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|------------------------|---|---------------|--|
| <b>Meeting</b>         | <b>Performance &amp; Resources Board</b>    | Agenda Item   |  |
| <b>Meeting Date</b>    | 29 July 2019                                | Report Number |  |
| <b>Report Author:</b>  | On-Call Development Programme Manager       |               |  |
| <b>Presented By</b>    | Deputy Chief Fire Officer                   |               |  |
| <b>Subject</b>         | <b>On-Call Development Programme Update</b> |               |  |
| <b>Type of Report:</b> | Information                                 |               |  |

## **RECOMMENDATIONS**

Members of the board are asked to note the content of the On-call Development Programme update attached in appendix A, which provides an update on progress of projects incorporated and initiated within the programme also details of activity planned for the next period.

## **BACKGROUND**

The Programme was initiated in response to a number of projects and activities currently in progress, either directly relating to or affecting on-call firefighters and the duty system. It is widely recognised the extent and range of change needed in order to develop the duty system to become effective, efficient, and sustainable and meet the needs of our people, the Service, our users and stakeholders.

## **OPTIONS AND ANALYSIS**

Included within the attached update (Appendix A) are details of 'quick wins' and key points.

## **BENEFITS AND RISK IMPLICATIONS**

Outcome of the Programme benefits as follows,

- Improve OC staff engagement & morale
- Ensure competence & safety of our people
- Reduce OC vacancies
- Increase employee retention
- Increase availability of OC pumps
- Improve OC response times
- Improve workforce diversity
- Improve wider Service delivery

- Reduce OC Officer administrative requirements

Following an action from the last On-call Development Programme Board meeting, the Programme Manager attended a risk workshop to begin the process of reviewing all programme risks and control measures in order to define an acceptable risk profile and risk thresholds for the programme.

### **FINANCIAL IMPLICATIONS**

None specific to this report.

### **EQUALITY AND DIVERSITY IMPLICATIONS**

None specific to this report.

### **WORKFORCE ENGAGEMENT**

The Programme team continue to fully engage with all staff and stakeholders, constantly looking for improved more effective forms of communication.

### **LEGAL IMPLICATIONS**

None specific to this report.

### **HEALTH AND SAFETY IMPLICATIONS**

None specific to this report.

# Essex County Fire & Rescue Service



## Briefing for the Service Leadership Team On-Call Development Programme Update

Author: On-Call Development Programme Manager  
Dated 9<sup>th</sup> July 2019

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### On-Call Development Programme – Delivering better for our people

#### Vision

A rewarding, flexible and effective duty system that meets the needs of our people, the Service and the communities we serve.

#### Programme Update

##### Projects incorporated:

- On-Call Conversion Project
- Day Duty Officers Riding

##### Projects initiated:

- On-Call Liaison Pilot
- Business / Employer Engagement
- On-Call Availability Project
- On-Call Terms & Conditions Project

##### Upcoming stakeholder scoping workshops:

- Technology & Digital Requirements
- On-Call Employee Engagement Framework
- On-Call Training & Development
- Green Book / On-Call Policy

#### Programme Team

|                          |  |
|--------------------------|--|
| Programme Manager        | Lisa Hart  |
| Programme Officer        | Rebecca Twin   |
| Project Manager          | Kerry Barker   |
| Project Officers         | Laura Taylor (100%)<br>Briony Burrows (25% to 50%)     |
| On-Call Liaison Manager  | Steve Osborn   |
| On-Call Liaison Officers | Andrew Clark, Kirk Collins, Daniel Hockley, Kim Polley |
| HR Advisor (Projects)    | To be appointed  |

## Stakeholder Engagement

|   |  |  |
|---|--|--|
| <b>On-Call Steering Groups</b><br>- All OC employees  | Monthly Evening sessions<br>Four locations | <ul style="list-style-type: none"> <li>- Round three took place end of June.</li> <li>- Sessions are participative and constructive.</li> <li>- Numbers of attendees slightly lower at last round, but number of stations represented slightly higher.</li> <li>- Positive feedback received from attendees, stating time and opportunity are of value.</li> </ul> |
| <b>On-Call Liaison Team</b>   | Daily                                      | <ul style="list-style-type: none"> <li>- On-call station visits daytime / evenings.</li> <li>- Weekly highlight updates in 60 Second Briefing.</li> <li>- 'Workplace' area for online interaction.</li> </ul>  |
| <b>Station Manager Change Group</b><br>- All Station Managers   | Monthly / KP                               | <ul style="list-style-type: none"> <li>- Numbers have reduced at last two sessions.</li> <li>- Feedback is that SMs are finding it difficult to fit in with other commitments / meetings.</li> <li>- <b>Group on hold</b> – trialling attending monthly command meetings to encourage greater involvement and awareness.</li> </ul>                                |
| <b>PPR Directorate – Part 1</b>   | Fortnightly / KP                           | <ul style="list-style-type: none"> <li>- Provide high-level updates where appropriate.</li> </ul>  |
| <b>Directorate Part 2b</b><br>- Area Manager Response, Group Managers, Heads of Dept.                   | Fortnightly / KP                           | <ul style="list-style-type: none"> <li>- Regular agenda item to discuss programme updates / progress / new and emerging work.</li> <li>- Ensure Groups Managers awareness/involvement.</li> </ul>  |
| <b>'On-Boarding' Stakeholder Meetings</b><br>- Employees across service with involvement in recruitment | Monthly / KP                               | <ul style="list-style-type: none"> <li>- Updates and discussion on programme and projects</li> <li>- Includes Comms, HR, L&amp;D, Occupational Health, Operations, and Station Managers.</li> </ul>  |
| <b>Innovation &amp; Change Team Meetings</b>  | Monthly / KP                               | <ul style="list-style-type: none"> <li>- Monthly meetings with all programme and project teams.</li> </ul>   |
| <b>OPFCC Updates - informal</b><br>- Anthony Maude  | Bi-monthly / Adhoc                         | <ul style="list-style-type: none"> <li>- Updates and discussion on programme and projects</li> <li>- Last meeting cancelled due to annual leave.</li> </ul>  |
| <b>Rep Bodies</b>   | Monthly meetings / Adhoc                   | <ul style="list-style-type: none"> <li>- FBU &amp; FRSA attend monthly meetings.</li> <li>- FOA &amp; Unison request updates as and when required.</li> <li>- Updates and discussion on programme and projects.</li> </ul>   |
| <b>Project Workshops</b><br>- Open to all stakeholders  | Adhoc / As Required                        | <ul style="list-style-type: none"> <li>- Workshops run at concept and again at initiation stage of every project.</li> <li>- Open invites – stakeholders Service-wide</li> <li>- Sessions scheduled daytime/evenings</li> <li>- Dial-in option provided – considering video option</li> </ul>  |
| <b>60 Second Briefings</b><br>- All OC employees  | Weekly                                     | <ul style="list-style-type: none"> <li>- Regular updates on programme and project progress.</li> <li>- Steering groups and project/engagement opportunities promoted. Publication does not appear to be consistently cascaded at training evenings.</li> </ul>   |
| <b>Jo's Blog</b><br>- All employees   | Monthly                                    | <ul style="list-style-type: none"> <li>- Regular information on programme and projects.</li> <li>- Steering groups and project/engagement promoted.</li> </ul>   |
| <b>Your Shout</b>   | Weekly                                     | <ul style="list-style-type: none"> <li>- General programme &amp; projects progress/information</li> <li>- Steering groups and project/engagement promoted.</li> </ul>  |

## 'You said, we did...' - actions from On-Call Steering Groups

| Subject                                    | Feedback  | Action  |
|--|---|---|
| On-Call Liaison Officers                   | Some stations are struggling with recruitment and being able to provide support to new applicants. Stations would benefit from dedicated people to better support this.         | On-Call Liaison Officers now appointed and making their way round to stations to introduce themselves.<br>OCL local contact available on intranet. The OCLOs will support recruitment activities and local area business engagement, and provide support to new recruits as they progress their journey from application to stations. |
| On-Call Celebration Event                  | The Service doesn't recognise or celebrate the arrival and achievements of new on-call firefighters.  | An 'On-Call Celebration Event' is being planned for September 2019 to recognise and celebrate the achievements of new on-call recruits.<br>- <b>Jenny Smith</b> is leading the event and will be communicating information very soon.   |
| Recruitment Campaign & Promotion Materials | Some of the banners and campaign materials have become out of date and in some cases damaged.   | Corporate Communications have redesigned entire on-call recruitment branding. The new materials, including banners, have been issued to all stations.<br>- <b>Verne Lewis</b> leads on-call/programme communication & marketing.  |
| Paper/Online Written Tests                 | Applicants applying for wholetime positions do written tests online, but on-call applicants sit paper based written tests. Can this not be provided for on-call applicants too? | Online written tests were initially trialled as part of the wholetime application process. The approach proved successful and has now been implemented for the on-call application process too.   |

## Project Updates

### On-Call Conversion Project

|                    | Open Applications | Headcount | Employees on the run |
|--------------------|-------------------|-----------|----------------------|
| Clacton            | 0                 | 19        | 19                   |
| Dovercourt         | 13                | 16        | 11                   |
| S. Woodham Ferrers | 5                 | 4         | 2                    |
| Waltham Abbey      | 18                | 9         | 9                    |
| Great Baddow       | 5                 | 4         | 2                    |

|                    | Phase 3 | Phase 2 | Phase 1 | OIC | BA | FF Drivers | OIC Drivers |
|--------------------|---------|---------|---------|-----|----|------------|-------------|
| Clacton            | 0       | 15      | 4       | 2   | 15 | 4          | 2           |
| Dovercourt         | 6       | 4       | 6       | 4   | 8  | 1          | 3           |
| S. Woodham Ferrers | 1       | 2       | 1       | 0   | 3  | 0          | 0           |
| Waltham Abbey      | 0       | 8       | 1       | 0   | 9  | 0          | 0           |
| Great Baddow       | 0       | 1       | 3       | 0   | 1  | 0          | 0           |

## Key Points

- Consultation concluded with FBU to agree proposed transition approach for 20/21.

|  |  |
|--|--|
| Dovercourt                             | <ul style="list-style-type: none"><li>- To convert to on-call and day crew employees move to new stations March – July 2020.</li></ul>   |
| Great Baddow and South Woodham Ferrers | <ul style="list-style-type: none"><li>- Extended period offered to existing crew.</li><li>- 4 x OICs / 4 x Drivers/FFs</li><li>- Option remains for employees to leave in 2020</li><li>- To confirm intentions by 9<sup>th</sup> August 2019</li></ul> |
| Waltham Abbey                          | <ul style="list-style-type: none"><li>- Extended period offered to existing crew.</li><li>- 2 x OICs / 4 x Drivers/FFs</li><li>- Option remains for employees to leave in 2020</li><li>- To confirm intentions by 9<sup>th</sup> August 2019</li></ul> |
| Clacton                                | <ul style="list-style-type: none"><li>- Clacton is at full capacity and recruit is currently on-hold.</li><li>- Officer cover and support continues to be provided from wholetime crews.</li></ul>   |

- FBU visited day crew stations to present and discuss approach.
- LH & GMs and/or SMs visited each station (DC and OC crews) to provide update/support.
- Training capacity presents risk - numbers are increasing but Service may start to bottleneck.
  - o Recommendation - Focus on targeted recruitment for selected 'priority' stations for three months - *MB / NF agree. NF & GMs to confirm priority stations.*
- A high percentage of on-call firefighters at converting stations have applied for wholetime posts and are through to interview. May result in impact on progress/timescales.

### **On-Call Liaison Pilot Project**

- 12month Pilot – started 24/06/2019
- OC Liaison Manager appointed - Steve Osborn, Station Manager (WT)
- Four OC Liaison Officers appointed (all Watch Managers) - Andrew Clark (OC), Kim Polley (WT), Kirk Collins (OC), Dan Hockley (OC)
- Team have spent first two weeks visiting on-call stations and Service departments, planning approach for pilot period, and attended last day of the recent new-recruit training course to introduce themselves and offer support.

### **Day Duty Officers Riding**

- Project five-months in to six-month pilot.
- Following review of progress and activity, recommendations submitted for July '19 Change Board to review and decide next steps.

## Key Points

- Less than 25% of Day Duty Officers (DDOs) are engaging in the pilot and providing hours.
- Out of the 13 DDOs engaged, one officer has delivered 35% of the requested support.
- Service will need full engagement from all eligible officers and managers if this approach is to be of benefit.

### **On-Call Availability Project**

- At initiation stage – Project Initiation Document submitted for Change Board in July.
- Project Executive – ACFO Moira Bruin, Director of Operations
- Project Manager – Kerry Barker
- Project Team has been confirmed
- Workshop ran with project team & project exec - scope, aims, benefits mapping, stakeholder identification and mapping, & risk identification.
- Early stage stakeholder engagement has commenced, including discussion at On-Call Steering Groups, Station Managers meeting, PPR Directorate meeting, and with rep bodies.
- Likely timescales 12 – 18months from initiation to completion – tbc.

## **On-Call Terms & Conditions Project**

- At initiation stage – Project Initiation Document submitted for Change Board in July.
- Project Executive – Karl Edwards, Director of Corporate Services
- Project Manager – Kerry Barker
- Project Team has been confirmed
- Workshop ran with project team & project exec - scope, aims, benefits mapping, stakeholder identification and mapping, & risk identification.
- Early stage stakeholder engagement has commenced, including discussion at On-Call Steering Groups, Station Managers meeting, PPR Directorate meeting, and with rep bodies.
- Likely timescales 12 – 18months from initiation to completion – tbc.

## **Next period**

- Risk identification and mapping workshop for next programme board meeting
- Submit Programme Definition Documentation to programme board and Change Board for review and approval.
- Define next phase workstreams/projects with respective stakeholder groups/managers;
  - o On-Call Engagement Framework
  - o Training & Development
  - o Technology & Digital Requirements
- Schedule next round of On-Call Steering Groups
- Review feedback from past three steering groups and workshops and align to existing or new projects and workstreams.
- Create programme area on intranet for programme and project information and progress