



PFCC
POLICE, FIRE AND CRIME
COMMISSIONER FOR ESSEX

**Essex Police, Fire and Crime Commissioner Fire and Rescue
Authority**

Decision Report

Please ensure all sections below are completed

Report reference number: 026-19

(Please contact Office of the Police, Fire and Crime Commissioner for a reference number)

Government security classification Not protectively marked

Title of report: On-Call Development Programme – Resource Requirements

Area of county / stakeholders affected: Entire county/Service

Report by : Lisa Hart, Programme Manager

Date of report: 14/02/2019

Enquiries to: Lisa Hart, Programme Manager

1. Purpose of the report

To formally seek approval to provide the funding from reserves for the temporary roles required to deliver the changes and improvements needed to develop an efficient, effective and sustainable on-call duty system.

2. Recommendations

The Service Leadership Team propose the implementation of a 12 month pilot for the appointment of eight operational support posts and one Programme Support Officer.

Programme Support Officer

To support delivery of the On-Call Development Programme. Provide coordination and support to the programme team to ensure effective delivery of projects and work streams.

On-Call Liaison Managers / Officers (OCLO)

To support delivery of projects and work within the On-Call Development Programme. To identify and develop solutions for new ways of recruiting and supporting on-call firefighters. Work with Station Managers and Watch Managers to develop and deliver recruitment programmes designed to meet individual station needs.

Develop partnerships and engagement with local businesses and employers, community groups and partner agencies/services, and increase focus on recruitment promotion and publicity. Provide operational cover at qualified rank to support appliance availability at on-call stations whilst undertaking other elements of the role.

Proposed OCLO roles:

2 x On-Call Liaison Managers

4 x On-Call Liaison Officers

1 x On-Call Liaison & Support Manager – Dovercourt

1 x On-Call Liaison & Support Manager – South Woodham Ferrers / Dengie Peninsular

All roles proposed on a 12-month pilot basis.

3. Benefits of the proposal

Benefits of the proposed On-Call Liaison posts include:

- Increased number of on-call employees
- Increased number of businesses/employers releasing employees
- Increased availability of on-call appliances
- Additional training capacity and options for delivery
- Improved employee retention

This will be achieved by:

- Developing and implementing the business engagement strategy
- Engaging & building relationships with local community groups / partner services/agencies
- Supporting stations with on-call recruitment campaigns and activity
- Providing on station training support (when required)
- Supporting new recruit training courses (when required)
- Encouraging cross-organisational and duty system working and collaboration
- Providing operational cover at on-call stations that would otherwise be unavailable
- Supporting station management teams with activities, such as exit interviews
- Coordinating and publicising local recruitment events

4. Background and proposal

Due to the changing landscape of our towns and villages, the reduction of local commerce and industry and increasingly transient populations, recruiting enough on-call

firefighters to keep stations operational, especially during daytime hours, has become increasingly difficult for fire and rescue services nationally.

To address this, the Service needs to make significant changes to the way it recruits, supports, trains and develops on-call firefighters, including introducing innovative solutions to the challenge of day time availability at some on-call stations.

The Service recognises the need for considerable change to the way we work with and support our OC employees and the duty system. The On-Call Development Programme has been initiated to centralise change and project activity, to ensure work is adequately sequenced, resourced and monitored, and joined up, collaborative, and effectively communicated.

Work needs to be driven by on-call staff. From experience, the Service recognises the best chance of delivering the change we need is by involving and working with on-call employees to steer work and form meaningful, productive working groups.

The On-Call Liaison positions will be open to our on-call employees in the first instance to ensure we recruit people who understand the duty system and have innovative ideas on how to change the way we operate and support on-call arrangements.

5. Alternative options considered and rejected

Alternative options are;

- 1. Recruit a lower number of on-call liaison/support positions.**
Research and shared experiences from other fire and rescue services suggest that a lower number of appointments would not enable us to deliver the change and improvements and additional support needed during this transitional period. The level of support required will be reviewed and post-pilot findings shared.
- 2. Recruit a higher number of on-call liaison/support positions.**
Based on research and shared experiences from other fire and rescue services, the Service is confident the proposed number of OCLO posts will enable us to deliver the change and improvements and additional support needed during this transitional period. The level of support required will be reviewed and post-pilot findings shared.
- 3. Do nothing.**
If the Service is unable to assign adequate resources the programme will be unable to deliver the changes required and set out in the Programme Brief.

6. Operational implications

The proposed posts have been shared with Rep Bodies prior to advertising.

The posts have been well received by stakeholder groups and present considerable benefits to improve operational delivery.

7. Financial implications

Budgetary allocation has been factored in to the 2019/20 financial year to enable the level of improvements required for on-call and has been allocated from reserves.

Proposed Resource Costing

Posts	Quantity	Basic Salary	Total	On-Costs	Grand Total
On-Call Liaison Manager	4	37,854	151,416	49,210	196,840
On-Call Liaison Officer	4	33,851	135,404	44,006	176,024
Programme Support Officer	1	33,136	33,136	39,763	39,763
			319,956	132,979	412,627

8. Legal implications

N/A

9. Staffing implications

Requires temporary increase to establishment.

10. Equality and Diversity implications

Increasing community based activity and engagement presents opportunity to improve diversity within the Service and help become more reflective of the communities we serve.

11. Risks

- **Station management teams are not supportive of the proposal.**
Station management teams are being consulted via stakeholder groups, manager's meetings, directorate meetings and by written communication to ensure all are aware of the proposed posts, including the benefits, and given opportunity to influence how we deploy them.
- **We are not able to appoint to the posts exclusively from on-call staff**
Roles will be widely promoted and will ensure all OC employees, including wholetime and green book secondary contract holders, are aware of the opportunities. If we are unable to fill from on-call employees, we extend to the wider service.

12. Governance Boards

On-Call Development Programme Board
Service Leadership Team Meeting

13. Background papers

On-Call Development Programme Business Case
SLT Meeting Paper - SLT 29/01/2019; Agenda Item 4d; Paper Ref 19-024

Decision Process

Step 1A - Chief Fire Officer Comments

(The Chief Fire Officer is asked in their capacity as the Head of Paid Service to comment on the proposal.)

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Sign:

Date: 20th February 2019

Step 1B – Consultation with representative bodies

(The Chief Fire Officer is to set out the consultation that has been undertaken with the representative bodies)

Step 2 - Statutory Officer Review

The report will be reviewed by the Essex Police, Fire and Crime Commissioner Fire and Rescue Authority's ("the Commissioner's") Monitoring Officer and Chief Finance Officer prior to review and sign off by the Commissioner or their Deputy.


Monitoring Officer

Sign: 

Print: P. Beal-Townsend

Date: 27 March 2019

Chief Finance Officer

Sign: 

Print: Glenn McGuinness

Date: 21/02/2019

Step 3 - Publication

Is the report for publication? YES/NO

If 'NO', please give reasons for non-publication (Where relevant, cite the security classification of the document(s). State 'none' if applicable)

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If the report is not for publication, the Monitoring Officer will decide if and how the public can be informed of the decision.

Step 4 - Redaction

If the report is for publication, is redaction required:

- 1 Of Decision Sheet YES/NO
- 2 Of Appendix YES/NO

If 'YES', please provide details of required redaction:

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Date redaction carried out:

If redaction is required, the Chief Finance Officer or the Monitoring Officer are to sign off that redaction has been completed.

Sign:

Print:

Date signed:

Step 5 - Decision by the Police, Fire and Crime Commissioner or Deputy Police, Fire and Crime Commissioner

I agree the recommendations to this report:

Sign:  (PFCC / DPFCC)

Print: R.C. HIRST

Date signed: 29/3/19

I do not agree the recommendations to this report because:

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Sign: (PFCC / DPFCC)

Print:

Date signed: