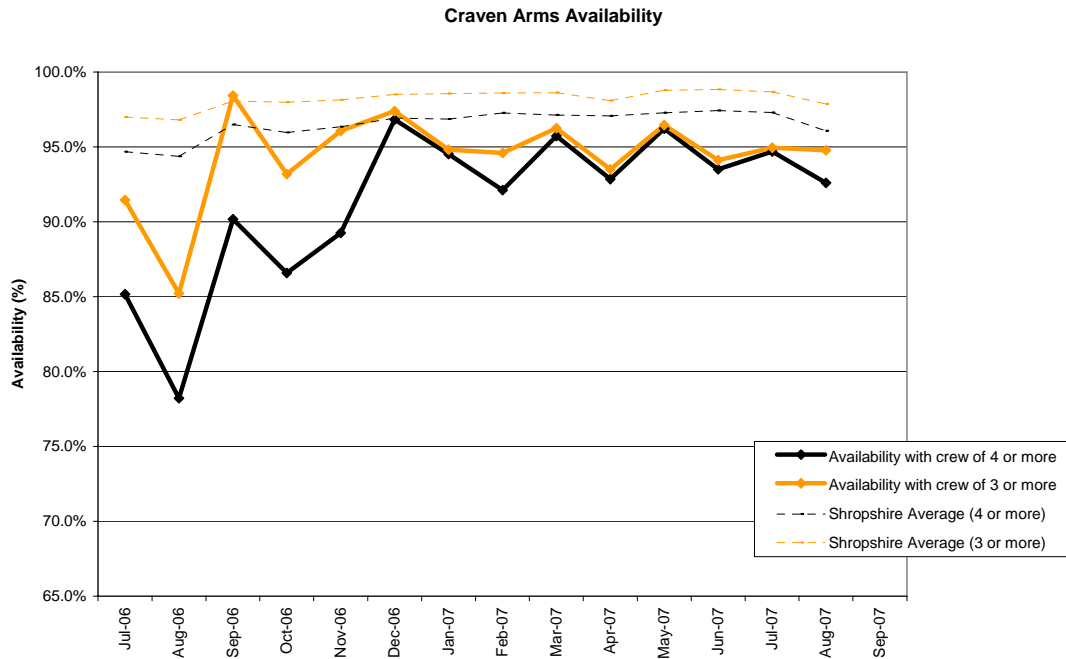
Bishops Castle Availability



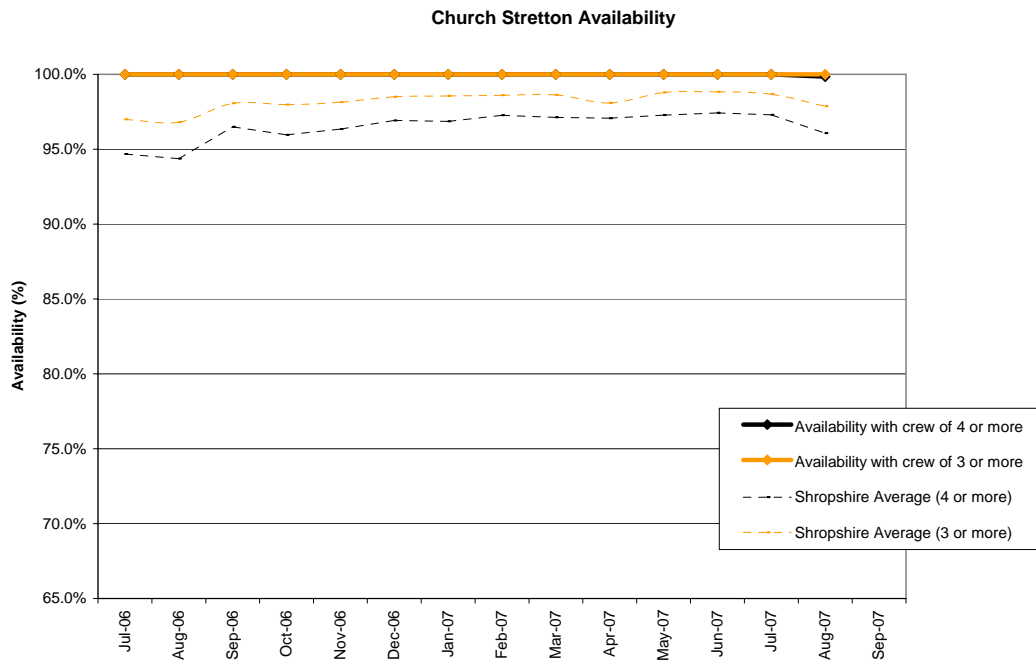
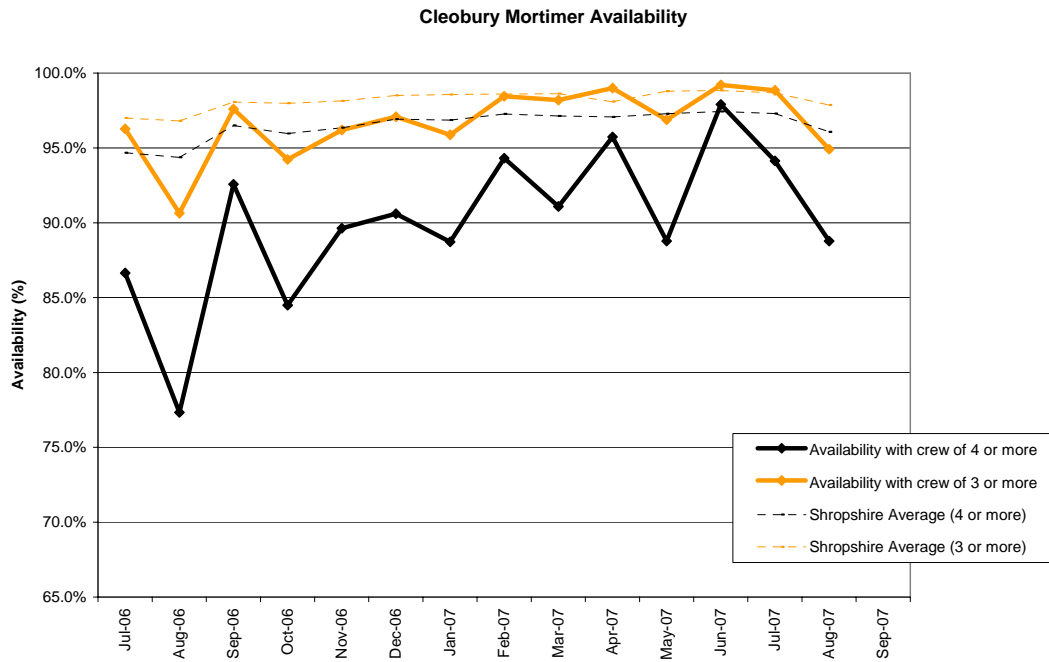
OPS3 Appliance Availability / Crewing



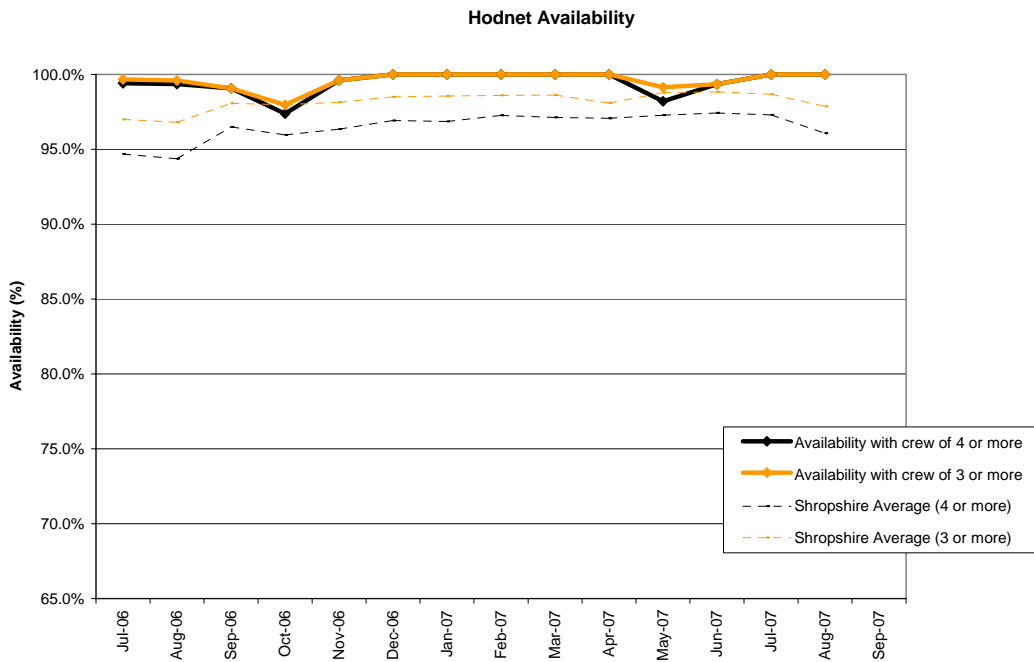
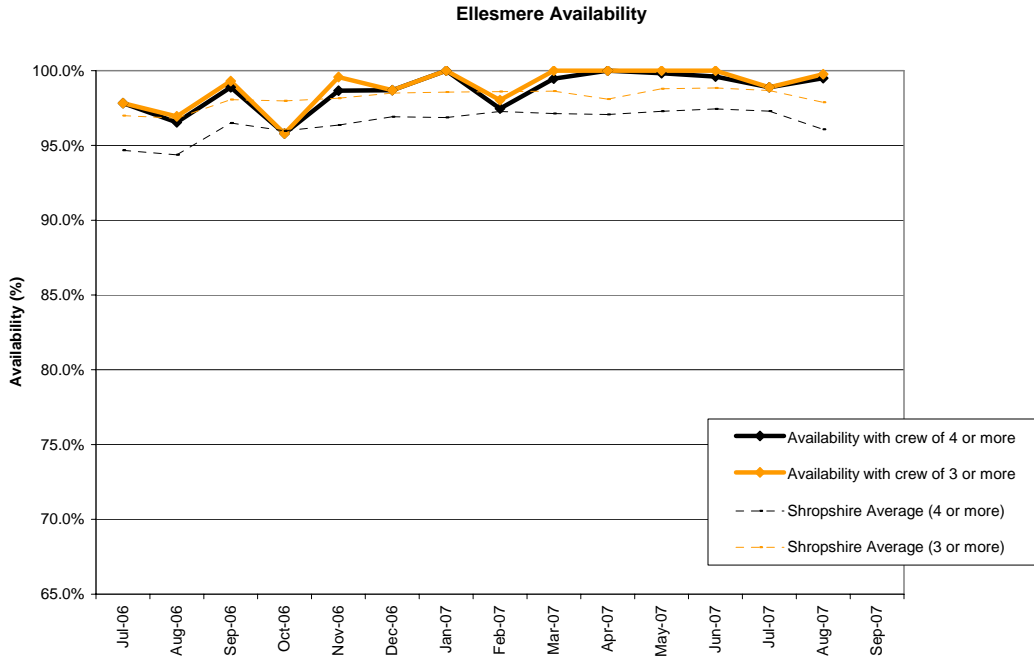
OPS3 Appliance Availability / Crewing



OPS3 Appliance Availability / Crewing

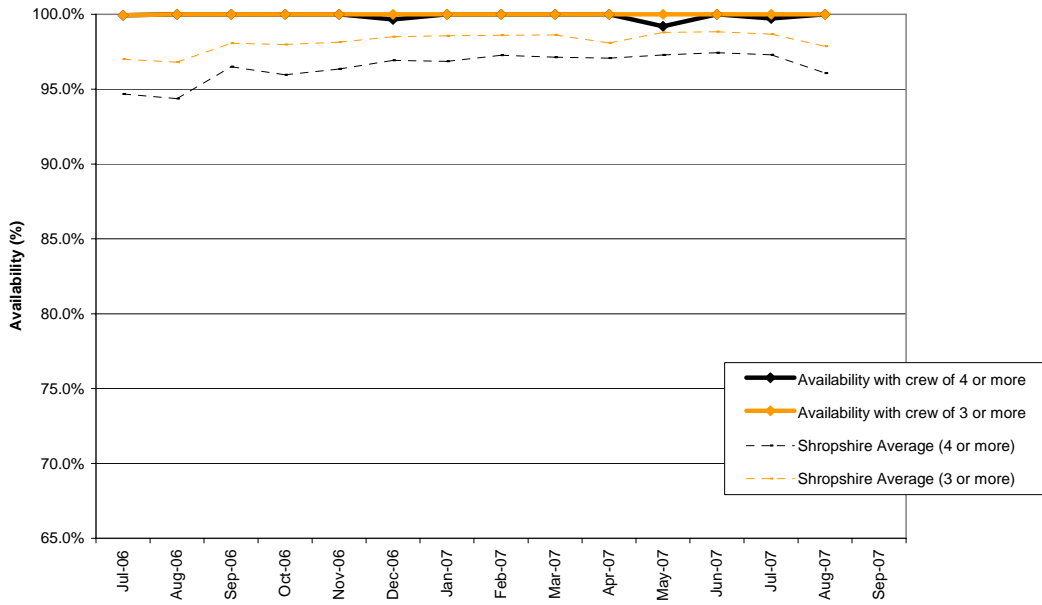


OPS3 Appliance Availability / Crewing

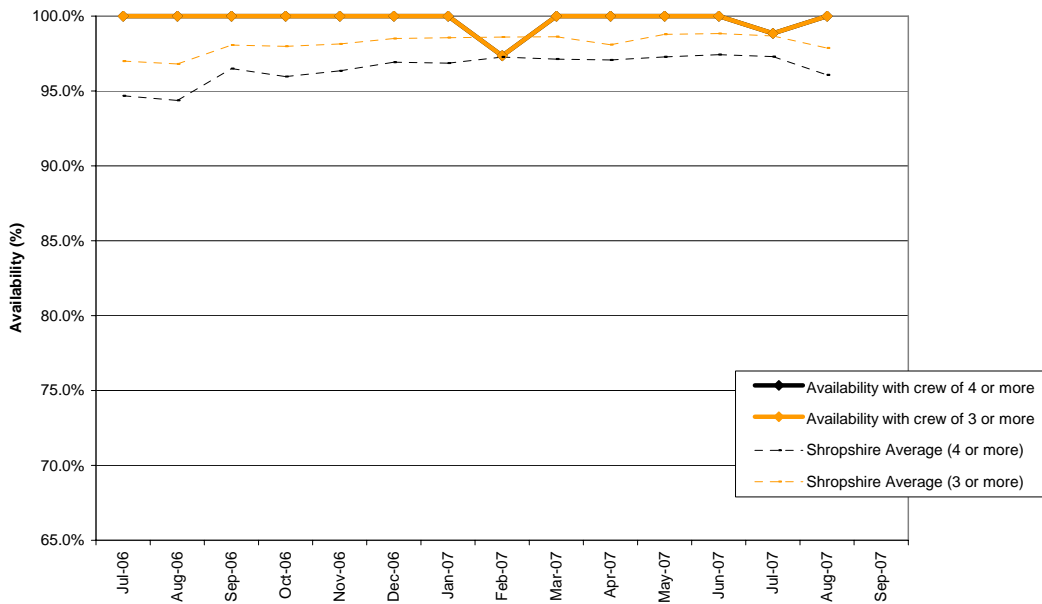


OPS3 Appliance Availability / Crewing

Ludlow Availability

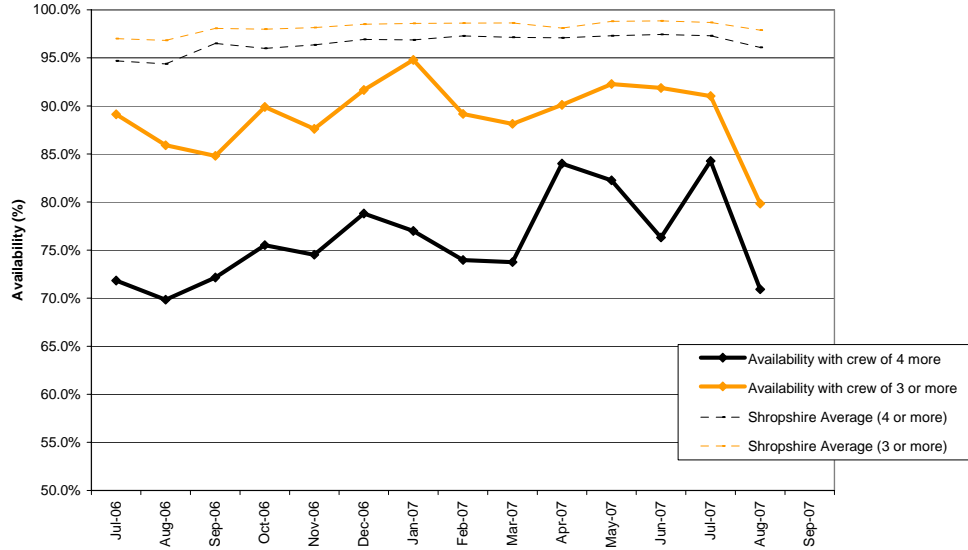


Market Drayton Availability

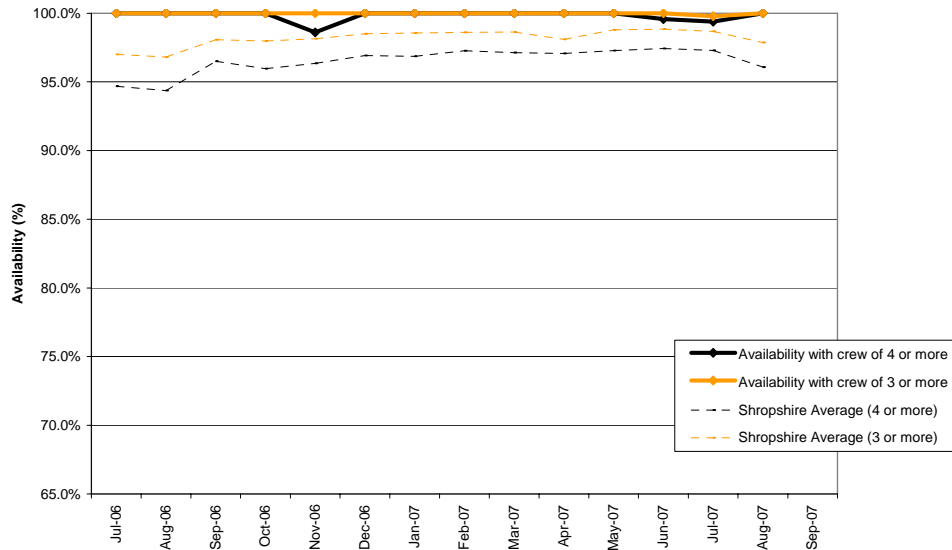


OPS3 Appliance Availability / Crewing

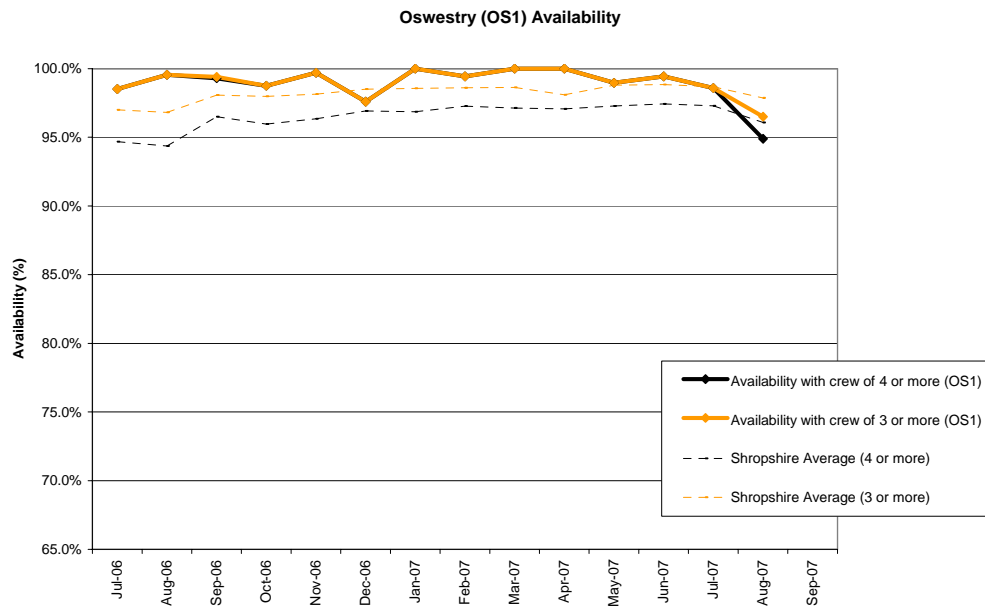
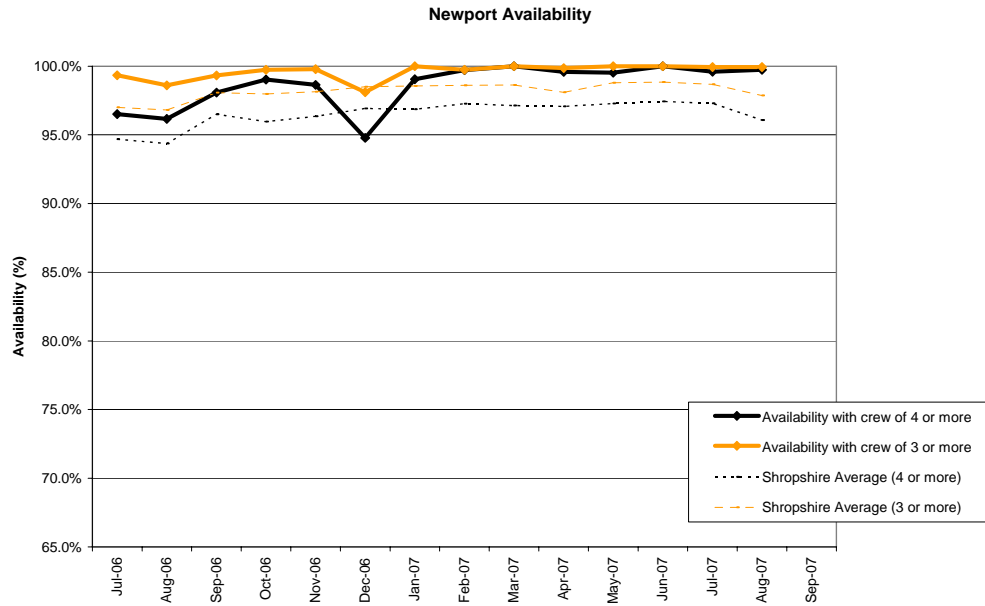
Much Wenlock Availability



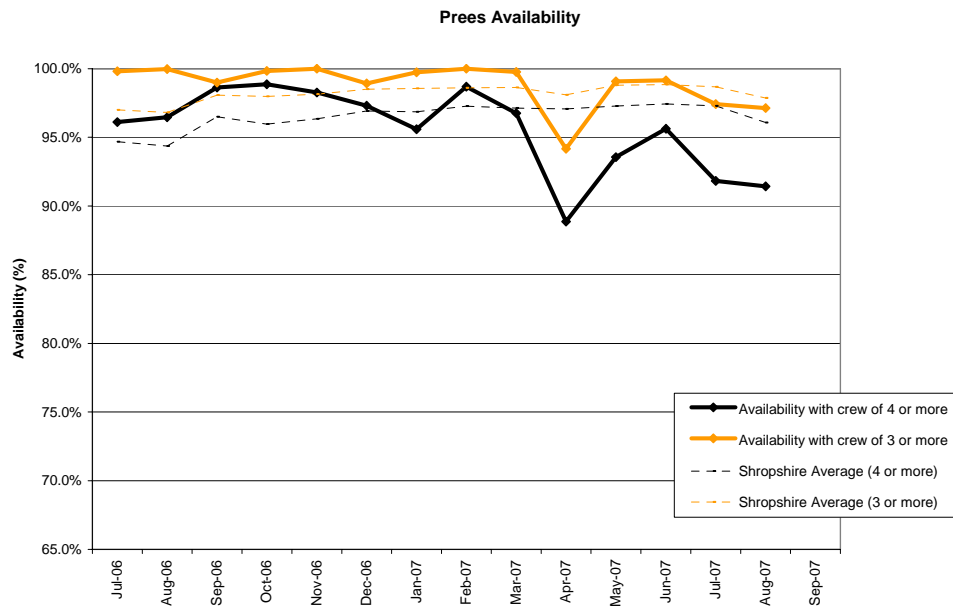
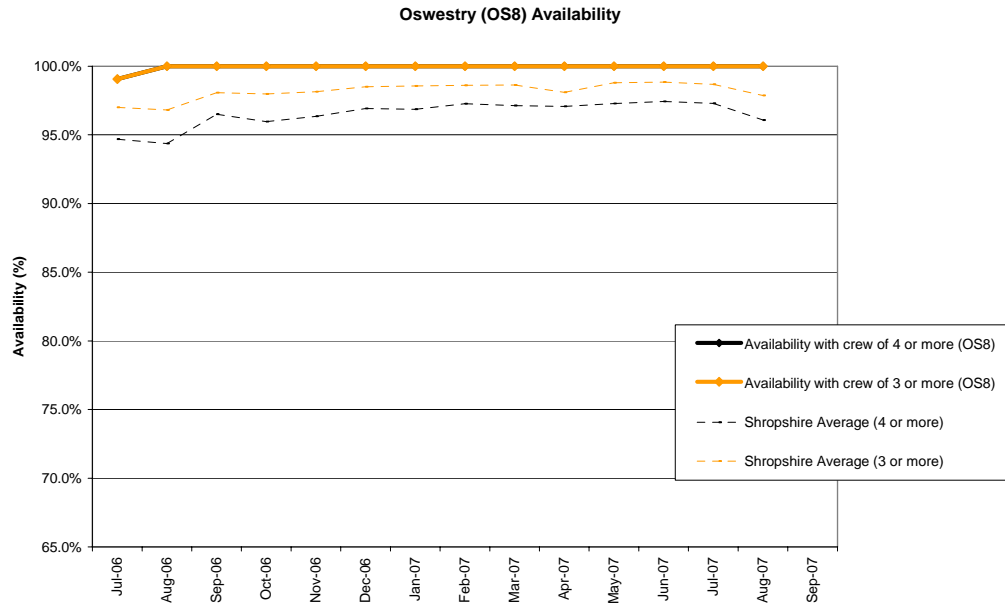
Minsterley Availability



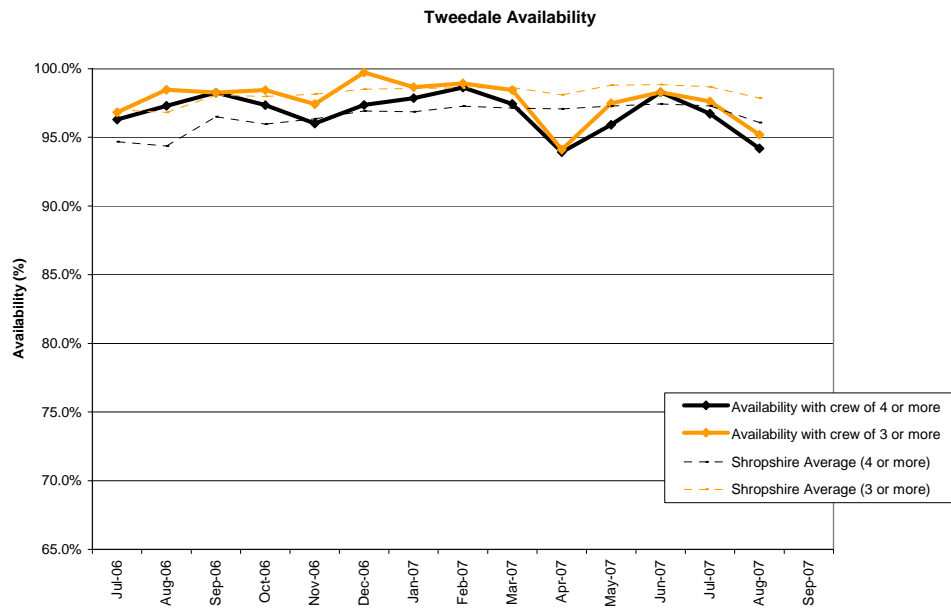
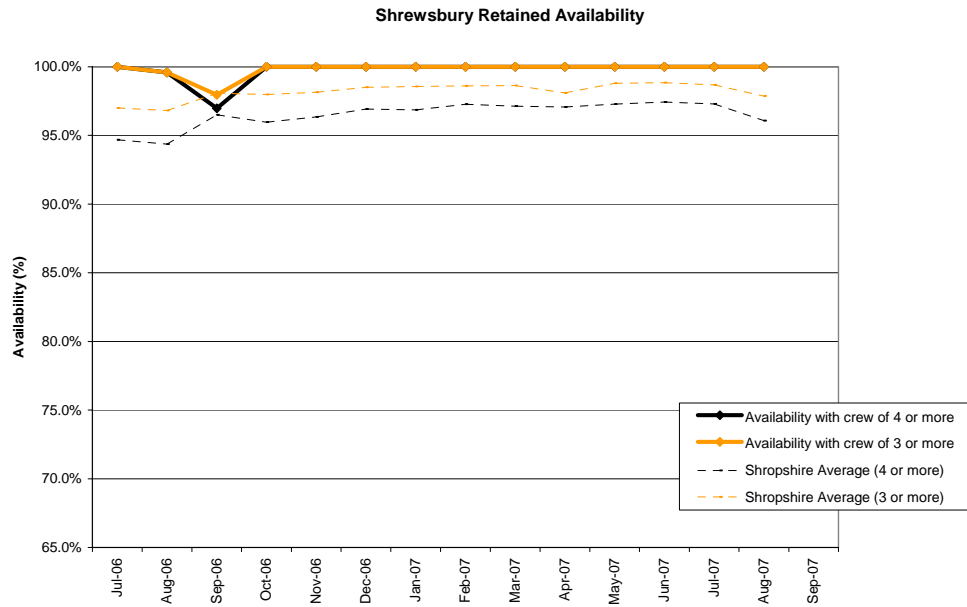
OPS3 Appliance Availability / Crewing



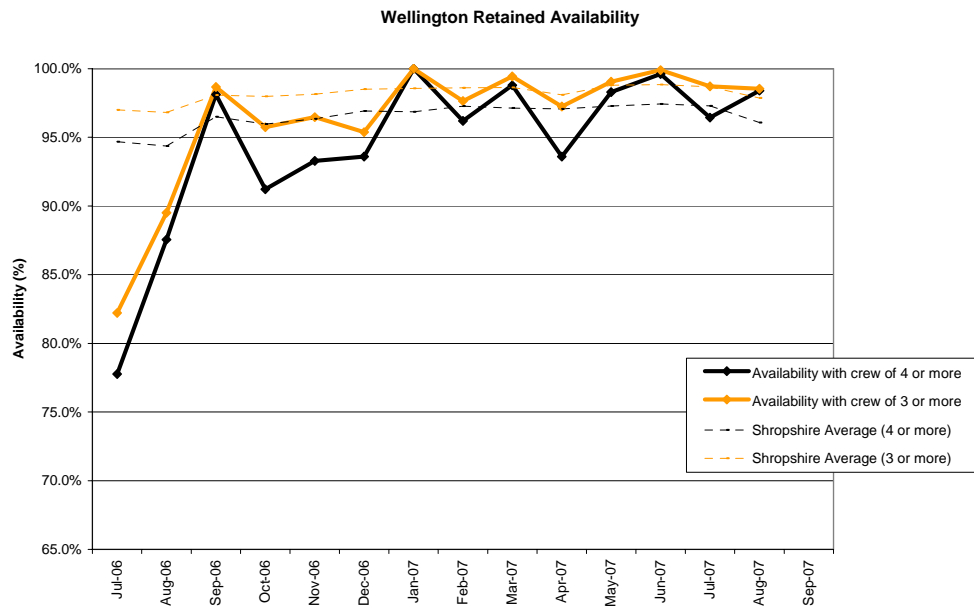
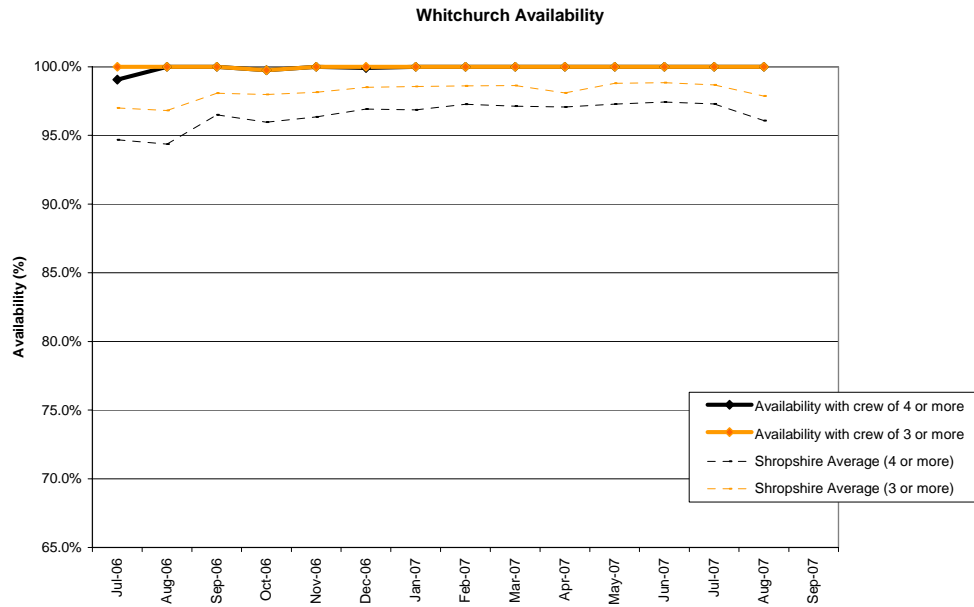
OPS3 Appliance Availability / Crewing



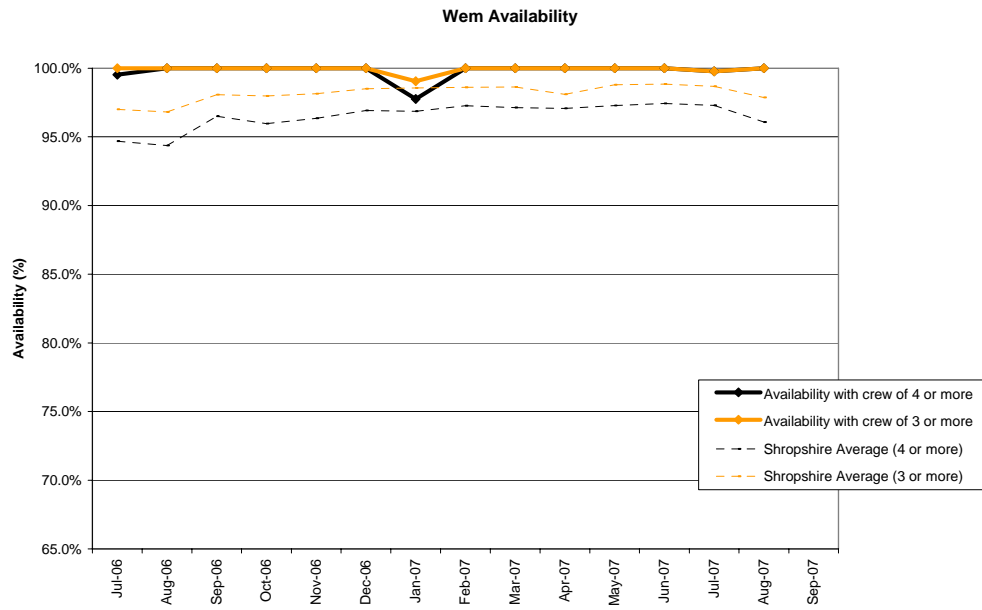
OPS3 Appliance Availability / Crewing



OPS3 Appliance Availability / Crewing

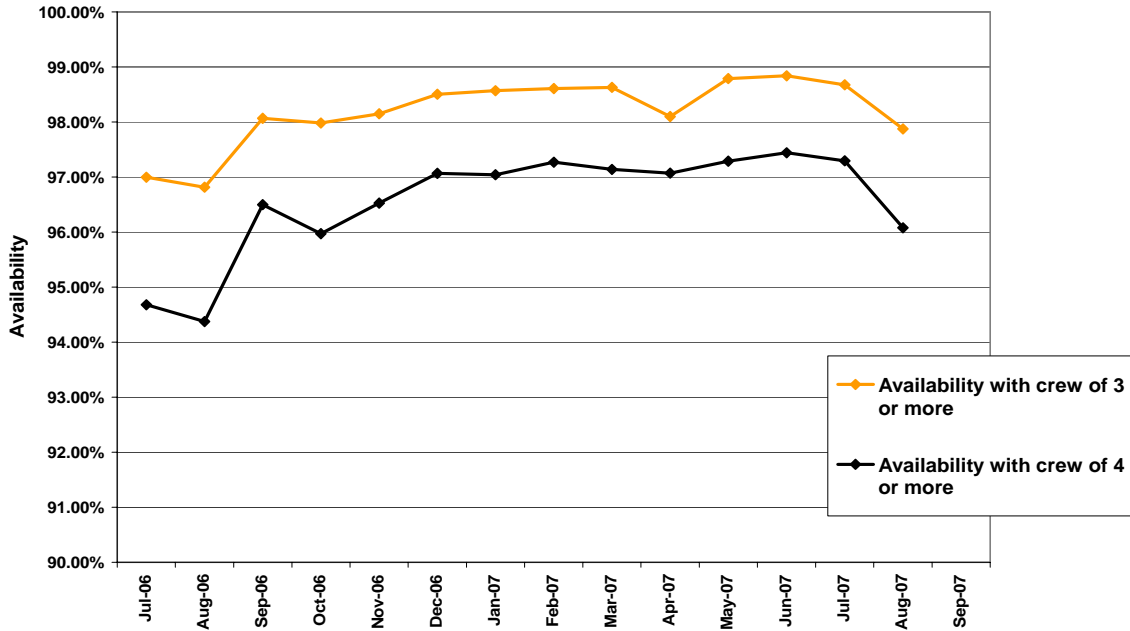


OPS3 Appliance Availability / Crewing



OPS 3 (FAPI 8)

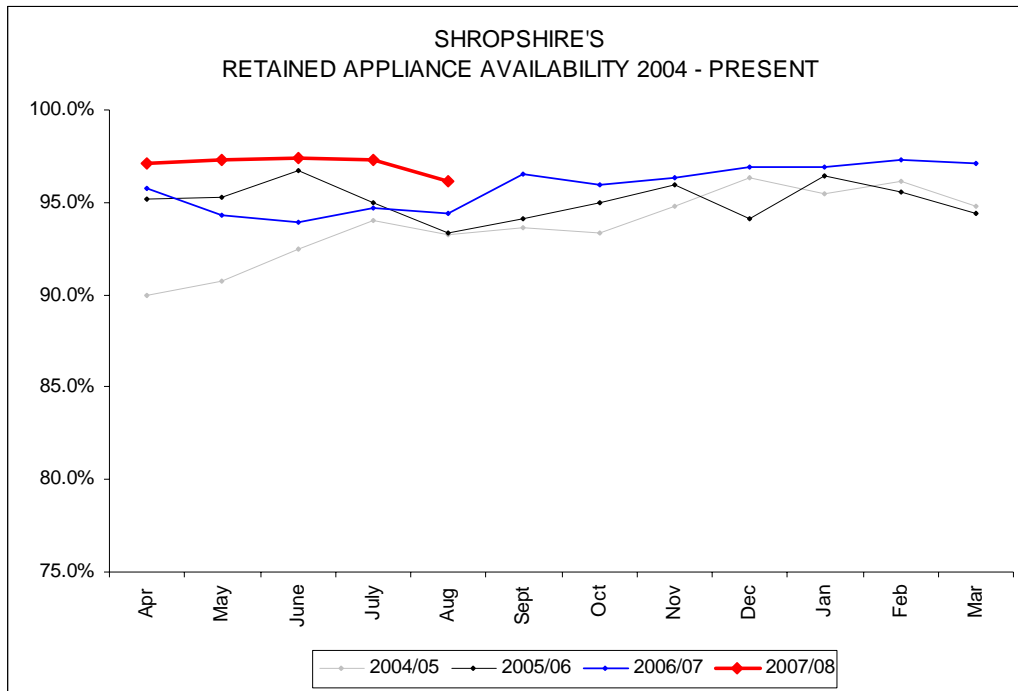
**SHROPSHIRE'S
RETAINED APPLIANCE AVAILABILITY**



	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
crew of 4 or more 2007/08	97.07%	97.29%	97.44%	97.29%	96.08%							
crew of 3 or more 2007/08	98.10%	98.79%	98.84%	98.68%	97.87%							
crew of 4 or more 2006/07	95.71%	94.34%	93.90%	94.68%	94.37%	96.50%	95.97%	96.53%	97.07%	97.04%	97.27%	97.14%
crew of 3 or more 2006/07	97.56%	96.76%	96.06%	97.00%	96.81%	98.07%	97.98%	98.15%	98.51%	98.57%	98.61%	98.63%

Commentary





Monthly Stats (percentage)

	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
2007/08	97.1%	97.3%	97.4%	97.3%	96.1%							
2006/07	95.7%	94.3%	93.9%	94.7%	94.4%	96.5%	96.0%	96.4%	96.9%	96.9%	97.3%	97.1%
2005/06	95.2%	95.3%	96.7%	95.0%	93.3%	94.1%	95.0%	96.0%	94.2%	96.4%	95.5%	94.4%
2004/05	89.9%	90.7%	92.5%	94.0%	93.3%	93.6%	93.4%	94.8%	96.4%	95.5%	96.2%	94.8%

Commentary



Retained News

Success of the Shropshire retained model

The recent RDS forum at the Royal Air Force Museum, RAF Cosford, was ideal for holding a conference about the issues facing the RDS and pushing it on to the next level. It was no surprise therefore when we found ourselves heading in the direction of a conference room themed on a cold war bunker

The Royal Air Force Museum is full of examples of British engineering at its finest and everyone involved with these marvels of gravity-defying science, in some small way, has left a legacy. This can still be found today in every single aircraft that graces our skies. To them we truly hold a dept of gratitude; after all they were the pioneers.

Shropshire's Pioneers

Shropshire FRS could also be held in the same esteem. They too are pushing the envelope, boldly going where no one has gone before, having devised a solution that clearly works for them. I guess the cynics amongst you would say, "give me a pot of gold and I will solve the RDS issues as well", and perhaps you could, but these guys are pushing the boundaries and trying new ideas.

If it was not for the likes of CFO Alan Taylor, and his team, notably Phil Clarke, the desire would not be there, and as such these ground-breaking feats would perhaps be left in the too difficult box, or maybe the easier option would be taken, "let's wait and see what the others do".

The Shropshire model really held no surprises in store for me and those hardened to the recent circuit of RDS events may well have felt a sense of deja vu come

"It is not just about money; it is about leadership, and it is about where you put the RDS in the pecking order of priorities"

over them. But those new to the RDS development arena would have gained a massive amount of knowledge, mixed in with a good helping of best practice, and of equal importance, a great opportunity to network with others on a similar mission.

Of course it will not work for all FRSs, and it was never designed to. The Shropshire model has one clear objective and that was to solve the immediate issues facing Shropshire, and on that front it worked. It also works if you look at the concept behind it: communication with the RDS, recognition of employers, understanding the pressures placed on partners and the frustrations the RDS face on a day-to-day basis.

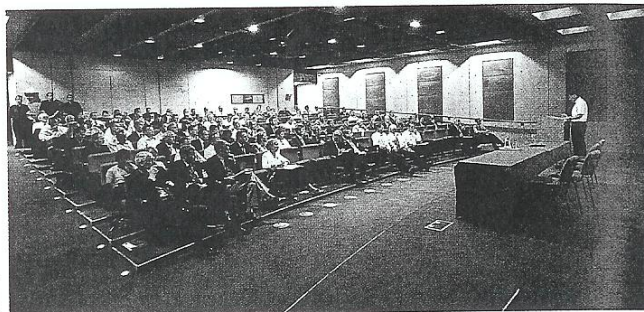
If you then take that on board and start building a plan to modernise your service with nothing ruled out before you start, then you have a good chance of success.

Attitude to Succeed

What also was very apparent to me was the FRSs that really wanted success were those that actually got it. It is not just about money; it is about leadership, and it is about where you put the RDS in the pecking order of priorities. Shropshire has placed it quite high and now reaps the rewards. In fact look around the country and every where you see strong leadership with a determination to sort the RDS issues, you see good results.

Of course money pays a big part and each and every FRS has countless calls on a pot of gold that appears to be shrinking year on year, so hard choices need to be made. In Shropshire the RDS was invested in and as a result it goes from strength to strength.

Progress was forthcoming in two other key areas. The first was a suggestion that CFOA would



develop a series of seminars; two each year with a key focus on a range of RDS issues and an electronic hub of excellence for sharing best practice amongst other services. This would be a fantastic step forward. The second came from a suggestion by Sue Evans that there may well be a national document coming our way covering a protocol for the thorny issue of transferability from

RDS to whole time. Watch this space.

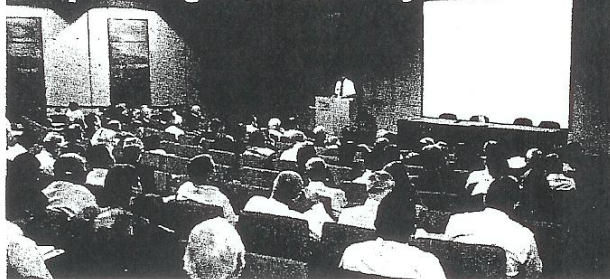
I think Shropshire should be commended for holding this event and the amount of work that went to it should be noticed. But I have to ask the question, why should it be down to Alan and the personnel of Shropshire FRS to hold an event like this? Was it because nobody else would? Or was it because they are pioneers?

Fire Prevention Fire Engineers Journal

THE INTERNATIONAL JOURNAL FOR FIRE PROFESSIONALS

AUGUST 2007

Sharing best practice key to improving retained system



THE NEED for better funding and more effective sharing of best practice to improve the retained duty system (RDS) in UK fire and rescue services was highlighted at a recent conference organised by Shropshire Fire and Rescue.

More than 150 delegates from 39 brigades – from senior officers, through to non-uniform staff and retained fire-fighters – attended the event.

Various brigades outlined the improvements they have made to the RDS. Delegates heard how investments by fire authorities in Shropshire and South Wales have made their services more family-friendly and boosted recruitment.

Many delegates were optimistic about making RDS improvements but expressed concern that the money to

fund new initiatives for the RDS in their authority areas may not be available.

The findings of a survey of brigades looking at the implementation of the integrated personal development system (IPDS) for RDS personnel were set out by Chris Millard of Communities and Local Government.

The survey showed that many brigades have made good progress with certain components of IPDS. For example, many are using National Occupational Standards, have trained RDS managers, use e-learning and undertake personal development reviews. However, there are 'gaps', with only a low number of brigades offering National Vocational Qualifications and many not having external validation of movement, from development to competent rates of pay ■

The 'TIP SHEET'

National News from the RFU – What's happened where and when.

SERVING FIREFIGHTERS

RFU

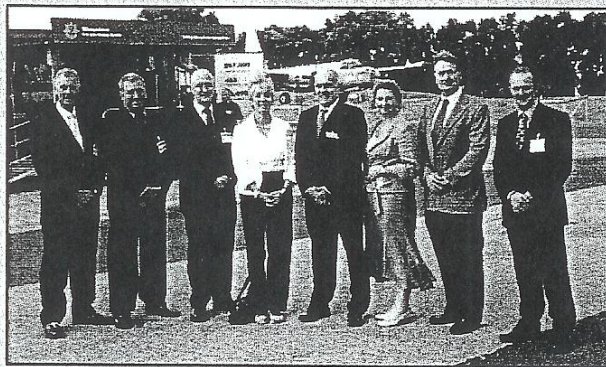
SERVING THE COMMUNITY

July 2007 - Volume 1

Shropshire Seminar

Readers may be aware of the successful positive action taken by Shropshire FRS in making massive strides forward in the way in which their RDS staff are supported. Eight RSO's (Retained Support Officers) have been recruited to assist stations who were having difficulty with a number of duty related issues. This initiative has been so successful that recruitment issues, appliances off the run, day to day support for RDS stations has taken a huge leap forward. which reinforces what we've said all along, RDS have the qualities and knowledge to understand the needs of their peers.

Such was the success that Shropshire FRS held a seminar at RAF Cosford on the 12 July (the venue is awesome) which focused totally on RDS issues and featured a number of key national players as guest speakers. We congratulate the service for taking this issue by the scruff of the neck and solving the problems. If you'd like to find out more, visit their website: www.shropshirefire.gov.uk





Conference for the retained service



Conference organisers Phil Clarke and Shropshire CFO Alan Taylor

A unique conference organised by Shropshire Fire and Rescue Service (SFRS), aimed at improving the retained service by sharing best practice, has been hailed an overwhelming success with the hope of more similar events to be held in the future.

More than 150 delegates from 39 fire and rescue services gathered in the lecture theatre inside the RAF Cosford museum to discuss problems facing the retained service and show how these could be overcome.

Conference Organiser Phil Clarke, Retained Project Manager at SFRS, told the audience how Shropshire had improved its retained service by firstly carrying out a review, which eventually led to an investment of more than £800,000 by the local fire authority. This had led to more pay for retained firefighters, the introduction of XL cabs, increased training time, and an employment boost with eight Retained Support Officers (RSOs) - a 'floating' watch who had helped to keep rural appliances on the run and relieved pressure at many

of Shropshire's retained fire stations.

The conference was organised due to demand from other FRSs for more sharing of ideas and information after Shropshire FRS attended workshops in London and Manchester providing feedback on the outcomes of last year's Operational Assessment of Service Delivery. At these workshops it was recognised that much good work was going on across the UK to improve the retained service but that the sharing of best practice was very limited.

Reader Reply No.23



Delegates from 39 FRSs attended the conference to hear about best practice for the retained

Lynn - copy on compliments file please plus copy for me. Master to HR for EPR file

SHROPSHIRE FIRE AND RESCUE SERVICE FF S Thomas BC

INTERNAL MEMORANDUM

To: C.F.O. A. TAYLOR

From: FF S. THOMAS 1098403

3/8
Approved
to use
✓ Star
CFO

cc: A.D.O. QUINN

Ref: RESIGNATION

Date: 13-July 2007.

Sir

It is with great regret that I give notice of my intention to resign from the post of Fire Fighter at Bishop's Castle Fire Station at the end of August 2007.

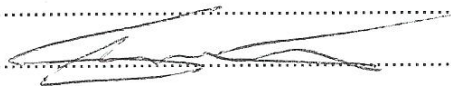
I have been a Fire Fighter at Bishop's Castle for the past three years, which have totally transformed my life. I have been truly inspired by the friendship and encouragement given by my colleagues at Bishop's Castle.

When I joined Shropshire Fire and Rescue it was the beginning of the rest of my life.

The experiences and knowledge of the past three years have helped me realise my true potential, without which may have stayed locked away.

All this has given me the confidence to move on to a hopefully long career with the Royal Air Force. I will never forget my time with Shropshire Fire and Rescue and especially the friends I have made.

yours Faithfully.



Mr Alan Taylor
Chief Fire Officer
Shropshire Fire & Rescue Service
Headquarters
St Michaels Street
Shrewsbury

Station Officer 0024163
Michael Wilkinson
Oswestry Fire Station
22/08/2007

Cc Wendy Edwards Human Resources Department

Dear Sir

After giving it a great deal thought I wish to confirm that I intend to retire from the Shropshire Fire & Rescue Service, from midnight on the 7th of December 2007.

I have had a wonderful experience during my time at Oswestry I feel so proud and privileged to have been part of this great organisation in which I have spent many happy years at Oswestry. It will feel strange not carrying my paging unit around with me after all these years and not being part of a professional team, and I know that I will miss being involved at management level and the comradeship of everybody, but I feel the time will be right in December for me to retire.

I am now starting to look forward to relaxing and enjoying my retirement in a few month time, so that I can spend more time with my wife Jane, and the family, hoping Jane and I can spend more time trying to improve our handicaps on the golf course.

As I have decided to extent my notice until December, may I respectfully request that could my successor be decided in the not to distant future.

Finally I know that I will be leaving one of the top brigades in the country good luck to you all. I would just like to take this opportunity to thank the Shropshire Fire & Rescue Service for allowing me to be part of it. I will in December take with me many good memories of my days at Oswestry , for which will be forever in my heart.

Yours sincerely



JM WILKINSON

Joined
13/9/1976