

# Local issues raised

## Stations

This document reports any site-specific issues raised, which sit alongside the Summary of Themes reported from multiple locations. Local issues and wellbeing matters which relate to specific individuals have been excluded for confidentiality reasons

# South East

Station	Local issues raised	Positives
Canvey Island	Following the briefing the crew did not request any 1-1's	n/a
Chelmsford	<ul style="list-style-type: none"> <li>• Only need one messaging pack to the station, not one to each watch</li> <li>• Would like more senior officer/management visits</li> <li>• IT log on is slow</li> <li>• New recruits aren't trained on the station's specialist equipment</li> <li>• Need more refresher training on specialist equipment</li> <li>• Haven't had recent first aid training</li> <li>• Staffing affected by waiting for people from 2020 project</li> <li>• No additional pay for having a lot of specialist equipment</li> <li>• (individual items excluded)</li> </ul>	<ul style="list-style-type: none"> <li>• See generic feedback</li> </ul>
Great Baddow	<ul style="list-style-type: none"> <li>• Would like more information on the station conversion – timescales etc.</li> <li>• Would like SLT to come and visit – it doesn't have to be the Chief</li> <li>• Would like a water cooler at the station</li> <li>• Need separate PPE lockers for contamination policy</li> <li>• Had issues with letting / buying Service houses</li> </ul>	<ul style="list-style-type: none"> <li>• Appreciate having the conversation</li> <li>• Enjoy specialist training – MTFA</li> <li>• On call recruits get good support &amp; training from wholetime crew</li> </ul>
Hawkwell	No local issues to feed back	<ul style="list-style-type: none"> <li>• Jo Turton met with everyone and it felt like she wanted to be here.</li> <li>• Feel looked after following refurb</li> </ul>
Leigh	<ul style="list-style-type: none"> <li>• Slow to log on</li> <li>• Station does a lot of stand-bys</li> <li>• Would like to change the sequencing of the lights and sirens on station so lights come on first then the siren</li> <li>• Would like more SLT visibility</li> <li>• Vacancies held for day crewed stations, causing issues with crewing</li> <li>• Should not have a bar on station</li> <li>• No VHF radio or night light for the boat</li> <li>• Don't have PPE for MTFA</li> <li>• Disappointed at trialling a smaller appliance then given a standard one</li> </ul>	<ul style="list-style-type: none"> <li>• Station Manager is an asset - supportive</li> <li>• Service has spent money on the station and it is better</li> <li>• Morale between stations in this area is good, pride in the area</li> </ul>

Station	Local issues raised	Positives
Rayleigh Weir	<ul style="list-style-type: none"> <li>• Access fobs don't work for some parts of building out of hours</li> <li>• Slow to log in</li> <li>• No trauma training for a long time</li> <li>• Premises issues reported but not fixed (red traffic light on entry, labels on door bells)</li> <li>• Showers are broken [NB not clear whether this was a current issue]</li> <li>• Were promised thermos heating - not delivered</li> <li>• Did not get reclining chairs like other stations have</li> </ul>	<ul style="list-style-type: none"> <li>• See generic feedback</li> </ul>
Rochford	No local issues to feed back	<ul style="list-style-type: none"> <li>• Refreshing to see people spending time and listening to us</li> </ul>
Shoeburyness	<ul style="list-style-type: none"> <li>• Would like an update on the refurb of the station - timelines etc. Feel frustrated at the time it is taking</li> <li>• No space to store fire kit other than the watch room where they work – not good due to contaminants, could be resolved if a fire door was fitted</li> <li>• Difficult to recruit people due to hours</li> <li>• Want clarity around the use of the ALP at Southend.</li> </ul>	<ul style="list-style-type: none"> <li>• Have a good relationship with other stations</li> </ul>
South Woodham Ferrers	<ul style="list-style-type: none"> <li>• Difficult to recruit to – have taken away specials so there are fewer call outs, and it is a commuter area</li> <li>• Fewer fire calls affects morale on the station</li> <li>• Digital board is inaccurate – has people on there who are leavers</li> <li>• During conversion to On Call, still maintaining the same timescales as before, so different for On Call and day crew (6 mins for on call but 2mins for station crew)</li> <li>• (Individual items excluded)</li> </ul>	<ul style="list-style-type: none"> <li>• Get good development from the Service</li> </ul>
Southend	<ul style="list-style-type: none"> <li>• MDT's don't always connect and don't work as a sat nav</li> <li>• Don't think the split of work between stations is right – seem to be doing more</li> <li>• Want the ALP back due to the high rises</li> </ul>	<ul style="list-style-type: none"> <li>• Station Manager is proactive</li> </ul>

Stations	Local issues raised	Positives
Basildon	<ul style="list-style-type: none"> <li>• Get a lot more call outs than other 2 pump stations yet have the same amount of visits and inspections to do – difficult to keep up</li> <li>• Would like hydration tablets back</li> <li>• Computers are slow</li> <li>• Some haven't met SLT</li> <li>• Would like clarity around the apprenticeship scheme</li> <li>• Some would like family days on station (or at HQ) – BBQs etc – to improve service engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Good support from the Service</li> </ul>
Billericay	Following the briefing the crew did not request any 1-1's	<ul style="list-style-type: none"> <li>• n/a</li> </ul>
Brentwood	<ul style="list-style-type: none"> <li>• Some have not met the chief</li> <li>• Would like more heavy rescue pump training – would prefer dedicated facilities for it</li> <li>• Had RTC area at station for training but not any more – need facilities to train</li> <li>• Need trauma training course</li> <li>• Growth of shrubs in the yard, doesn't look good for visitors</li> <li>• Refurbished with only 3 toilets/showers, would have been better to be smaller rooms and have 5 of them</li> <li>• Hard to recruit/retain On Call staff in this area</li> </ul>	<ul style="list-style-type: none"> <li>• Building is well heated, station is comfortable</li> <li>• Nice to be doing cross-border training with London, was arranged by SM and GM</li> <li>• SM has a good approach, is good for the station, open, friendly</li> </ul>
Corringham	(Individual items excluded)	<ul style="list-style-type: none"> <li>• Have good relationships with neighbouring wholtime stations</li> </ul>
Epping	<ul style="list-style-type: none"> <li>• Station facilities are not fit for purpose but they have to make do e.g. not enough space for gym equipment, but there is space available at the side of the station that could be used</li> <li>• Not enough PCs for 13 people and it is also slow to log in</li> <li>• DIM unit was taken away, unclear why it was done and has left station feeling downtrodden</li> </ul>	<ul style="list-style-type: none"> <li>• See generic feedback</li> </ul>

Stations	Local issues raised	Positives
Grays	<ul style="list-style-type: none"> <li>• Not everyone has met the chief – infrequent visits from SLT</li> <li>• Delays in getting items of uniform</li> <li>• Better training needed for heavy rescue pump</li> <li>• Fobs don't let them into HQ</li> <li>• Some feel SFO40 allocation doesn't take into account the volume of other work on the station</li> </ul>	<ul style="list-style-type: none"> <li>• New recruits have a positive effect on the watches</li> <li>• Having former BA trainers on the station has been invaluable</li> <li>• Station facilities are good</li> </ul>
Ingatestone	<ul style="list-style-type: none"> <li>• Difficulty with recruiting and people being able to respond from jobs, it is an affluent area</li> <li>• Losing out on being called to shouts because of mobilising system</li> <li>• No longer sent on standby at Brentwood but were not notified</li> </ul>	<ul style="list-style-type: none"> <li>• See generic feedback</li> </ul>
Loughton	<ul style="list-style-type: none"> <li>• Have a boat at the station, would like to be able to use it but need the training</li> <li>• Get sent to normal calls in heavy rescue pump</li> <li>• Need proper heavy rescue training</li> <li>• Need first aid refresher training</li> <li>• Some feel the loss of the second pump was poorly handled</li> <li>• Can feel isolated</li> </ul>	<ul style="list-style-type: none"> <li>• See generic feedback</li> </ul>
Ongar	<ul style="list-style-type: none"> <li>• Would like more support from the station manager as they are without a watch manager</li> </ul>	<ul style="list-style-type: none"> <li>• Station is undergoing refurbishment</li> </ul>
Orsett	<ul style="list-style-type: none"> <li>• Sterile environment – would like the pictures back up</li> <li>• Facilities issues – shower drainage, upkeep of outside area</li> <li>• Station feels like a stepping stone for promotions – have had a lot of change in a short period of time</li> <li>• Haven't had recent trauma training</li> <li>• Don't have impact drivers (only have the chargers)</li> <li>• Feel like they get overlooked as a station - would like to be level 3 swift water trained or have a foam lorry</li> </ul>	<ul style="list-style-type: none"> <li>• Glad of the station renovation</li> <li>• Staff feel it is a great station</li> </ul>

Stations	Local issues raised	Positives
Waltham Abbey	<ul style="list-style-type: none"> <li>• Can't text on and off so have to come to the station to book time off</li> <li>• Not enough computers for 17 people and they don't always work</li> <li>• Would like more clarity over the conversion process</li> <li>• Concerned about not having an On Call watch manager and crew manager, and about the On Call crew being ready by the conversion date</li> <li>• Delays to getting booked on courses</li> </ul>	<ul style="list-style-type: none"> <li>• On Call have a positive experience with the wholetime crews</li> <li>• SM is very good and supportive</li> </ul>
Wickford	<ul style="list-style-type: none"> <li>• Low crewing levels impacting availability and therefore earnings</li> <li>• Recruitment is affecting their availability, used to have consistently high availability</li> <li>• Difficulty getting items of uniform or are given second hand items</li> <li>• Nowhere to put gym equipment. Submitted plans for an extension but had no decision</li> <li>• Not used for operating the additional equipment they have been trained in</li> </ul>	<ul style="list-style-type: none"> <li>• See generic feedback</li> </ul>

Stations	Local issues raised	Positives
Brightlingsea	<ul style="list-style-type: none"> <li>• Have lost out on calls due to the 4i system</li> <li>• Can be difficult to keep the station on the run, and lack drivers and officers</li> </ul>	<ul style="list-style-type: none"> <li>• See generic feedback</li> </ul>
Burnham on Crouch	<ul style="list-style-type: none"> <li>• Disappointed about the move of the off-road unit to South Woodham Ferrers</li> <li>• Need more drivers</li> <li>• Need more officers to keep pump on the run</li> </ul>	<ul style="list-style-type: none"> <li>• Good support from station manager</li> </ul>
Clacton	<ul style="list-style-type: none"> <li>• Have had training but don't get the equipment to go with it - impact drivers, windscreen film, battery drill</li> <li>• Computers are slow</li> <li>• Heating system doesn't work (pipes make banging noise)</li> <li>• Aircon would be nice to have</li> <li>• Would like a washing machine on station for cleaning contaminants</li> <li>• Only have 2 On Call crew managers – should have 4 – can make it difficult to do training</li> </ul>	<ul style="list-style-type: none"> <li>• Watches are supportive of each other</li> <li>• Good relationship between On Call and wholetime crews</li> <li>• Good station refurb</li> </ul>
Colchester	<ul style="list-style-type: none"> <li>• MDT's don't work effectively</li> <li>• Difficulties in booking leave due to crewing levels, often sent on out duties</li> <li>• IT systems are slow</li> <li>• Would like tools for breaking into cars</li> </ul>	<ul style="list-style-type: none"> <li>• See generic feedback</li> </ul>
Dovercourt	<ul style="list-style-type: none"> <li>• Lack of clarity of conversion process – causing stress within the team and will affect home life, affecting morale. Problems with process for purchasing Service houses. Would like to know watch postings</li> <li>• Computers are slow – 15 min log in time</li> <li>• Would like more development opportunities i.e. 1-1's</li> <li>• On Call need a riders board (meant to be getting one)</li> </ul>	<ul style="list-style-type: none"> <li>• On Call crew is keen to train and appreciate that they get opportunities to do extra training nights</li> </ul>

Stations	Local issues raised	Positives
Frinton	<ul style="list-style-type: none"> <li>• Can't get lockers on Station for personal items or kit</li> <li>• Nowhere to store new PPE</li> <li>• Training projector broken (reported but still not fixed)</li> <li>• Would like a working water boiler</li> <li>• Would like access to better gym equipment or the local gym</li> </ul>	<ul style="list-style-type: none"> <li>• See generic feedback</li> </ul>
Maldon	<ul style="list-style-type: none"> <li>• No local issues raised</li> </ul>	<ul style="list-style-type: none"> <li>• Had explosives training which was good</li> </ul>
Manningtree	<ul style="list-style-type: none"> <li>• IT slow to log on</li> <li>• Not had off road training – waiting on new vehicle</li> </ul>	<ul style="list-style-type: none"> <li>• See generic feedback</li> </ul>
Tillingham	<ul style="list-style-type: none"> <li>• RTC training isn't on the station – have to travel to another station and sometimes find their vehicle has already been used (only issued with 1) could share with Burnham as its easier to get to and cordon off an area</li> <li>• Not enough computers</li> <li>• Would like access to better fitness equipment</li> <li>• Bay door will need looking at as new engines are getting bigger</li> <li>• Not met the Chief</li> <li>• Can feel forgotten where they are</li> </ul>	<ul style="list-style-type: none"> <li>• Appreciated the Service buying a 'thin red line' badge to remember lost colleagues</li> </ul>
Tiptree	<ul style="list-style-type: none"> <li>• Don't get anyone from HQ keeping the engine on the run</li> <li>• Would like to be back up for Colchester ALP</li> <li>• MDT doesn't work well as a sat nav &amp; it doesn't connect to the tablet in the back of the engine</li> <li>• Don't get training on lifts, high rise, people locked in cars and would like to</li> <li>• Have issues with people parking in front of the station to get cash out at Barclays – need clamping / cameras to stop it?</li> </ul>	<ul style="list-style-type: none"> <li>• See generic feedback</li> </ul>
Tollesbury	<p>Were offered a visit but station had to cancel owing to other priorities; watch manager shared details but no-one asked for a 1:1</p>	<ul style="list-style-type: none"> <li>• See generic feedback</li> </ul>



Stations	Local issues raised	Positives
USAR	<ul style="list-style-type: none"> <li>• Better communications for turn out messages – currently get a full stop – would like to know what they are going to</li> <li>• Need to recruit reserves</li> <li>• Feel like they are not utilised enough and miss out on jobs due to a misconception of distance</li> <li>• Can't take leave easily due to crewing numbers</li> <li>• Manual equipment checks take a long time, it would be good if kit had barcodes</li> <li>• Vehicles at USAR are a bit old</li> <li>• Slow computer systems</li> <li>• Would like to be able to use the drone they have</li> <li>• Would like proper rope rescue training</li> <li>• Would like the option for secondments back onto stations for upkeep of fire skills</li> <li>• Feel the national funding should be ringfenced to USAR</li> </ul>	<ul style="list-style-type: none"> <li>• Like the nature of the job (USAR)</li> <li>• Good support from Station Manager</li> </ul>
Weeley	<ul style="list-style-type: none"> <li>• IT access is poor – only 4 computers which are slow (takes 5 mins to log on)</li> <li>• Facility issues - haven't had a refurb in 15 years; need a deep clean; need better space for gym equipment, waiting for dumbbells; LED light doesn't work; office too hot and only given a desk fan</li> <li>• Have had issues with MDTs and not getting stop messages</li> </ul>	<ul style="list-style-type: none"> <li>• See generic feedback</li> </ul>
West Mersea	<ul style="list-style-type: none"> <li>• Haven't met the Chief – used to have scheduled visits of senior managers</li> </ul>	<ul style="list-style-type: none"> <li>• See generic feedback</li> </ul>
Wivenhoe	<ul style="list-style-type: none"> <li>• Computers are slow</li> <li>• Can only stow one of PPV fan and LPP on the appliance as they are stowed in the same place</li> </ul>	<ul style="list-style-type: none"> <li>• PFCC visited the station on their open day</li> <li>• Good information from Education Officer</li> </ul>

Stations	Local issues raised	Positives
Braintree	(Individual items excluded)	<ul style="list-style-type: none"> <li>• See generic feedback</li> </ul>
Coggeshall	<ul style="list-style-type: none"> <li>• Have lost out on calls due to the 4i system, results in lost earnings</li> </ul>	<ul style="list-style-type: none"> <li>• See generic feedback</li> </ul>
Dunmow	<ul style="list-style-type: none"> <li>• Can feel isolated</li> </ul>	<ul style="list-style-type: none"> <li>• Refurb of the station is good</li> <li>• Get a good amount of call outs</li> </ul>
Halstead	<ul style="list-style-type: none"> <li>• Short on crew, puts pressure to be available, difficult to book leave</li> </ul>	<ul style="list-style-type: none"> <li>• See generic feedback</li> </ul>
Harlow	<ul style="list-style-type: none"> <li>• Unhappy about the removal of specials especially the ALP as there are 13/14 high rises in their area</li> <li>• Had ALP taken away and replaced with a non emergency vehicle (DIM) – not happy as can be called out for long periods of time</li> <li>• Not all have met new chief</li> <li>• Would like MTFA training</li> <li>• Can be difficult to take leave (PHs) because of crewing levels</li> <li>• Recognition of impact of past difficult incidents, e.g. welfare support around anniversaries</li> </ul>	<ul style="list-style-type: none"> <li>• Positive about Station Manager – comes onto the station regularly</li> </ul>
Leaden Roding	<ul style="list-style-type: none"> <li>• No room to put new kit in the station – have to find space for 12 lockers</li> <li>• Gym equipment takes up majority of space in their recreation room</li> <li>• Would like their specialist appliance back – it would boost morale</li> </ul>	<ul style="list-style-type: none"> <li>• SM is supportive around the station not being on the run due to availability</li> <li>• SM happy for them to do more training and gives them the budget for it</li> </ul>
Newport	<ul style="list-style-type: none"> <li>• Newport is the only On Call station with heavy recue pump, so instructions can be tailored for wholetime only (e.g. arrangements for change-over)</li> </ul>	<ul style="list-style-type: none"> <li>• Have numerous roles to keep them interested, e.g. heavy rescue pump, co-responding</li> </ul>

Stations	Local issues raised	Positives
Old Harlow	<ul style="list-style-type: none"> <li>• Feel thy have to fight to get anything done within the station – toilets are outside</li> <li>• Lack of recruitment – have 4 vacancies and people are interested but no follow up</li> <li>• SLT haven't visited the station</li> </ul>	<ul style="list-style-type: none"> <li>• See generic feedback</li> </ul>
Saffron Walden	<ul style="list-style-type: none"> <li>• Only 2 computers to use, not enough for the amount of crew and are really slow</li> <li>• TV screen in office doesn't work</li> <li>• Would like cold water on the appliances</li> </ul>	<ul style="list-style-type: none"> <li>• Kit on pump is good, RTC equipment, impact driver</li> </ul>
Sible Hedingham	<ul style="list-style-type: none"> <li>• Lack of drivers and officers at the station</li> <li>• Delays with HGV / blue light training</li> <li>• Would like to see more of senior management (SM and above)</li> <li>• Would like more exposure to different calls – ability to visit other stations?</li> <li>• Can feel isolated</li> </ul>	<ul style="list-style-type: none"> <li>• See generic feedback</li> </ul>
Stansted	<ul style="list-style-type: none"> <li>• Pressure to be checking the pump when driving past just to keep it on the run</li> <li>• Waiting on kit for the appliance – impact drivers, nibblers etc.</li> <li>• Have an appliance that constantly breaks down</li> <li>• Have not had any DDOR officers come down</li> </ul>	<ul style="list-style-type: none"> <li>• Proactive so do more training than others</li> <li>• Facilities at the station are better – also getting an off-road vehicle</li> </ul>

Stations	Local issues raised	Positives
Thaxted	<ul style="list-style-type: none"> <li>• Issues with some FF's phase progression</li> <li>• Haven't had recent trauma training</li> <li>• No hot tap at the station (in place of a kettle)</li> <li>• Gym equipment taking up the recreation room</li> <li>• Nowhere to wash or store BA kit to reduce contamination</li> <li>• Waiting on new recruits – have 4 in the pipeline but haven't been interviewed</li> <li>• Delays with ordering kit</li> <li>• (individual issues excluded)</li> </ul>	<ul style="list-style-type: none"> <li>• See generic feedback</li> </ul>
Wethersfield	<ul style="list-style-type: none"> <li>• Would like to see senior officers more</li> <li>• Haven't got impact drivers or had the training for them</li> <li>• Do a lot of stand-bys</li> </ul>	<ul style="list-style-type: none"> <li>• Great facilities at the station</li> </ul>
Witham	<ul style="list-style-type: none"> <li>• Haven't seen any day duty riders</li> <li>• Waiting on recruitment drive for the station</li> <li>• Missing kit / equipment – impact drivers and trauma kit</li> <li>• System is slow</li> <li>• Closest to HQ but haven't met senior officers/managers - don't come to see them</li> <li>• Would like personal radios and torches</li> <li>• Would like to be trained on specialist equipment</li> <li>• Sterile environment - would like pictures back up that were taken down</li> <li>• Don't have adequate changing area / contaminant area / recreation area</li> <li>• Having to share a lot of their building with training, even though training have their own building</li> <li>• Sometimes can't park in the car park due to it being busy</li> </ul>	<ul style="list-style-type: none"> <li>• See generic feedback</li> </ul>

## Local issues raised

### Area Command Teams

Any individual wellbeing matters have been excluded for confidentiality reasons

Local issues raised	Positives	What would help to thrive
<p><b>Capacity</b></p> <ul style="list-style-type: none"> <li>• <b>Workloads</b> are high, some feel they need to be contactable out of hours or go to meetings on rota days, and that promotion prospects will be harmed if they do not. Problem is exacerbated by travelling time and having too many stations to support, and any unscheduled tasks like dealing with complaints</li> <li>• Not enough time to sign off <b>Task</b> books of stations</li> <li>• Not all tasks <b>add value</b>, e.g. passing messages between HQ and station</li> <li>• Some feel departments are <b>not joined up</b> in making requests of stations or whether deadlines are achievable</li> <li>• Not enough <b>agile</b> working and facilities for it, e.g. good IT, dial-in / video-conferencing for meetings</li> <li>• Some feel there is an <b>unfair distribution of work</b> at middle manager level, e.g. between department-based staff and station-supporting staff</li> <li>• The Service reduced <b>projects</b> to 10 priorities, but more came in, and they all interact</li> <li>• Need to plan for <b>turnover</b> of officers, losing experience due to retirement profile</li> <li>• Some feel there should be more <b>robust management</b> if staff are not suitable for the Service</li> <li>• Additional resources are good but seems <b>disjointed</b></li> <li>• <b>IT systems</b> / devices do not support efficient working, have to check data</li> <li>• <b>Performance reporting</b> does not accurately reflect station activity, e.g. stand-bys</li> </ul>	<ul style="list-style-type: none"> <li>• Dedicated, love the job</li> <li>• Some get good development</li> <li>• Some have good support from peers</li> <li>• Training is improving, there are some good courses</li> </ul>	<ul style="list-style-type: none"> <li>• Manageable workload</li> <li>• Increased middle management capacity</li> <li>• Better use of agile working technology</li> <li>• Let managers manage</li> <li>• Better meeting discipline, don't hold meetings if there is nothing to communicate</li> <li>• More working groups with input from operational staff</li> <li>• More group briefing sessions for crew and watch managers</li> <li>• Station based trainers</li> <li>• More development</li> <li>• Mentoring</li> <li>• Aim for high standards, e.g. on training</li> <li>• Consistency in decisions and actions</li> <li>• Acknowledge impact on On Call availability of On Call to wholetime transfer</li> <li>• Flexible On Call contracts</li> </ul>

## Local issues raised

### Working relationships

- Some feel unable to **voice their concerns** or speak up in managers meetings
- Some individuals have experienced **interpersonal issues** and these have not always been resolved effectively

### Management of change

- Some feel there should be more **realistic timescales** for implementing projects
- Some feel there should be an **honest appraisal** of whether something is working, e.g. On Call conversion project

### Training and development

- **Training days** rarely happen now
- Could make better use of **Minerva** facilities at KP
- Some would prefer **dedicated time** on courses rather than distance learning / IT based training which gets interrupted by business as usual issues or has to be done in own time
- Would like more **support** going into a new post or taking on specialist duties, e.g. on how to handle personnel issues. Some suggested a buddy system
- Some feel they should act as **monitoring officers** for supervisory officers for support and for their own development

### Wellbeing support

- Officers can sometimes be forgotten in **TRIM** process, and don't get to debrief in the same way as watches

### Policies and processes

- **Out of date** or unclear policies make it harder to manage

## Local issues raised

### Fire Control

Any individual wellbeing matters have been excluded for confidentiality reasons



Local issues raised	Positives	What would help to thrive
<p><b>Capacity</b></p> <ul style="list-style-type: none"> <li>• Often operating at <b>minimum</b> capacity</li> <li>• Some feel capacity is managed <b>reactively</b> not proactively</li> <li>• Some feel <b>leave</b> is not managed well or consistently, leaving gaps</li> <li>• Lack of <b>resilience</b> when at minimum crewing. Have been down to 2 on night shift</li> <li>• <b>Flexibility</b> benefits some, but others feel it leaves them short staffed and feel obliged to stay beyond shift end to cover shortfall</li> <li>• <b>Sickness</b> causes staffing issues</li> <li>• People provide cover on <b>goodwill</b>, no incentive to do overtime</li> <li>• Difficult to release people for <b>training</b></li> <li>• Group Manager is supportive but does not have <b>capacity</b> to manage the team closely</li> <li>• Some feel there is too big a <b>structural gap</b> from Watch Manager to Group Manager. Some feel it is too much to expect a Watch Manager to oversee Control operations for the county without available support</li> <li>• Feel there is little recognition that the majority of supervisory officers are <b>new in role</b></li> <li>• Some are uncomfortable with <b>entering pay data on Civica</b>, it is not their priority, and feel this should be done by Payroll</li> <li>• <b>Duplication</b> of work when staff fill in forms/systems but are also expected to tell Control</li> <li>• Control staff working in other departments are not clear on expectations when in Control to <b>maintain competence</b></li> <li>• Some <b>information is out of date</b> and not updated, e.g. contact lists for neighbouring services</li> </ul>	<ul style="list-style-type: none"> <li>• Pride in the job</li> <li>• Work well as a team</li> <li>• Better now the management structure is not temporary</li> <li>• Some find the shifts good, helps to be with the same people on a watch</li> <li>• Some find the flexibility good</li> <li>• Helpful and supportive towards new operators</li> <li>• Good relationship with stations</li> <li>• Good support from some duty officers</li> <li>• Good support from SLT</li> <li>• Feel more included than they used to</li> </ul>	<ul style="list-style-type: none"> <li>• Training department for Control</li> <li>• More, better and more structured training</li> <li>• Advanced call handling training</li> <li>• ‘Train the trainer’ for Watch Managers</li> <li>• Training on MTFA</li> <li>• Multi-agency training</li> <li>• Would like more people to visit Control</li> <li>• Time to visit stations, departments, areas of the county for better understanding</li> <li>• Better communication, more team meetings</li> <li>• More explanation of decisions made</li> <li>• Better IT systems</li> <li>• Real-time wall map of resources</li> <li>• Take back ownership of Special Procedures</li> </ul>

## Local issues raised

- Pressure from **ambulance service** to attend incidents but don't have a written agreement on what fire service will attend
- There are no **standing orders** for Control, e.g. for managing leave
- **Special procedures** were taken away by Ops, but Control need to access them quickly during incidents
- **Inconsistency** in ways of working between watches
- **Mobilising system** freezes if there is a big job, creates more manual work, e.g. have to make manual notes until 4i team can put things on the system. ICT make system changes at times critical to Control

## Working relationships

- Some feel there is a lack of **consistency**, e.g. in training, communication, leave, timing of rest breaks
- Positive feedback on some Control Crew and Watch Managers, but some feel others do not **listen** to their suggestions
- Some individuals have experienced **interpersonal issues**, and some feel these are not always effectively resolved
- Some feel officers treat Control as a general hub for **all matters**, but Control don't hold a lot of the information they expect. Some operational staff think Control have a hotline to ambulance and ask for updates, but that is not the case

## Management of change

- Have not seen any changes from **previous surveys**, e.g. following move from Hutton, from review by an officer 18 months ago
- Some feel **decisions** about Control are made by people without Control insight
- Some feel the **move from Hutton** could have been handled better
- Rationale for recent **watch moves** was unclear for some, and did not fix problems with balancing staffing across watches. Some felt it was not appropriate to be notified by text. Some felt it would have been better timed after the summer leave period
- Some concerns about potential future **collaboration** with the police, more and clearer/simpler communication wanted, and learn the lessons from Hutton move if it happens
- Some feel the GM too readily agrees to **additional tasks** for Control

## Recognition and reward

- Control's role in incidents can be **overlooked**, e.g. in comms and thanks following incidents

## Local issues raised

### Communication

- **Communication** in Control could be improved, don't always get feedback on suggestions

### Wellbeing support

- TRIM is good, Control can be **forgotten**, but this has improved
- Control staff **not able to go 'off the run'** after difficult calls. Some feel there should be 'on call' control staff, or duty officers trained to help with calls

### Training and development

- Lack of a **training officer**. The Service is relying on goodwill for training
- Strong desire for **advanced call handling** training, some have never had it, some have not had it for a considerable time
- Not always able to access **general training courses** because of staffing or because Control is not included
- No set training programme for Control staff working in other departments, who need to **maintain competence**
- There is no annual **assessment** of competence, like firefighters have
- Training for **recruits** is by volunteers, there is no clear syllabus and the training pack is out of date
- No longer have **call monitoring**, it fell away during system problems, but some think it should happen
- Recent additional operational training **funding/resource** did not include Control

### Facilities and equipment

- Control suite is not a **bespoke control room**
- Control area has not been looked after and the physical environment is **deteriorating**
- Desk **jacking points** don't work, so you can't listen into a call with a trainee
- **Cabling** under Control desks is not tidied
- Given a domestic **dishwasher**, not up to the job and is now broken
- Don't have a **formal uniform** for formal occasions. Some have had problems getting uniform items. Some would like the option of a skirt