

WEST MIDLANDS FIRE AND RESCUE AUTHORITY

19 NOVEMBER 2018

1. REVISING THE STRATEGY 2019 - 2022

Report of the Chief Fire Officer.

RECOMMENDED

- 1.1 THAT Members note the context of the need to revise the Authority's strategy, including the financial considerations, the need for investment in the Protection function and Support Services and the need to consider Service changes in order to deliver the Authority's 2019-2022 strategy and budget.
- 1.2 THAT Members identify to the Chief Fire Officer, which options to explore further and consider any to be discounted at this stage, in order to deliver the Authority's 2019-2022 strategy and budget.

2. PURPOSE OF REPORT

Following the Executive Committee meeting on 6 June 2018, it was recognised there would be a need to revise the established Fire Authority Strategy. The direct impact on the Financial Efficiency Plan (FEP) is clearly outlined in the £3m deficit created. Whilst significant income generation was a feature of transformation for the service the Strategic Enabling Team (SET) utilised an approach, where, posts in several functions were maintained through short term funding streams. These are described in more detail at Appendix I. This approach can no longer be used due to the cessation of significant income generation. This report sets out the key functional areas affected by the revision to the Authority's strategy.

3. BACKGROUND

- 3.1 At the Fire and Rescue Authority meeting on 17th September 2018, Members noted the need to generate ongoing revenue savings from 2019/20 of approximately £3M, specifically to meet shortfalls in the Financial Efficiency Plan (FEP).

- 3.2 Members also noted the need for further ongoing revenue savings in future years, due to additional anticipated Government funding reductions and the need for investment in the Protection function and Support Services. there is a separate report on today's agenda considering the investment requirement in the Protection function. The Support Services areas requiring further investment are being fully analysed and assessed and will be reported at a future Authority Meeting. Appendix 2 gives an indication of the required areas for investment.
- 3.3 Following a 'Strategy Options 2019 – 2022' report presented by the Chief Fire Officer, setting out options to deliver the Authority's 2019-2022 strategy and budget, Members requested the Chief Fire Officer bring back to the November 2018 Authority meeting further information on the five options presented. Members requested that the November report set out details on the financial consequences and related impact on the Service and employees to enable a decision on the preferred option(s).
- 3.4 The five options presented to Members at the 17th September 2018 Authority meeting were:
- Staff/resource availability
 - Resource configuration
 - Shift arrangements (risk based crewing)
 - On-call firefighters
 - Management Review

3.5 **Staff/resource availability**

- 3.5.1 The use of Voluntary Additional Shifts has enabled a consistently high level of fleet availability (circa 99%) throughout the period of the FEP. Within the current year, and following the September meeting of the Fire Authority, a flexible approach is being taken to use fleet availability as a financial control measure in support of meeting the shortfall in the current year's FEP.
- 3.5.2 On the basis that the maintenance of a single Pump Rescue Ladder (PRL) is the minimum requirement to meet the IRMP outcomes, a continuation of this approach from 2019/20 and would result in:
- Changes to the status of the three stations that are currently resourced with 2 PRLs

- Reduction in Brigade Response Vehicle availability

3.5.3 The impacts of a reduction in resource availability will impact the Response, Prevention and Protection activities and a full analysis is provided in Appendix 3.

3.6 **Resource Configuration**

Changes to crewing levels could achieve financial savings, have limited impact on prevention and protection activities and would mitigate the negative impact that reduced fleet availability could have on the Service Delivery model. Any changes of this nature would need to consider safe systems of work and the ability to implement assertive and effective operations.

The 3 options reflected within Appendix 2 are:

- Option 1 – Reduction in riders on 2nd PRL's
- Option 2 – Further reduction in riders on 2nd PRLs to BRVs
- Option 3 – Reduced Ridership levels

3.7 **Shift Arrangements (Risk Based Crewing)**

3.7.1 Changes to shift arrangements has the potential to enable financial efficiencies whilst mitigating the impacts of risk identified within the IRMP. There are also opportunities to enable further but limited financial efficiencies through reviewing the number of supervisory officers as a potential outcome of the shift arrangement options and management review. A range of shift arrangement (risk based crewing) options have been considered and are outlined further in Appendix 2 and include: -

- Change 24hr Core shift BRV to a 12hr BRV and increase number of Late shift arrangements
- Change 24hr Core shift BRVs to 12hr BRV crewed with watch based self-rostering arrangements
- Change 24hr Core BRVs to 12hr BRV crewed by station based self-rostering
- Change Core shift to 12-hour day and night shifts and align start and finish times with the Late shift
- Station based Self-Rostering shift arrangements
- 8-hour self-rostering shift arrangement aligned to managing risk

3.8 **'On Call' Firefighters**

3.8.1 An 'On Call' firefighter is a part-time firefighter who undertakes a different job as their core roll, but is trained and 'on call' during this time, to respond to a range of emergencies as a professional firefighter. The three options to be considered are:

- The introduction of a purely 'On call' workforce as part of the overall Service Delivery Model (SDM).
- Using current Whole-time Firefighters employed by WMFS to also provide an 'On Call' capability as part of the overall SDM
- Take the option not to pursue an 'On Call' option due to the detrimental impact on the risk based 5 minute response standard.

3.8.2 In exploring the impact of an 'On Call' option it is obvious any additional time added to a reaction time will naturally increase the overall attendance time generally by the same amount. This also applies to both 1st and 2nd attending appliances.

3.8.3 Research indicates an 'On Call' option typically consists of up to twenty personnel allocated to a fire station providing part time response availability. This normally involves individuals being required to commit to providing a minimum number of weekly duty hours and being mobilised via pager from their home or work locations. Sector practice indicates that 'On Call' personnel need to be able to be on station (typically) within five-minutes of their pager alerting them to an incident. In addition, some FRS use a whole-time model during the daytime and an 'On Call' option at night using the same personnel, this is generally referred to as Day Crewing.

3.8.4 Payment for 'On Call' usually involves a yearly retainer allowance and then hourly pay for responding to incidents and attending training, prevention and other activities. It should also be noted that 'On Call' payments are pensionable.

3.8.5 The 'On Call' option has already been previously explored by WMFS, the findings of which demonstrated financial savings could be achieved. However, there were a significant number of issues which were not compatible with the organisational strategy and direction. These issues included topics such as retention, local

business support, workforce diversity, training / competency and the impact on attendance times.

3.8.6 However, the political and financial landscape has now changed and prompted the need to reappraise this option as directed by the Fire Authority.

3.9 **Management Review**

3.9.1 Throughout the comprehensive spending review a number of management reviews and assessments of the workforce profile have been undertaken. When considering the approach to be adopted within any proposed review in the future there are several dependencies to be considered that are outlined further in Appendix 2 to include:

- the potential options taken forward in relation to: staff/resource availability, resource configuration, shift arrangements and on call firefighting.
- the staffing models and the levels, numbers and ratios of management required for effective and efficient leadership and supervision.
- the ongoing 12 monthly review of the Strategic Enabling Team (SET).
- the requirements for flexible duty officers (FDS) and the statutory responsibilities to provide incident command and control.

Further details of these five options are reflected in appendix 3.

4. **EQUALITY IMPACT ASSESSMENT**

In preparing this report an initial Equality Impact Assessment has been carried out for all options. The initial Equality Impact Assessment did raise issues which required a full Equality Impact Assessment to be completed once the direction on preferred options has been provided by the Fire Authority.

5. **TRADE UNION CONSULTATION**

5.1 To support the development of all the Service change options there has been an extensive communications and engagement plan with all staff across the organisation and Representative Bodies.

5.2 Staff engagement was initiated with a management briefing which was filmed and shared on the WMFS Intranet with all staff. This is also supported by further face to middle manager led briefings with all Teams across the organisation which are supported by a member of SET. These team briefings are planned to continue until mid-December 2018.

5.3 The purpose of these briefings is to ensure all staff fully understand the background relating to the need to revise the strategy for 2019 – 2022, provide an overview of the options being considered and give an opportunity to feedback on existing options and present any potential new options.

5.4 This has been a positive exercise appreciated by all staff involved with feedback and comments captured by the middle manager leading each session. There have been general comments around the 'day to day' impacts of the options being developed and a range of solutions to mitigate these impacts presented by key stakeholders and most significantly Fire Control as resource managers.

5.5 Whilst staff engagement has been positive, to date there have been no alternative proposals presented by staff which could be further considered by the Authority. A commitment exists to maintain this staff engagement as direction is provided by the Authority and further development of the options takes place.

5.6 Trade Unions consultation started immediately following the September 17th Fire Authority meeting. There have been a series of meetings to ensure representative bodies are aware of the all options as they develop and provide the earliest opportunity for feedback and present any potential new options. Whilst consultation is continuing to take place on a positive basis, to date the representative bodies have not expressed support for the any of the options and no alternative options have been proposed.

5.7 Through the agreed Employee Relations Framework all developed options will be presented at the 6th November 2018 Joint Consultative Committee (JCC) for a period of 1 month when consultation will be closed at the 4th December 2018 JCC.

6. **LEGAL IMPLICATIONS**

Specific Legal Implications are reflected within the individual. Any significant change to the IRMP requires public consultation as well as consultation with stakeholders, as required under the National Fire and Rescue Framework for England. Changes to the IRMP will be cognisant of the duties placed on WMFRA within the Fire & Rescue Services Act 2004 and the National Framework Document.

7. **FINANCIAL IMPLICATIONS**

These are set out in the body of this report and within the attached appendices.

BACKGROUND PAPERS

Authority Report 17th September 2018 - Revising The Strategy 2018 - 2022

Authority Report 17th September 2018 - Strategy Options 2019 - 2022

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PHIL LOACH
CHIEF FIRE OFFICER

INVESTMENT IN SUPPORT SERVICES

Changes to service support structures in the form of adaptive staffing models using fixed term contracts, secondments and internal career progression will now need appropriate re-consideration.

This will need to take into account the increased burden of inspection, changes in perception of unforeseeable risk, increase in the requirement discharge of the Fire Service Regulatory Reform Order in conjunction with other statutory instruments or legislation and continued striving for improvements in the following support service areas in addition to the protection function.

Organisational Intelligence and Innovation

It has been identified that reductions in funding and increasing service demands have impacted on the overall performance of the Intelligence and Innovation team. The reasons for this centre around team members being drawn away from their main roles to support maintaining the Service Delivery Model, less resources being available to support priority projects and additional workloads being placed on the same individuals to drive performance and excellence to meet external pressures and influence i.e. Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS), Health and Safety Executive (HSE) inspections, supporting ongoing relations with Representative Bodies following the trade dispute and high profile incidents such as Grenfell and the Manchester Arena Bombing.

It is now felt a tipping point has been reached and the chronic lack of funding is now starting to have a detrimental impact on both performance and individual resilience. Based on this it has been identified that there are existing and additional funding requirements within the Intelligence and Innovation team to help mitigate the impact and prepare the section for future demands.

The provision of additional funding would help the Intelligence and Innovation function to meet its objectives which ultimately ensure the organisation is meeting both its legislative and functional responsibilities.

Communications

Demand on increased transparency, through both internal and external engagement, and a greater desire for openness (through previous trade dispute and working towards collective agreements with Representative Bodies) has shown that increased capacity within the Corporate Communications team will be required.

This will allow capacity to be in place to provide timely and clear communications in an environment of change and demand in order to ensure our strategy is communicated and embedded proactively to identified audiences.

ICT

Demand for ICT resource continues to increase significantly with greater emphasis now on digital solutions identified through numerous projects across our portfolio of work.

The main area where demand outstrips capacity is within applications systems development. Increasing capacity in this area reduces lag time and enables key projects to be run concurrently allowing value to be achieved sooner.

There is currently a shortfall within the organisation for what has become essential skill sets required in order to maximise investment that has already been made across our ICT infrastructure and products.

Organisational Learning and People Development

A further assessment has identified the requirement for additional investment in Organisational Learning and People Development to ensure we provide the appropriate levels of skills, capability and capacity in the providing:

Apprenticeships - following the introduction of the Apprenticeship Scheme in 2017 we have identified we require individuals with specialist skills and direct experience working in specific areas such as having a direct link with training providers and delivering high levels of learner support. This is essential to ensure we apply and meet the required standards of the scheme.

National Occupational Guidance – this requires the ongoing gap analysis and change to policies, procedures and changes to the E-learning and training packages. Further skills and capacity are needed in supporting the learning platforms, ongoing monitoring and cross functional arrangements to ensure the effective delivery of future guidance.

Attraction, selection and training of new entrants - The revised approach to recruitment and selection of new entrants in the organisation continues to improve the attraction rates for underrepresented groups. Further resources are required in maintaining the current high standards of delivery and support.

HMICFRS

In April 2018, HMICFRS (Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services) commenced an eighteen month process of inspecting all 45 Fire and Rescue Services in England. Each service is placed within a tranche and follows an identical inspection process covering a Discovery Week, Strategic Briefing, Inspection week, Inspection debrief and report publication.

West Midlands Fire Service is within tranche 2 and will undergo the process during December 2018 to February 2019; the Inspection week will be of two weeks' duration due to the size of the service and report publication is estimated for May 2019.

The inspection process identified is resultant of the provision of data and documents to HMICFRS and liaison with a Lead Officer to assist understanding of the service in advance of inspection.

This work commenced in April 2018 and to date has incurred circa 600 hours of activity via the engagement of 53 officers. This has been accommodated within existing resources, however there has been significant re-alignment of work priorities within roles to ensure deadlines into HMICFRS have been met.

There will be an intensification of activity to realise preparation and completion of the on-site inspection. It will potentially engage any site across the Service portfolio, preparations for which will have to be made through a core group of officers liaising across the wider service. During this period there will on-going data provision and auditing as previously described.

The time allocated to the whole inspection cycle will vary dependent upon the size and sophistication of operations of each service. It has been identified through the experiences of Tranche 1 services and the Pilot Inspection process that up to 2500 hours can be required to enable an efficient and effective completion. The principal challenge for services is the provision of responses or completion of activity within relatively short timescales, creating resource intensive periods of activity.

REVISED STRATEGY SERVICE DELIVERY OPTIONS

The five options detailed below were presented to the Fire Authority on the 17th September 2018 and directly relate to changes in our current Service Delivery Model. Therefore, to ensure all dependencies are considered they have been developed together and are presented in this report.

Staff/Resource Availability - Removal/reduction of VAS within the current SDM accommodated through a reduction in appliance availability

Resource Configuration - Removal/reduction of VAS within the current SDM accommodated by reconfiguring the number of riders on each appliance to expand the concept of a 'blended fleet'

Shift Arrangements (Risk Based Crewing) - Shift changes to maximise effectiveness and efficiency and mitigate the impact of the chosen option to remove/reduce VAS.

On Call

Management review

1 Service Delivery Model (SDM) and Risk Based Attendance Standards

- 1.1 The SDM is determined through the assessment of risk undertaken as a key component of the Integrated Risk Management Plan (IRMP). The SDM is designed to mitigate foreseeable risk to the community and Firefighters within the West Midlands through enabling an assertive, effective and safe emergency response capability that has a set of risk based attendance standards at its foundation. At the heart of these standards is our commitment to an average 5-minute response to the highest risk, Category 1 emergencies as we know through our academic research this will save a salvable life and provide the safest environment for our firefighting crews.

Risk Based Attendance Standard	Risk Descriptor	Average Response Standard
Category 1	Significant Risk to Life and/or Property	5 mins
Category 2	Vehicle Fires, Flooding etc.	7 mins
Category 3	Lift rescue, Animal Incident etc.	10 mins
Category 4	Secondary Incidents, Grass Fires etc.	20 mins

1.2 The SDM also integrates the delivery of essential Prevention and Protection priorities targeted towards vulnerable communities and businesses to support them in being Safer, Stronger and Healthier. These services are delivered through blended fleet of resources which are distributed across the West Midlands conurbation consisting of:

- 38 community fire stations
- 41 Pump Rescue Ladders (PRLs)
- 19 Brigade Response Vehicles (BRVs)
- 3 Business Support Vehicles (BSVs)

2. **WMFS Shift Systems and Staffing Arrangements**

2.1 WMFS currently operate two shift systems; the Core Shift and the Late Shift.

2.2 Core Shift PRLs and BRVs, are available to respond 24hrs a day and are aligned to a 4 watch shift arrangement. The Core Shift operates a 2-2-4 shift system consisting of 2 day shifts (0800-1800) followed by 2 night shifts (1800-0800) followed by 4 rota days.

2.3 Late Shift PRLs and BRVs are available for 12 hrs of the day (1000-2200) and operate a 2 watch shift arrangement with the 4 duty days being followed by 4 rota days.













- 2.4 The permanent organisational establishment of station based operational staff is 1322 riders which enables maximum fleet availability. As part of our approach to dealing with a reduction in funding through the FEP, a Staffing Collective Agreement was reached with the representative bodies which enabled the establishment to be reduced on an interim basis to 1164, allowing fleet availability to be maintained through the use of Voluntary Additional Shifts (VAS).
- 2.5 The new staffing arrangements have been successful with fleet availability consistently being above 99%, significant financial savings realised, and employees positively responding to the voluntary opportunity to earn additional income at a time of national pay restraint.
- 2.6 The VAS arrangement has achieved circa £3million of the anticipated £4million efficiency savings relating to staffing identified within the FEP. The remaining circa £1million is not currently anticipated to be realised due to the ongoing payment of a disturbance allowance linked to VAS, Late Shift payment and a higher than anticipated ridership factor.
- 2.7 In developing options to address the deficit in the FEP, the ongoing usage of VAS will need to be considered with the current annual cost of VAS being circa £3.5 million. This figure includes ongoing payment of the Disturbance Allowance in line with the current collective agreement despite an evidence based review following the initial trial period indicating a minimal financial impact of undertaking VAS.
- 2.8 Whilst there is a requirement to address the shortfall within the FEP, there is also the need to effectively manage resources to effectively manage risk identified from the IRMP and to enable our crews to deliver, assertive, effective and safe actions at emergency incidents. Any approach would need to ensure the distribution of resources to enable effective delivery of essential operational preparedness activities alongside our Prevention and Protection commitments.
- 2.9 All options below have given due consideration to existing Terms and Conditions as outlined within the Grey Book and it is recognised that some options may require further consultation and/or negotiation through the Representative Bodies.

3. **First day absence**

It is important to highlight that current first day absence is managed on the day using a flexible approach to fleet availability. The average number of first day absences is 6 per 24hr period, resulting in 2 BRVs made unavailable which is the main reason why we do not achieve 100% fleet availability. This position should be considered when providing direction in relation to the options below.

4. **CURRENT APPROACH TO MANAGE IN YEAR 2018-2019**

- 4.1 As requested by the Fire Authority on September 17th 2018, and as a result of a change to the expected income generated through alternative funding, a revised approach to meet the shortfall in the FEP has been implemented. As illustrated by the diagram below, the change to planned crewing levels on the 2nd PRLs at Highgate, Coventry and Walsall coupled with 2 BRVs being unavailable per 24-hour period will deliver a saving of circa £750k. This approach and representation provides the basis for which other options have been developed.

Current Service Delivery Model	Impact on IRMP (5 Minute Risk Based Attendance Standard and Safe & Well)	Impact on Assertive, Effective & Safe	Savings Achieved
<p>1st  X36  X5</p> <p>2nd  X03  X5</p> <p>BRV  X19  X3</p> <p>*Excluding 2 x PRL for Technical Rescue</p>	<p>Current Performance 4:33 mins</p> <p>Safe & Well Delivered = 3600 p/m</p>	<p>Our current Service Delivery Model and Resource Configuration supports assertive, effective and safe tactics.</p>	<p>Our current SDM</p>
What would change Reduction of 1 rider on PRL & Reduction of 2 BRVs	Impact on IRMP (5 Minute Risk Based Attendance Standard and Safe & Well)	Impact on Assertive, Effective & Safe	Savings Achieved
<p>1st  X36  X5</p> <p>2nd  X03  X4</p> <p>BRV  X17  X3</p>	<p>Limited impact on Cat 1 attendance</p> <p>Up to 3.3% increase on Cat 1 attendance for 2nd Appliance</p> <p>2% - 5% increase on Cat 3 & 4 attendance</p> <p>Safe & Well Reduced = 120 p/m</p>	<p>Safe systems of work will be maintained through application of Risk Assessment</p> <p>The adoption of Assertive and Effective tactics may be delayed whilst awaiting the arrival of further resources</p>	<p>£750k</p>

5. **OPTIONS FOR REVISED STRATEGY 2019 - 20/20**

It should be noted that a number of the options are scalable (as per the illustrative examples) and can be used either individually or in a blended manner. All options presented have the 2 Technical Rescue Unit (TRU) stations and associated resources excluded from consideration as they provide both a specialist local response capability and national resilience capability.

6. **Staff / Resource Availability**













6.1 **Option 1 – Reduction in 2nd Pump Rescue Ladder (PRL) availability**












The current SDM identifies three locations are requiring a second PRL (crewed at 5) to deliver effective performance due to higher levels of risk which can result in more regular simultaneous emergency incidents. These additional PRLs also provide resilience to the fleet through supporting BRVs without denuding an area of a PRL.




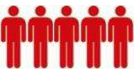








6.2 **Option 2 – Reduction in Brigade Response Vehicle (BRV) availability**













The importance of maintaining a minimum of one PRL per station is based upon the foreseeable risk of an incident occurring requiring a crew of five being required to take assertive, effective and safe action. Therefore, it is appropriate that any further reductions in fleet availability are distributed throughout the BRV fleet.

The impact of the options identified above are outlined in the tables below:

Current Service Delivery Model	Impact on IRMP (5 Minute Risk Based Attendance Standard and Safe & Well)	Impact on Assertive, Effective & Safe	Savings Achieved
<p>1st  X36  X5</p> <p>2nd  X03  X5</p> <p>BRV  X19  X3</p> <p>*Excluding 2 x PRL for Technical Rescue</p>	<p>Current Performance 4:33 mins</p> <p>Safe & Well Delivered = 3600 p/m</p>	<p>Our current Service Delivery Model and Resource Configuration supports assertive, effective and safe tactics.</p>	<p>Our current SDM</p>
OPTION 1			
What would change Reduction of 1 x 2 nd PRL	Impact on IRMP (5 Minute Risk Based Attendance Standard and Safe & Well)	Impact on Assertive, Effective and Safe	Savings Achieved
<p>1st  X36  X5</p> <p>2nd  X02  X5</p> <p>BRV  X19  X3</p>	<p>Limited impact on Cat 1 attendance</p> <p>Potential Impact on 1 HP availability under current arrangements</p> <p>Safe & Well Reduced = 60 p/m</p>	<p>Safe systems of work will be maintained through application of risk assessment</p> <p>The adoption of Assertive and Effective tactics may be delayed to a limited extent whilst awaiting the arrival of further resources</p>	<p>£900K</p>

What would change Reduction of 2 x 2 nd PRL	Impact on IRMP (5 Minute Risk Based Attendance Standard and Safe & Well)	Impact on Assertive, Effective & Safe)	Savings Achieved
<p>1st  X36  X5</p> <p>2nd  X01  X5</p> <p>BRV  X19  X3</p>	<p>Limited impact on Cat 1 attendance</p> <p>Up to 8.4% (35.7 secs) increase on Cat 1 attendance for 2nd Appliance</p> <p>Potential Impact on 2 HP's availability under current arrangements</p> <p>Safe & Well Reduced = 120 p/m</p>	<p>Safe systems of work will be maintained through application of risk assessment</p> <p>The adoption of Assertive and Effective tactics may be delayed to a limited extent whilst awaiting the arrival of further resources</p>	£1.8m
What would change Reduction of 3 x 2 nd PRL	Impact on IRMP (5 Minute Risk Based Attendance Standard and Safe & Well)	Impact on Assertive, Effective & Safe)	Savings Achieved
<p>1st  X36  X5</p> <p>2nd  X0</p> <p>BRV  X19  X3</p>	<p>Limited impact on Cat 1 attendance</p> <p>Up to 9.0% (38.3 secs) increase on Cat 1 attendance for 2nd Appliance</p> <p>Potential Impact on all 3 HP's availability under current arrangements</p>	<p>Safe systems of work will be maintained through application of risk assessment</p> <p>The adoption of Assertive and Effective tactics may be delayed to a limited extent whilst awaiting</p>	£2.7m

	Safe & Well Reduced = 180 p/m	the arrival of further resources	
OPTION 2			
What would change Reduction of 1 x BRV	Impact on IRMP (5 Minute Risk Based Attendance Standard and Safe & Well)	Impact on Assertive, Effective & Safe	Savings Achieved
1st  X36  X5 2nd  X03  X5 BRV  X18  X3	Limited impact on Cat 1 attendance 2% - 5% increase in Cat 2 to 4 attendance Up to 3.3% increase in Cat 1 attendance for 2 nd Appliance Safe & Well Reduced = 60 p/m	Safe systems of work will be maintained through application of risk assessment The adoption of Assertive and Effective tactics may be delayed to a limited extent whilst awaiting the arrival of further resources.	£550K
What would change Reduction of 3 x BRV	Impact on IRMP (5 Minute Risk Based Attendance Standard and Safe & Well)	Impact on Assertive, Effective & Safe	Savings Achieved
1st  X36  X5 2nd  X03  X5 BRV  X16  X3	Limited impact on Cat 1 attendance 3% - 8.1% increase in Cat 2 to 4 attendance	Safe systems of work will be maintained through application of risk assessment The adoption of Assertive and	£1.65m

	Up to 5.1% increase in Cat 1 attendance for 2 nd Appliance	Effective tactics may be delayed whilst awaiting the arrival of further resources	
	Safe & Well Reduced = 180 p/m		
What would change	Impact on IRMP (5 Minute Risk Based Attendance Standard and Safe & Well)	Impact on Assertive, Effective & Safe	Savings Achieved
Reduction of 5 x BRV			
1st  X36  X5 2nd  X03  X5 BRV  X14  X3	0.4% increase in Cat 1 attendance 15% - 16.9% increase in Cat 4 attendance Up to 6.6% increase in Cat 1 attendance for 2 nd Appliance Safe & Well Reduced = 300 p/m	Safe systems of work will be maintained through application of risk assessment The adoption of Assertive and Effective tactics may be delayed whilst awaiting the arrival of further resources	£2.75m
What would change	Impact on IRMP (5 Minute Risk Based Attendance Standard and Safe & Well)	Impact on Assertive, Effective & Safe	Savings Achieved
Reduction of 6 x BRV			
1st  X36  X5 2nd  X03  X5 BRV  X13  X3	0.4% - 0.7% increase in Cat 1 attendance 15% - 23% increase in Cat 4 attendance	Safe systems of work will be maintained through application of risk assessment	£3.3m

	<p>Up to 13.2% increase in Cat 1 attendance for 2nd Appliance</p> <p>Safe & Well Reduced = 360 p/m</p>	<p>The adoption of Assertive and Effective tactics may be delayed whilst awaiting the arrival of further resources</p>	
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7. **Resource Configuration**

7.1 **Option 1 – Reduction in riders on 2nd PRLs**

7.1.1 Through adjusting the crewing levels at Coventry, Highgate and Walsall, a continuation of the current in-year approach could be maintained with the 2nd PRLs riding at 4. This alone would achieve in the region of £550k savings required and could be supplemented using one of the BRV options (Option 3 -below). This would continue 2nd PRL cover in the three highest risk areas, so would have limited impact on Category 1 incidents or simultaneous Category 1 incident attendance times.

7.1.2 There would be limited impact on current Hydraulic Platform availability as two appliances would still be available to dual staff the HPs at each station under existing arrangements.

7.1.3 There would be no impact on Prevention and Protection activities as all resources are maintained at each location and can carry out pre-planned and reactive protection and prevention activities.

7.1.4 To maintain assertive, effective firefighting actions where required, through dynamic mobilising additional resources can be mobilised to ensure the required number of people per incident type are in attendance.

7.2 **Option 2 – Further reduction in riders on 2nd PRLs to BRVs**

7.2.1 Consideration could be given to further adjusting crewing levels at Coventry, Highgate and Walsall with the intention of the three 2nd PRLs operating as Temporary BRVs riding at 3, and/or alternatively replacing the current PRLs with BRVs. This would realise a financial saving in the region of £1.1million.

- 7.2.2 There wouldn't be any direct impact on attendance times as the same number of resources (PRL or BRV) are still available. The most notable impact will be on the ability to deliver assertive and effective response as there will be both increased likelihood of a BRV being deployed to an incident where more personnel are required in addition to increased time for second appliance attendance.
- 7.2.3 There would be limited impact on current HP availability as two appliances would still be available and capable of dual staffing the HP's under existing arrangements, although the TBRV or BRV would become unavailable for the period the HP was in use.
- 7.2.4 There would be no impact on Prevention and Protection activities as a resource is maintained at each location and can carry out pre-planned and reactive protection and prevention activities.













7.3 Option 3 – Reduced Ridership levels













- 7.3.1 Consideration could be given to redistributing the 1164 frontline operational staff through adjusting ridership levels across a wider range of WMFS appliances. The various options presented below allow for maximum numbers of appliances to remain available thus mitigating the negative impact that reduced fleet availability could have on the SDM.
- 7.3.2 Savings are achieved by removal of VAS payment and redistribution of staff to ensure maximum fleet availability. There will be a limited impact on the IRMP and attendance times, due to the same number of resources being maintained, however consideration should be given to the increased number of appliances potentially mobilised as an Initial Level of Response (LOR) due to the reduced number of riders on the respective appliances. There will be associated impacts on the ability to implement assertive and effective operations.
- 7.3.3 No specific risk assessments are in place for crewing 4 on a PRL, however this is adopted commonly across many FRS, and supported through and increased LOR and National Operational Guidance (NOG).
- 7.3.4 WMFS has an established risk assessment in place and accepted practise for 3 riders on a BRV with a range of other crewing models in operations across the country (see Appendix 2)

















In assessing each option consideration should be given to the points below:


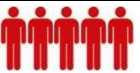






- The start and end of each shift could see an increase in risk through Temporary Crewing Levels or appliance unavailability.
- There may need to be an increase in LOR to allow sufficient numbers of personnel for assertive and effective tactics, and the support of technology such as 999Eye will support dynamic mobilising and effective resource management by Fire Control Operators.
- The efficient operation of the system will be dependent on watches being balanced across the organisation and staff leave entitlement being balanced across the year to minimise disruption and realise full 'theoretical' financial savings.
- These options will maintain the current level of risk reduction activity carried out through Prevention and Protection activity during key contact time. This would provide Value for Money as we would have less people delivering the same levels of activity.

The options below demonstrate the required reduction in crewing, in order to generate £3million of efficiency savings annually.

Current Service Delivery Model	Impact on IRMP (5 Minute Risk Based Attendance Standard and Safe & Well)	Impact on Assertive, Effective & Safe	Savings Achieved
<p>1st  X36  X5</p> <p>2nd  X03  X5</p> <p>BRV  X19  X3</p> <p>*Excluding 2 x PRL for Technical Rescue</p>	<p>Current Performance 4:33 mins</p> <p>Safe & Well Delivered = 3600 p/m</p>	<p>Our current Service Delivery Model and Resource Configuration supports assertive, effective and safe tactics.</p>	<p>Our current SDM</p>
OPTION 1			
What would change	Impact on IRMP (5 Minute Risk Based Attendance Standard and Safe & Well)	Impact on Assertive, Effective & Safe	Savings Achieved
Reduction of 1 rider on all 2 nd PRLs			
<p>1st  X36  X5</p> <p>2nd  X03  X4</p> <p>BRV  X19  X3</p>	<p>No impact on Cat 1 attendance</p> <p>No Impact on HP availability</p> <p>Safe & Well No Reduction = 3600 p/m</p>	<p>Safe systems of work will be maintained through agreed Risk Assessment</p> <p>The adoption of Assertive and Effective tactics may be delayed whilst awaiting the arrival of further staff.</p>	<p>£550K</p>
OPTION 2			

What would change Reduction of 2 riders on all 2 nd PRLs	Impact on IRMP (5 Minute Risk Based Attendance Standard and Safe & Well)	Impact on Assertive, Effective & Safe	Savings Achieved
<div> <div>1st  X36  X5</div> <div>2nd  X03  X3</div> <div>BRV  X19  X3</div> </div>	<p>No impact on Cat 1 attendance</p> <p>No Impact on HP availability</p> <p>Safe & Well No Reduction = 3600 p/m</p>	<p>Safe systems of work will be maintained through agreed Risk Assessment</p> <p>The adoption of Assertive and Effective tactics may be delayed whilst awaiting the arrival of further staff.</p>	<p>£1.1m</p>
OPTION 3			
What would change Reduction of 1 rider on all 2 nd PRLs and a reduction of 1 rider on all BRVs	Impact on IRMP (5 Minute Risk Based Attendance Standard and Safe & Well)	Impact on Assertive, Effective & Safe	Savings Achieved
<div> <div>1st  X36  X5</div> <div>2nd  X03  X4</div> <div>BRV  X19  X2</div> </div>	<p>No impact on Cat 1 attendance</p> <p>No Impact on HP availability</p> <p>Safe & Well No Reduction = 3600 p/m</p>	<p>Safe systems of work will be maintained through agreed Risk Assessment</p> <p>The adoption of Assertive and Effective tactics may be delayed whilst awaiting the arrival of further staff.</p>	<p>£3.28m</p>

What would change	Impact on IRMP (5 Minute Risk Based Attendance Standard and Safe & Well)	Impact on Assertive, Effective & Safe	Savings Achieved
Reduction of 2 riders on all 2 nd PRLs and a reduction of 1 rider on 11 BRVs			
1st  X36  X5 2nd  X03  X3 BRV  X08  X3 BRV  X11  X2	<p>No impact on Cat 1 attendance</p> <p>No Impact on HP availability</p> <p>Safe & Well No Reduction = 3600 p/m</p>	<p>Safe systems of work will be maintained through agreed Risk Assessment</p> <p>The adoption of Assertive and Effective tactics may be delayed whilst awaiting the arrival of further staff.</p>	£3.1m
What would change	Impact on IRMP (5 Minute Risk Based Attendance Standard and Safe & Well)	Impact on Assertive, Effective & Safe	Savings Achieved
Reduction of 1 rider on 14 PRLs, a reduction of 1 rider on all 2 nd PRLs.			
1st  X22  X5 1st  X14  X4 2nd  X03  X4 BRV  X19  X3	<p>No impact on Cat 1 attendance</p> <p>No Impact on HP availability</p> <p>Safe & Well No Reduction = 3600 p/m</p>	<p>Safe systems of work will be maintained through agreed Risk Assessment</p> <p>The adoption of Assertive and Effective tactics may be delayed whilst awaiting the arrival of further staff.</p>	£3.1M
What would change	Impact on IRMP (5 Minute Risk Based Attendance Standard and Safe & Well)	Impact on Assertive, Effective & Safe	Savings Achieved
Reduction of 1 rider on 11 PRLs and a reduction of 2 riders on all 2 nd PRLs.			

1 st		X25		X5	No impact on Cat 1 attendance	Safe systems of work will be maintained through agreed Risk Assessment	£3.1M
1 st		X11		X4	No Impact on HP availability		
2 nd		X03		X3	Safe & Well No Reduction	The adoption of Assertive and Effective tactics may be delayed whilst awaiting the arrival of further staff.	
BRV		X19		X3	= 3600 p/m		

8. Shift Arrangements (Risk Based Crewing)

Changes to shift arrangements has the potential to enable financial efficiencies whilst mitigating the impacts of risk identified within the IRMP. There are also opportunities to enable further but limited financial efficiencies through reviewing the numbers of supervisory officers as a potential outcome of the review of shift arrangements and management review. Any potential changes from existing to alternative staffing arrangements will require negotiation with Representative Bodies through the Employee Relations Framework.

8.1 **Option 1 – Changing BRV Availability from 24hr Core BRV to 12hr BRV**

There are currently 8 BRVs operating a Late shift arrangement across 8 stations and 11 stations that have a 24hr Core PRL and BRV. There are options at any of the 11 stations to maintain the 24hr Core PRL and change the BRV to a 12hr BRV resulting in a reduction in the number of BRVs available during the period of 22:00-10:00 hrs which is scalable to effectively manage risk and maintain the average 5-minute risk-based attendance standard. Current levels of Prevention and Protection risk reduction activity carried out through Prevention and Protection activity during key contact time would be maintained.

To illustrate the scale of financial savings a figure of £40k/year has been utilised for salary related costs of a firefighter. Changing a 24hr Core BRV to a 12hr BRV shift arrangement requires 8 less people per station to maintain the revised fleet availability and

realises a potential financial efficiency circa £320k per year per station (excluding the 7.5% late payment).

Changes to the BRV shift arrangement has the potential to be replicated across 11 stations consisting of a 24hr PRL & BRV and realise a potential total financial efficiency circa £3.5m. Changing BRV availability from 24hr Core BRV to 12hr BRV can be achieved through a range of different shift arrangements;

8.2 Option 1a – Change 24hr Core Shift BRV to a 12hr BRV Late Shift Arrangement

Maintain the 24hr Core PRL and change the 24 hr Core BRV to a 12hr Late BRV as per existing Late shift arrangements. This will generate 2 additional watches per station (Purple & Orange) requiring 8 people to voluntary transfer onto a 12hr Late shift arrangement. This option requires 8 less people per station to maintain fleet availability.

8.3 Option 1b – Change 24hr Core Shift BRVs to 12hr Shift Crewed by 2 Core Watch's through a Self-Rostering system

Maintain the 24hr Core PRL crewed by all 4 watches on a 2-2-4 shift pattern; change the 24hr Core BRV to a 12hr BRV crewed by only Green and White watch. Green and White watch would be required to self-roster for both the 24hr Core PRL and 12hr BRV shift arrangements. This option may require a firefighter to work 2 days, 2 nights, 4 days off followed by 4 Late shifts. The pattern would be self-rostered and flexible within the watch. The watch would require a minimum of 10 people each. Blue and Red watch will be required to work a normal shift pattern of 2-2-4 with each watch requiring a minimum of 6 people. The station would require 8 less people to maintain fleet availability.

8.4 Option 1c – Change 24hr Core BRVs to 12hr shift Crewed by Station Self Rostering System

Maintain the 24hr Core PRL and change the 24hr Core BRV to a 12hr BRV crewed with a Self-Rostering shift arrangement. This option provides an average working week of 42 hours with staff required to work 150 shifts per year consisting of days, nights and late shifts and requires 8 less people per station to maintain fleet availability. To enable efficient implementation of self-rostering shift arrangements 12-hour shifts would be preferred.

8.5 Option 2 - Alignment of Core and Late Shift Start and Finish Times

- 8.5.1 Change the core shift arrangement to 12-hour day and night shifts and align start and finish times with late shift arrangements. The core day and late shift arrangements to both start and finish at 10:00 hours and 22:00 hours resulting in the removal of the late shift arrangement as it would be incorporated within the core day shift hours.
- 8.5.2 IRMP data identifies that the optimum start and finish times to effectively manage response risk would be 11:00 hours – 23:00 hours. Combined Safe and Well and response activity data identifies the optimum start and finish times of 10:00 hours – 22:00 hours to enable a balanced approach to managing prevention and response risk. However, 09:00 hours – 21:00 hours maximise community contact time for prevention and protection activities.
- 8.5.3 Alignment of optimum start and finish times enables staff to crew both the 24hr Core PRL and the 12hr Late BRV. The overall establishment on station will not change and can be applied to all stations.
- 8.5.4 This option would result in no changes to resource availability and the average 5-minute risk-based attendance standard. Current levels of Prevention and Protection risk reduction activities during key contact time would be maintained.
- 8.5.5 Aligning start and finish times provides opportunities to realise limited financial efficiencies at combined Late and Core shift stations which is scalable up to 8 Late shift stations, through review of supervisory officer requirements that can be considered within the management review.

8.6 Option 3 – Station Self Rostering

- 8.6.1 Station based Self-Rostering is a flexible shift arrangement where staff allocating their working shifts to maintain fleet availability. Self-Rostering provides an average working week of 42 hours where staff are required to work 150 shifts per year. This option requires day, night and late shifts to be 12-hour duration.

- 8.6.2 Station based Self-Rostering staffing arrangements can be applied across all stations to replace existing fixed 24hr Core and 12hr Late shift arrangements. This option would result in no changes to resource availability and the average 5-minute risk-based attendance standard. Current levels of Prevention and Protection risk reduction activities carried out during key contact time would be maintained.
- 8.6.3 This option does not impact current staffing levels and provides an opportunity to review the balance of supervisory officers and firefighters required at each station. A Self-Rostering shift arrangement could also realise financial efficiencies due to reductions in the ridership factor enabled through agreed staffing business rules to maintaining fleet availability. Further benefits could be achieved through also aligning the start and finish times of both the Core and Late shifts as outlined in option 2.

8.7 Option 4 – 8-hour shift arrangements

- 8.7.1 An 8-hour shift arrangement that provides an average 42 hours per week does not provide 2 periods of 24 hours free from duty each week, therefore does not comply with the principles stated within the grey book. An 8-hour shift arrangement can be aligned to effectively manage risk and adjusted to an average 40-hour week to provide 2 periods of 24 hours free from duty each week. Shift arrangements aligned to risk provide opportunities to enhance productivity and maximise community contact time to deliver prevention and protection activities within a reduced working week.
- 8.7.2 An 8-hour shift arrangement aligned to managing risk could be more effectively achieved through a self-rostering arrangement, based on a reduced 40 hours per week requiring staff to work a total of 215 shifts per year consisting of 82 early, 82 Late and 51 night shifts.
- 8.7.3 This option would result in no changes to resource availability and the 5-minute risk-based attendance standard. Current levels of Prevention and Protection risk reduction activities during key contact time would be maintained.

8.7.4 Financial efficiencies could be realised through a self-rostering 8-hour shift arrangement enabling changes to fleet availability to effectively manage risk at different times of day. This could be achieved across one or more of the 11 stations by maintaining the 24hr Core PRL and changing the 24hr Core BRV to 16 hr BRV only available during the early and late shifts. This shift arrangement requires 4 less people per station to maintain the revised fleet availability and realises a potential financial efficiency of circa £160k per station, scalable up to 11 stations and realise a potential total financial efficiency of circa £1.75m.

8.7.5 A Self-Rostering shift arrangement based on a 40-hour working week, could realise further financial efficiencies due to reductions in the ridership factor enabled through agreed staffing business rules to maintaining fleet availability.

Current Shift Arrangements	Impact on IRMP (5 Minute Risk Based Attendance Standard and Safe & Well)	Impact on Safe Systems of work (Assertive, Effective & Safe)	Savings Achieved
<p>Core shift and Late shift.</p> <p>Core shift PRLs and BRVs, are available 24hrs and are aligned to a 4 watch shift arrangement. The core shift operates a 2-2-4 shift system consisting of 2 day shifts (0800-1800) followed by 2 night shifts (1800-0800) followed by 4 rota days.</p> <p>Late shift PRLs and BRVs are available for 12 hrs of the day between 1000 and 2200 and operate a 2-watch shift arrangement with the</p>	<p>Current Performance 4:33 mins</p> <p>Safe & Well = 3600 p/m</p>	<p>Our current shift arrangement supports assertive, effective and safe tactics.</p>	<p>This is our current shift arrangements</p>

4 duty days being followed by 4 rota days.			
OPTION 1			
What would change	Impact on IRMP (5 Minute Risk Based Attendance Standard and Safe & Well)	Impact on Assertive, Effective & Safe	Savings Achieved
<p>Changing 24hr Core BRV to 12hr BRV shift arrangement that can be achieved via any of the options below: -</p> <p>1a. Increased Late shift arrangements. or 1b. Watch based Self Rostering and Core shift arrangements. or 1c Station based Self Rostering shift arrangement.</p>	<p>Limited impact on Category 1 risk based attendance standard during the hours 22:00 and 10:00 hours</p> <p>Variable reduction in the number of BRVs available during the period of 22:00-10:00 hrs.</p> <p>IRMP will provide evidence to the extent and scalability that this option could be implemented.</p> <p>No impact on the delivery of Safe and Well = 3600 p/m</p>	<p>Safe systems of work will be maintained through application of risk assessment</p> <p>The adoption of Assertive and Effective tactics may be delayed to a limited extent whilst awaiting the arrival of further resources during the hours 22:00 and 10:00.</p>	<p>Circa £320k per station per year</p> <p>Potential total Circa £3.5m per year</p>
OPTION 2			
What would change	Impact on IRMP (5 Minute Risk Based Attendance Standard and Safe & Well)	Impact on Assertive, Effective & Safe	Savings Achieved
Change and align Core and Late shift start and finish times to effectively manage risk.	None to limited impact on Category 1 risk based attendance standard dependant on agreed start and finish times	No impact to safe systems of work which will be maintained through	Potential for limited financial efficiencies for consideration

	None to limited impact on the delivery of Safe and Well dependant on agreed start and finish times	application of risk assessment.	as part of the Management Review
OPTION 3			
What would change	Impact on IRMP (5 Minute Risk Based Attendance Standard and Safe & Well)	Impact on Assertive, Effective & Safe	Savings Achieved
Self-Rostering shift arrangements	<p>Limited impact on Category 1 risk-based attendance standard during the hours 22:00 and 10:00 hours</p> <p>Variable reduction in the number of BRVs available during the period of 22:00-10:00 hrs.</p> <p>IRMP will provide evidence to the extent and scalability that this option could be implemented.</p> <p>No impact on the delivery of Safe and Well = 3600 p/m</p>	<p>Safe systems of work will be maintained through application of risk assessment</p> <p>The adoption of Assertive and Effective tactics may be delayed to a limited extent whilst awaiting the arrival of further resources during the hours 22:00 and 10:00.</p>	Potential for limited financial efficiencies for consideration as part of the Management Review
OPTION 4			
What would change	Impact on IRMP (5 Minute Risk Based Attendance Standard and Safe & Well)	Impact on Assertive, Effective & Safe	Savings Achieved
8-hour self-rostering shift arrangement and	Limited impact on Category 1 risk based attendance standard	Safe systems of work will be maintained through	£160k per station per year.

change 24hr Core BRV to 16hr BRV.	<p>during the agreed night shift hours.</p> <p>Variable reduction in the number of BRVs available during the period of 22:00-10:00 hrs.</p> <p>IRMP will provide evidence to the extent and scalability that this option could be implemented.</p> <p>No impact on the delivery of Safe and Well = 3600 p/m</p>	<p>application of risk assessment</p> <p>The adoption of Assertive and Effective tactics may be delayed to a limited extent whilst awaiting the arrival of further resources during the agreed night shift hours.</p>	<p>Potential total Circa £1.75m per year</p>
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9. **On Call**

9.1 The three options to be considered are:

- The introduction of a purely 'On call' workforce as part of the overall Service Delivery Model (SDM).
- Using current Whole-time Firefighters employed by WMFS to also provide an 'On Call' capability as part of the overall SDM.
- Take the option not to pursue an 'On Call' option due to the detrimental impact on the risk based 5-minute response standard.

9.2 Research indicates an 'On Call' option typically consists of up to twenty personnel allocated to a fire station providing part time response availability. This normally involves individuals being required to commit to providing a minimum number of weekly duty hours and being mobilised via pager from their home or work locations. Sector practice indicates that 'On Call' personnel need to be able to be on station (typically) within five-minutes of their pager alerting them to an incident. In addition, some FRS use a wholetime model during the daytime and an 'On Call' option at night using the same personnel, this is generally referred to as Day Crewing.

9.3 Payment for 'On Call' usually involves a yearly retainer allowance and then hourly pay for responding to incidents and attending training, prevention and other activities. It should also be noted that 'On Call' payments are pensionable.

9.4 The 'On Call' option has already been previously explored by WMFS, the findings of which demonstrated financial savings could be achieved. However, there were a significant number of issues which were not compatible with organisational strategy and direction. These issues included topics such as retention, local business support, workforce diversity, training / competency and the impact on attendance times.

9.5 However, the political and financial landscape has now changed and prompted the need to reappraise this option as directed by the Fire Authority.

10. **On Call impacts**

Any wholetime 'On Call' option would utilise WMFS current resources, either through a combination of people, vehicles and equipment. Alternatively, a decision may be taken to recruit new staff purely to provide an 'On Call' function based upon their ability to respond to a fire station within a set reaction time. In enabling this model current resources (assets, fleet and equipment) would be used to train and develop this workforce. This will create additional burden on both current resources and support functions and would need to be monitored carefully to ensure core activity and legislative health and safety arrangements can be maintained for the current workforce.

11. **Impact on the IRMP and risk based 5 minute response standard**

- 11.1 Based on experience and expert opinion it is reasonable to assume any 'On Call' option would have a detrimental impact on attendance times due to the additional time it would take an 'On Call' firefighter to reach their station and respond.
- 11.2 Another key consideration when determining the impact on the IRMP and risk based 5 minute response standard is not only assessing the impact of increased attendance times but the likelihood of a category one or two incident occurring in a certain high risk geographical area. Based on our incident data and risk intelligence which informs the IRMP we know the areas where a serious incident is more likely to occur. Therefore, any decision to increase the potential attendance time of an appliance located in or around certain areas would have to be carefully considered due to the foreseeable risk.
- 11.3 As part of the analysis for this option this further scrutiny will be required to ensure the risk characteristics of a given station area are suitable. This could include elements such as:
- Total incident numbers;
 - Type of incidents attended;
 - Wealth of the area;
 - Industrial / special risks;
 - Location of surrounding fire stations;
 - Population number; and
 - Risk of serious fire / RTC (injuries and/or fatalities).

12. Impact on the Service Delivery Model

- 12.1 Introducing an 'On Call' option within the current SDM will change it's dynamic in the sense that although the organisations resource configuration will remain broadly the same, the availability of resources providing an immediate response at the point of call will be reduced. The employment of 'On Call' staff does move the organisation away from being able to provide an immediate wholetime response.
- 12.2 Depending on the shift times chosen the implementation of 'On Call' could also impact the blended approach to Prevention, Protection and Response functions and the drive for operational excellence. This is because resource availability will be reduced meaning that other key activities will be impacted such as Safe and Well, Site Specific Risk Inspections, Schools Education etc. This issue would be more prevalent if an Wholetime 'On call' duty system was implemented. Whereby, personnel on day duty would then provide a delay response at night. When personnel are mobilised during night time hours there would need to be allowances made the following day for rest periods which would impact key contact time with the community and compromise our ability to provide a fully integrated SDM.
- 12.3 Analysis has been undertaken to identify incident call data for individual stations. It is a characteristic of 'On Call' stations that they experience very low call demand (Cira 200 incidents per year). WMFS far exceeds this sector standard. This is demonstrated by the 2017/18 incident data which indicates that only one WMFS station (Tettenhall) responds to around 200 calls per year. It should also be noted this station already operates on the Lates shift pattern.

13. Impact on people

- 13.1 The implementation of an 'On Call' option will have various impacts. First and foremost, the community will experience increased attendance times and be exposed to incidents for longer periods of times compared with current WMFS response standards. This will reduce the chances of survival. In addition, any delay in reaching an incident means our firefighters will face more developed and serious situations.

- 13.2 Another major impact is the requirement to initially train 'On Call' staff. Anecdotal evidence from other FRS indicates this can be problematic to maintain on a part time basis due to other commitments and can take up to two years for competency to be achieved.
- 13.3 It also needs to be considered from a welfare perspective the impact on personnel who are employed as wholetime firefighters and then provide an 'On Call' response. Although this mitigates issues around competency the risk of fatigue is increased which could impact attendance levels and personal wellbeing i.e. Mental Health, fatigue.
- 13.4 If an 'On Call' option was implemented it is likely that existing station-based personnel may have to move work location to accommodate this new approach. This will naturally cause concern and upset, requiring consideration and additional managerial support.
- 13.5 Another key consideration is the impact on community confidence if the service is seen to be implementing measures that will have a detrimental impact on its ability to respond. This could also lead to a loss of confidence and commitment in the overall organisational strategy and the SDM.
- 13.6 Another potential issue would be due to the need to respond within a limited timeframe is the ability to recruit and retain a 'On Call' workforce that is reflective of the overall West Midlands area demographic. This is because stations which operate in areas of increased deprivation can be more representative of the West Midlands community but are in locations where 'On Call' response would be less feasible due to the foreseeable incident risk these areas present. Naturally, areas which experience reduced call demand and incident risk are normally more affluent meaning the availability of volunteers to commit to 'On Call' may be reduced due to other employment commitments.
- 13.7 To manage an 'On Call' shift pattern there will be a requirement for additional and/or reallocation of managers to ensure the day to day / longer-term supervision of personnel. A key requirement being to ensure that competency levels and appropriate standards are maintained.

14. **Dependencies**

14.1 Any introduction of an 'On Call' option needs to be considered against any other plans that change WMFS resource / staffing configurations. This is crucial as any variation could impact the SDM which could be further compounded if an 'On Call' option is then overlaid this change in configuration.

15. **Estimated Savings**

15.1 The introduction of 'On Call' would require a reduction in current establishment numbers to realise any savings. The figures below are for illustrative purposes only and work on the following assumptions:

'On Call' response would operate between 2200 – 1000 hours.

Hourly pay is based on current rates and includes on costs.

Total incidents attended by 'On Call' workforce	=	1200
Maximum incident duration	=	2
Hours PRL crewing number (1 WCdr A / 4 FF)	=	5
BRV crewing number (1 WCdr A / 2 FF)	=	3
'On Call' retainer payment	=	£3000
Training hours per week (48 weeks per year)	=	3
Cost of 12 hour PRL	=	£500000
Cost of 12 hour BRV	=	£336500

Total number of 'On Call' appliances	5 x PRL	10 x PRL	5 x BRV	10 x BRV
Total personnel required	75	150	45	90
Total retainer payment	£225000	£450000	£135000	£270000
Total hourly pay for 1200 incidents	£227760	£227760	£139632	£139632
Total training cost per annum	£207215	£414431	£125669	£251337
Total cost	£659975	£1092191	£400301	£660969

Cost of wholetime 12 hour appliance	£2.5m	£5m	£1.68m	£3.37m
Total Saving	£1.84m	£3.9m	£1.3m	£2.71m

16. **Management Review**

Prior to decisions and options being considered as part of a wider management review a number of work streams will be completed. These include:

16.1 **Consideration of Service Delivery Options**

An assessment of the management levels required will be carried out on all future options and in particular those presented to the Fire Authority. These are: staff resource availability, resource configuration, risk-based crewing/shifts and on call firefighters. The outcomes of these options will be developed further and provided to the FA in February 2019.

16.2 **SET Review**

This is aligned to the ongoing 12-month review cycle of SET which is undertaken by the Chief Fire Officer. This review considers and makes a strategic assessment based on the leadership and skills requirements to enable the effective delivery of The Plan. The outcomes with recommendations will be provided in February 2019 for implementation in April 2019.

16.3. **FDS Review**

This will be conducted to establish the requirements for the number of flexi duty officers required to provide command and control based on the Integrated Risk Management Plan and the statutory responsibilities placed upon to include: Civil Contingencies Act 2014, Fire and Rescue service act 2004 and the National Framework. The scope for the review will include the roles from Station Commander to Brigade Manager. This will be completed by 14th December 2018.

16.4. **Department Assessments and Restructures**

- 16.4.1 An ongoing assessment of management and leadership levels required will be conducted through any functional assessment and restructure and should consider the requirements based on several factors such as capability, capacity and leadership.
- 16.4.2 It should be recognised as highlighted to the Fire Authority on 17th September 2018 this may result in further resources and levels of management being required within service support to ensure the provision of appropriately resourced functions.
- 16.4.3 On the completion of the work streams a further report outlining the next steps to the management review will be provided to the Fire Authority in February 2019.

17. **STAFF ENGAGEMENT AND FEEDBACK**

- 17.1 To support the development of all options there has been an extensive communications and engagement plan with all staff across the organisation. This was initiated with a management briefing which was filmed and shared on the WMFS Intranet with all staff. This is also supported by further face to middle manager led briefings with all Teams across the organisation which are supported by a member of SET. These team briefings are planned to continue until mid-December 2018.
- 17.2 The purpose of these briefings is to ensure all staff fully understand the background relating to the need to revise the strategy for 2019 – 2022, provide an overview of the options being considered and give an opportunity to feedback on existing options and present any potential new options.
- 17.3 This has been a positive exercise appreciated by all staff involved with feedback and comments captured by the middle manager leading each session. There have been general comments around the 'day to day' impacts of the options being developed and a range of solutions to mitigate these impacts presented by key stakeholders and most significantly Fire Control as resource managers.

17.4 Consultation with staff and representative bodies in continuing on a positive basis. To date there have been no alternative proposals presented by staff which could be further considered by the Authority. A commitment exists to maintain this staff engagement as direction is provided by the Authority and further development of the options takes place.