


## Exemption from Call-In Request

Notification by the proper officer (Chief Executive/Monitoring Officer/Treasurer) to the scrutiny chair seeking an exemption from the GMCA call-in for inclusion in the report to go forward to the GMCA for consideration.

Decision maker	GM Mayor	
What is the decision?	Adoption of a new Shift Duty System and approve the use of the underspend in the staffing budget and call on reserves of up to £1.7m to support this necessary crewing levels until the gaps in the establishment can be filled through recruitment.	
List Non-confidential reports Reports to be considered that can be made available to the public	GMCA – 27 <sup>th</sup> July 2018 Fire update report – Deputy Mayor presented an update which included the shift changes having been agreed.	
List Confidential reports Reports to be considered which contain confidential or exempt information	Report agreed by Programme for Change Board on 20 June	
Reason for exemption from call-in. Explain how any delay will seriously prejudice the legal or financial position of the GMCA	<p>Consultation with stakeholders and analysis of resources has determined the need to implement a new shift duty system as a matter of urgency.</p> <p>Failing to fully implement this decision risks operational response and low levels of resilience within the service.</p>	
Intended date of decision	1 September 2018	
Officer contact details For any further information	Name: Tel: Email	Clare Monaghan  Clare.monaghan@greatermanchester-ca.gov.uk
Has the decision been published in the Register of Key Decisions?	Yes - 27 June 2018	
Scrutiny Chair who has been notified by the	Name	NATHAN EVANS
	Signed	

proper officer that the decision is reasonable and urgent

Date

19 September 2018

Request prepared by:

RA

**KEY DECISION NOTICE**  
**(RECORDING OF DECISIONS MADE BY INDIVIDUALS)**

<b>Decision Maker</b> Mayor of GM	<b>Date of Decision</b> September 2018
<b>Date Decision Published</b>	<b>Date Decision will come into force</b> 1 <sup>st</sup> September 2018
<b>Subject:</b> Adopt a new Shift Duty System (SDS)	

<b>Type of Decision:</b>			
<b>Mayoral Decision</b>	Yes	<b>Non Mayoral Decision Made by Officers</b>	

**Details of the Decision:**

<b>The decision is that:</b>
Adoption of a new Shift Duty system and approve the use of the underspend in the staffing budget and call on reserves of up to £1.7m to support this necessary crewing level until the gaps in the establishment can be filled through recruitment;
<b>The reasons for the decision are:</b>
<p>As consultation and engagement has proceeded with GMFRS Fire Fighters and Officers in recent months, it has become clear that the current shift duty system is not fit for purpose.</p> <p>There are a number of significant reasons why the implementation of a new shift duty system is necessary:</p> <ol style="list-style-type: none"> <li>1. GMFRS is currently carrying 147 vacancies in the firefighting ranks. In addition, a further 36 firefighters could retire between now and April 2019. These vacancies undermine the viability of the planned operating model as they make it impossible to crew the 56 fire engines by day and 54 by night as planned within the allocated budget (referred to hereafter as an average of 55 fire engines). Whilst there are notionally 35 on and off pattern shifts available on each shift to cover the vacancies, these cannot all be utilised in reality.</li> </ol> <p>The current number of vacancies mean that there are not enough firefighters to cover these shifts throughout the year and the allocation of all of these shifts early in the year</p>

would leave significant gaps later in the year further reducing the number of fire engines available.

2. The current shift duty system often results in firefighters not knowing which station they will be dispatched to, or with who they will be working with until a few hours before their shift begins, on either scheduled work days or scheduled days off. This lack of clarity generates issues within the operational teams, as firefighters are often working with colleagues they don't know, both professionally with regards to their respective skills, abilities and roles or personally, which can contribute to a poor day-to-day working culture amongst the workforce.
3. There is evidence of a number of incorrect dispatches of fire fighters being issued. Given the geographic size of the GMFRS operating footprint, this can, and has resulted in firefighters being unnecessarily dispatched to a station a considerable distance away from where they live.

This mismanagement of resource created by the Shift Duty system can, and does, have a negative impact on both the work/life balance of firefighters, leaving them often unable to plan for family activities on the basis of they are never sure when, and to where, they are to be called in to work, as well as fostering a great sense of distrust of the Shift Duty allocation system amongst the firefighter workforce.

The implementation of the new Shift Duty system (2-2-4 system) will seek to address the challenges the current system creates. Specifically, it will bring about more certainty within both the strategic and operational sides of the organisation.

Strategically, it will be easier to plan for and manage which fire engines will need to be taken out of operation when necessary due to staffing levels, as well as for planning the response to major incidents and identifying where spare capacity may exist at any given time. Operationally, the 2-2-4 shift pattern will create greater certainty of working teams times for firefighters, allowing them to develop a strong working relationship with their regular colleagues, and in turn likely improving productivity and efficiency, but also allow them to have a more stable and routine work/life balance.

### **Recruitment**

GMFRS is undertaking a range of activity to address the above outlined vacancy levels;

- Two recruitment phases scheduled for September and December 2018. These phases, in addition to 38 new firefighters being recruited in June,
- Inter service transfers
- Re-engagement of recently retired fire-fighters (those retired within the last 6 months)
- These actions will see approximately 113 firefighters join the service before April 2019.
- When off-set against the expected number of retiring fire fighters, this will lead to a net increase of 77 firefighters

### **Alternative options considered and rejected when making the decision:**

These proposals were developed following feedback with key stakeholders such as fire fighters, fire officers and the Fire Brigade Union.

### **Conflict of Interest:**

**A record of any conflict of interest declared by any Member who is consulted by the member or officer which related to the decision:**

None

**Dispensation granted by the Head of Paid Service in respect of any conflict of interest declared, conflict of interest:**

**Register of Key Decisions:**

Register of Key Decisions Reference	Included in the key decisions register published on 27 <sup>th</sup> June 2018
Or if not published in the Register of Key Decisions - Reasons for general or special urgency such that it was not published in the Register of Key Decisions	

<b>Scrutiny Call In</b>	
Call-in deadline	4pm on 10 <sup>th</sup> September 2018
Or if Exempt from Call-in Advice as to how any delay would seriously prejudice the legal or financial position of the GMCA or the Constituent Councils, or the interests of the residents of Greater Manchester	
Scrutiny Chair who agreed the urgency	

Signed:  .....

Date: 3/9/2018 .....

NOTE: Decisions made by the Mayor will also be reported to the GMCA at its next meeting (except where the decision concerned was taken openly by the Mayor while sitting within a formal meeting of the GMCA). Non Mayoral Decisions made by Officers will be available for public inspection at the GMCA's offices and on the GMCA's website.

THE UNIVERSITY OF CHICAGO  
DEPARTMENT OF CHEMISTRY

REPORT OF THE  
COMMISSIONERS OF THE BOARD OF EDUCATION  
FOR THE YEAR 1900

CHICAGO, ILL.,  
1901

PRINTED BY  
THE UNIVERSITY OF CHICAGO PRESS

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1901

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