

Essex County Fire & Rescue Service



Meeting	Performance & Resources Board	Agenda Item	
Meeting Date	28 th October 2019	Report Number	
Report Author:	On-Call Development Programme Manager		
Presented By	DCFO Rick Hylton		
Subject	On-Call Development Programme Update		
Type of Report:	Information		

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 in delivery phase:

Project	Status
On-Call Conversion Project	Planning and remedial action in progress
Day Duty Officers Riding	On track
On-Call Liaison Pilot	On track
On-Call Availability Project	On track
On-Call Terms & Conditions Project	On track
Business / Employer Engagement	On track
Green Book / On-Call	Feasibility Phase

Upcoming stakeholder workshops:

- On-Call Availability Modelling Workshop
- On-Call Employee Engagement Framework
- Green Book / On-Call Feasibility Workshop
- On-Call Training & Development

Programme Team

Programme Manager	Lisa Hart
Programme Officer	Natasha Mistry
Project Manager	Vacant – recruiting 12month FTC
Project Officers	Laura Taylor (100%) / Briony Burrows (25%)
On-Call Liaison Manager	Stephen Osborn
On-Call Liaison Officers	Andrew Clark, Kirk Collins, Daniel Hockley, Kim Polley
Senior HR Advisor (Projects)	Edith Molulu

Project Updates

On-Call Conversion Project

	Open Applications	Headcount	Employees on the run
Clacton	0	18	18
Dovercourt	9	18	12
S. Woodham Ferrers	3	3	2
Waltham Abbey	14	10	9
Great Baddow	6	5	2

	Phase 3	Phase 2	Phase 1	OIC	BA	FF Drivers	OIC Drivers
Clacton	0	14	4	2	15	4	2
Dovercourt	6	4	8	3	8	1	2
S. Woodham Ferrers	1	2	0	0	1	0	0
Waltham Abbey	0	8	2	0	9	0	0
Great Baddow	0	2	3	1	1	0	0

Key Points

Dovercourt	<ul style="list-style-type: none"> - Recruitment progressing and post-2020 support and operational resilience requirements being defined. - Day Crew (DC) employees will exit the station between March & Sept '20.
Great Baddow	<ul style="list-style-type: none"> - Eight employees applied to stay for extended 12-month period, providing the required level of extended support. - DC employees will leave the station between March & Sept '21 - There are currently five on-call employees – two will be leaving to join wholetime squads in 2020.
South Woodham Ferrers	<ul style="list-style-type: none"> - Five employees applied to stay for extended 12-month period, providing the required level of extended support. 3 x 12 month DC contracts to be advertised in order to provide required support. - Three DC employees will leave in 2020 and five will leave between March & Sept '21. - There are currently three on-call employees.
Waltham Abbey	<ul style="list-style-type: none"> - Six employees applied to stay for extended 12-month period, providing the required level of extended support. - There are currently 10 on-call recruits - two will be leaving to join wholetime squads in 2020.
Clacton	<ul style="list-style-type: none"> - There are currently 18 on-call recruits at the station - three will be leaving to join wholetime squads in 2020.

- The on-call firefighters at converting stations who have been successful in whole-time recruitment campaign – may result in impact on progress/timescales at the stations.

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)
- Good progress reported –positive feedback received from various areas of the organisation.
- Work of the On-Call Liaison team is resulting in an increase in the number of recruits.
- First quarter review underway.

Day Duty Officers Riding

- Decision made at July 19' Change Board to extend the project pilot to 31st March 2019.
- From July – August
 - 25% increase in competent, available DD Officers (13–17)
 - 200% increase in DDOR requests (25-75)
 - 52% increase to shifts covered (11-21)
- Service will need full engagement from all eligible officers and managers if this approach is to be of benefit.
- Workshop planned for November 2019.

On-Call Availability Project and On-Call Terms & Conditions Project

- At initiation stage – Project Initiation Document agreed at August 19' Change Board.
- OC Availability Project Executive – ACFO Moira Bruin, Director of Operations
- OCTC Project Executive – Karl Edwards, Director of Corporate Services
- Project Manager – VACANT POST
- Senior HR Advisor, Edith Molulu joined Project Team 4th September.
- Initial modelling session held with project team and Process Evolution. Further workshops being arranged this period to scope and engage with On-call, Officers and RB's.
- Likely timescales 12 – 18 months from initiation to completion – details tbc.

Next period

- Process Evolution / Stakeholder scoping and engagement workshops
- On-Call Conversion Project campaign month and next stage planning
- Next round of On-Call Steering Groups
- Create programme area on intranet for programme and project information and progress
- Green Book / On-Call feasibility work initiation.

Stakeholder Engagement

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On-Call Steering Groups - All OC employees	Monthly Evening sessions Four locations	<ul style="list-style-type: none"> - Next round being scheduled for end of October. - Sessions are participative and constructive. - Numbers of attendees slightly lower at last round, but number of stations represented slightly higher. - Positive feedback received from attendees, stating time and opportunity are of value.
On-Call Liaison Team	Daily	<ul style="list-style-type: none"> - On-call station visits daytime / evenings. - Weekly highlight updates in 60 Second Briefing. - 'Workplace' area for online interaction.
Command Meetings - All SMs / GMs	Monthly / Commands	<ul style="list-style-type: none"> - Ensure wider communications and greater involvement and awareness.
PPR Directorate – Part 1	Fortnightly / KP	<ul style="list-style-type: none"> - Provide high-level updates where appropriate.
Directorate Part 2b - Area Manager	Fortnightly / KP	<ul style="list-style-type: none"> - Regular agenda item to discuss programme updates / progress / new and emerging work.

Response, Group Managers, Heads of Dept.		- Ensure Groups Managers awareness/involvement.
'On-Boarding' Stakeholder Meetings - Employees across service with involvement in recruitment	Monthly / KP	- Updates and discussion on programme and projects - Includes Comms, HR, L&D, Occupational Health, Operations, and Station Managers.
Innovation & Change Team Meetings	Monthly / KP	- Monthly meetings with all programme and project teams.
OPFCC Updates - informal - Anthony Maude	Bi-monthly / Adhoc	- Updates and discussion on programme and projects.
Rep Bodies	Monthly meetings / Adhoc	- FBU & FRSA attend monthly meetings. - FOA & Unison request updates as and when required. - Updates and discussion on programme and projects.
Project Workshops - Open to all stakeholders	Adhoc / As Required	- Workshops run at concept and again at initiation stage of every project. - Open invites – stakeholders Service-wide - Sessions scheduled daytime/evenings - Dial-in option provided – considering video option
60 Second Briefings - All OC employees	Weekly	- Updates on programme and project progress. - Steering groups and project/engagement opportunities promoted. Publication does not appear to be consistently cascaded at training evenings.
Jo's Blog - All employees	Monthly	- Information on programme and projects. - Steering groups and project/engagement promoted.
Your Shout	Weekly	- General programme & projects progress/information - Steering groups and project/engagement promoted.