ESSEX POLICE, FIRE AND CRIME COMMISSIONER FIRE & RESCUE AUTHORITY
Essex County Fire & Rescue Service

Meeting	Service Leadership Team Meeting	Agenda Item	6f
	Performance and Resources Board		
Meeting Date	11 January 2021		**11**
	25 January 2021		
Report Author:	Director of Innovation, Risk & Future Development		
Presented By	Director of Innovation, Risk & Future Development		
Subject	**On-Call Liaison Officer (OCLO) Update/Closure**		
Type of Report:	Information		

RECOMMENDATIONS

Members of the Board are asked to note the contents and that the On-Call Liaison Officer (OCLO) pilot/project is now closed and now continues as normal business as detailed in this report.

BACKGROUND

The On-Call Liaison Officer (OCLO) Pilot was initiated in June 2019 by the On-Call (OC) Development Programme to; -

- identify and initiate innovative ways of working with and supporting on-call employees and stations
- improve workforce communication and engagement; and,
- support appliance availability and develop engagement with local communities and businesses.

The funding was approved by the Police, Fire and Crime Commissioner as part of investment into the On-call Development Programme. Since then the On-Call Liaison Team have become a well-established and highly valued part of the Service and have delivered against the pilot objectives, as detailed/evidenced in the attached closure report (Appendix A).

Following completion of the closure report, an accompanying business case was submitted to the Service Leadership Team on 9th June 2020, with a recommendation to establish the role within the Service structure as 'business as usual'. SLT approved the recommendation recognising their excellent work, particularly around the Day-crewed station conversions and providing effective co-ordination between the various SHQ teams and the On-call stations. The OCLO closure report was submitted to the Performance and Resources Board on 30th July 2020.

OPTIONS AND ANALYSIS

As detailed below some of the work undertaken since the last update to P&R are:

1. **Increase the number of On-Call employees**
   - Actively involved in supporting On-Call employees from application stage through to completing basic training courses.
   - OCLOs have taken over responsibility of arranging On Call Assessment days, Booking candidates on assessment days and basic training courses
   - Arranging medicals, DBS checks, references and Station Manager (SM) Interviews etc.
   - Supporting SM carrying out candidate interviews
   - Clearing significant backlog of applications and enquiries in Athena, and continue to monitor and action applications, resulting in increase in applications progressing, and reduction in time taken to progress.

2. **Increase engagement with the On-Call workforce**
   - Regular station visits undertaken – providing key updates/collating FAQs.
   - Developing the On-Call Development Steering Groups – facilitated by the OCLO team, joined by members of SLT and other key managers as appropriate.
   - Whole-time/On-Call employee working group established and led by OCLO team.
   - Green Book/On-Call employee working group established and led by OCLO team.
   - Meetings with all OC Station Managers and Watch Managers to better understand the needs of stations and crews.
   - Supported the first On-Call Celebration Event in 2019.

3. **Improve retention**
   - Discussions with and support for On-Call employees who have stated intention to resign, resulting in some individuals deciding to stay.
   - Advise and support newly appointed Station Managers, who may not have previous involvement or experience of On-Call.
   - Act as a conduit between employees and departments to ensure enquires are responded to.

4. **Improve appliance availability**
   - Since the Liaison Officers started, the OCLO team have enabled the availability of On-Call appliances on nearly 150 occasions.
   - Ability to provide operational cover depends on the daily plans and priorities. For instance, during OCCP campaign weeks, availability is directed to converting stations.

5. **Support business engagement**
   - OCLOs have visited businesses and employers within response distance of assigned stations.
   - Business engagement events are held in local areas, with support of some OC employees.
   - Business and employer recognition – celebration event, support and appreciation awards and certificates and meetings with employees of current OC employees.

6. **Improve communication channels, establishing the most effective ways**
   - Weekly update in 60 Second Briefing – highlight important areas of focus and OCLO activity.
   - OCLOs have become an established point of contact for On-Call stations and employees.
   - OCLOs promote when and where they will be working from, with an invitation to OC to drop-ins.
   - Acting as a voice for On-Call – attend monthly Group Command meetings and are On-Call stakeholder representatives for Innovation & Change programme and project teams.
   - Arrange On Call Steering Group meetings and take any issues forward for answers.

7. **Support and improve public awareness and understanding**
   - Attendance at community events – fire safety advice, IRMP consultation, On-Call information.
   - Encouragement and support for stations to increase community event engagement.
   - Regular social media activity – case studies, videos and On-Call information.

8. **Support the On-Call Conversion Project**
   - OCLOs assigned to each converting station, supporting the Station Managers as required.
   - Monitoring and actioning applications and enquiries via Athena.
   - Assigned point of contact for new recruits.
   - Assisting recruitment and fitness team with coordination and running of assessment days.
   - Providing operational support at converting stations to assist with availability.

9. **Future ways of working**
   - Supporting new projects such as new Terms and Conditions
   - Reduced Hours/Flexible Contracts
   - Operational Availability Management Project
   - On Call Station Budgets

10. **Support Wholetime Assessment days**
    - Attend Wholetime Recruitment Assessment days to help with the management and provide staff numbers where Recruitment or Training were unable to do so

BENEFITS AND RISK IMPLICATIONS

Benefits and risks as set out within the attached closure report, Appendix A

FINANCIAL IMPLICATIONS

Financial implications as set out within the attached closure report, Appendix A.

EQUALITY AND DIVERSITY IMPLICATIONS

None specific to this report.

WORKFORCE ENGAGEMENT

On-Call Liaison Officers and Project Team continue to engage with key stakeholders, ensuring the appropriate information is provided in the right way, to the right people, at the right time.

LEGAL IMPLICATIONS

None specific to this report.

HEALTH AND SAFETY IMPLICATIONS

None specific to this report.

Essex County
Fire & Rescue Service

Project Closure Report

On-Call Liaison Officer Pilot

On-Call Development Programme

Published date	03/06/2020
Destruction date	10 years from final date
Version	V1
Report Author:	Lisa Hart, Portfolio & Programme Manager

•

TABLE OF CONTENTS

1. EXECUTIVE SUMMARY

The On-Call Liaison Officer (OCLO) Pilot was initiated in June 2019 by the On-Call Development Programme to identify and initiate innovative ways of working with and supporting on-call employees and stations, improve workforce communication and engagement, support appliance availability and develop engagement with local communities and businesses.

During the pilot the OCLO team have identified and developed solutions for new ways of working with and supporting on-call, worked with Station Managers and Watch Managers to develop and deliver work designed to meet individual station needs - including the conversion of the day crew stations to on-call status - and supported delivery of projects and work within the On-Call Development Programme.

The OCLO team have worked with stations to help them increase focus on recruitment promotion and publicity, develop partnerships and engagement with local businesses and employers, whilst also providing operational support at qualified rank to support appliance availability at on-call stations whilst undertaking other elements of the role.

Throughout the pilot we have received positive feedback from colleagues and departments, consistently commenting on positive attitude, professional approach and a willingness to go above and beyond to support on-call employees, new recruits, Station Managers and Service departments, including Corporate Communications, Recruitment and Operational Training departments.

Working with Corporate Communications, the OCLO team have initiated, driven and supported innovative approaches to the ways in which we recruit, train and support on-call employees. Examples include targeted recruitment campaigns for the day crew stations converting to on-call, the wider use of social media – such as individual OCLO Twitter accounts and managing station Facebook pages - and adopting the use of advanced video techniques to promote the role of on-call firefighters and opportunities.

The On-Call Liaison Team have become a well-established and highly valued part of the Service.

Purpose of this report

Members of the On-Call Development Programme Board are asked to note the content of this paper, agree the delivery and closure of the On-Call Liaison Officer Pilot, and consider and agree one of the following options;

Option 1   Implement On-Call Liaison function as business as usual, as piloted.

Option 2   Implement On-Call Liaison function as business as usual, increasing the headcount to eight Watch Manager posts.

Option 3   Close the pilot and do not implement as business as usual.

2. PROJECT OBJECTIVES REVIEW

Following is a summary of how the OCLO Team have delivered against the pilot objectives:

1. Increase the number of on-call employees

Actively involved in supporting on-call employees from application stage through to completing basic training courses.

Cleared significant backlog of applications and enquiries in Athena, continue to monitor and action, resulting in increase in applications progressing, and reduction in time it takes to progress.

2. Increase engagement with the on-call workforce;

Regular station visits undertaken – providing key updates / collating FAQs.

On-Call Development Steering Groups – facilitated by the OCLO team.

Wholetime/on-call employee working group established / led by OCLO team.

Green Book/on-call employee working group established / led by OCLO team.

Meetings with all on-call Station Manager and Watch Manager to better understand the needs of their stations and crews.

Supported the first On-Call Celebration Event in 2019.

3. Improve retention

Discussions with and support for on-call employees who have stated intention to resign, resulting in individuals deciding to stay.

Advise and support newly appointed Station Managers, who may not have previous involvement or experience of on-call.

Act as a conduit between employees and Service departments to ensure enquires are responded to.

4. Improve appliance availability

Since the pilot started, the OCLO team have enabled the availability of on-call appliances on 132 occasions by working from stations that would otherwise of been off the run, due to shortage of firefighters, drivers and/or officers.

> "
> Since the arrival of the OCLO's there has been a real change in the pace and direction of on-call recruitment. They are viewed as a positive addition to the Service by stations and station managers.
> Their approach to community and station engagement has particularly impressed me, as well as their willingness and eagerness to support stations. The OCLO's have become a valuable asset in supporting positive change for our on-call employees.
>
> **Neil Fenwick,**
> **Assistant Director Operations**
> "
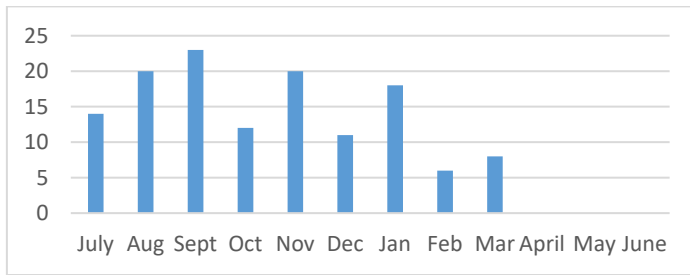
Ability to provide operational cover depends on the daily plans and priorities. For instance, during OCCP campaign weeks, availability is directed to converting stations.

> " The OCLOs are an invaluable additional to the Service. They have been instrumental in how we support candidates and have enabled us to do so much more in terms of public engagement.
>
> **Adrian Richardson**
> **Station Manager** "

5. Support business engagement

OCL Manager visited businesses and employers within response distance of assigned stations.

Attended community engagement events held in local areas, supported by on-call employees.

Business and employer recognition – celebration event, support and appreciation awards and certificates and meetings with employees of current on-call employees.

6. Improve communication channels, establishing the most effective ways

Weekly update in 60 Second Briefing – highlight important areas of focus and OCLO activity.

OCLOs have become an established point of contact for on-call stations and employees.

OCLOs promote when and where they will be working from, with an invitation to on-call colleagues to drop in.

Acting as a voice for on-call – attend monthly Group Command meetings and are on-call stakeholder representatives for Innovation & Change programme and project teams.

7. Support and improve public awareness and understanding

Attendance at community events – fire safety advice, IRMP consultation, on-call information.

Encouragement and support for stations to increase community event engagement.

Regular social media activity – case studies, videos and on-call information.

8. Support the On-Call Conversion Project

OCLOs assigned to converting stations, supporting Station Managers as required.

Monitoring and actioning applications and enquiries via Athena.

Assigned point of contact for new recruits.

Assisting recruitment and fitness team with coordination and running of assessment days.

Providing operational support at converting stations to assist with availability.

3. BENEFITS REVIEW

3.1 Benefits Progress to Date

ID	Benefit Description	Benefit Owner	Benefit Type	Observable Difference	Benefit Status
OCLO001	Improved morale of on-call employees	Director of People, Culture & Values	Non-financial	Well attended On-Call Steering Groups. Now includes; - Live Workplace attendance and Q&A options - Microsoft Team meetings - Supported the delivery of the first On-Call Celebration event.	On-track.
OCLO002	Improve on-call communication channels	Director of People, Culture & Values	Non-financial	Weekly OCLO updates in; - 60 Second Briefing - On-call News WhatsApp Group - Regular station visits - Regular meetings with Group and Station Managers - Facilitation of On-Call Steering Groups	On-track.
OCLO003	Increased recruitment	CFO / CEO	Non-financial	Increased number of on-call employees due to; - OCLOs supporting applicants through process - OCLOs clearing significant applicant tracking backlog - 17/18 includes 20 x FFs at Clacton station. If these were excluded, the joiners would be 75 for that year.	On-track Joiners: FY17/18 95* FY18/19 75 FY19/20 83
OCLO004	Increased retention	CFO / CEO	Non-financial	Reduced number of leavers due to OCLO intervention and support. - *A decrease in % of leavers is forecast from FY20/21*	On-track. Leavers: 2017-18 13% 2018-19 13% 2019-20 13%

Project Closure Report
Status: FINAL

Uncontrolled when printed
14 January 2021

Version Number: 0.1
Page **11** of **24**

OCLO005	Increased diversity	CFO / CEO	Non-financial	Increase number of female OC employees. *Include information*	On-track.
OCLO006	Increase availability of on-call appliances	Director of Operations	Non-financial	Increased number of appliances available that would otherwise have been 'off the run;	On Track

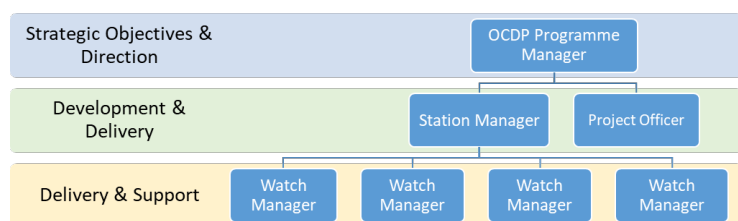## 3.2 Deviations from the Business Case

There are no deviations from the original business case.

3.3 Benefits – Post Project

ID	Benefit Description	Benefit Owner	Benefit Type	Observable Difference	Attribution	Timing	Benefit Status
OCLO001	Improved morale of on-call employees	Director of People, Culture & Values	Non-financial	- On-call employees; - speak positively about roles and stations, - feel motivated about their work, - are actively involved with the Service.	- Motivation score from Employee Survey – next survey TBC. - Feedback sought from on-call employees.	FY 20/21	On Track
OCLO002	Improve on-call communication channels	Director of People, Culture & Values	Non-financial	- On-call employees feel well informed, involved and participative.	- Communication score from Employee Survey - next survey TBC. - Feedback sought from on-call employees	FY 20/21	On Track

Project Closure Report
Status: FINAL

Uncontrolled when printed
14 January 2021

Version Number: 0.1
Page **12** of **24**

ID	Benefit Description	Benefit Owner	Benefit Type	Observable Difference	Attribution	Timing	Benefit Status
OCLO003	Increased recruitment	CFO / CEO	Non-financial	Increased number of on-call employees due to; - OCLOs supporting applicants through process - OCLOs clearing significant applicant tracking system backlog – 375 applications cleared from backlog in first two weeks of pilot.	Workforce report FY Joiners 2017-18 95 2018-19 75 2019-20 83 *2020-21 85* *2021-22 87* *2022-23 89*	FY 20/21 **Forecast** *5% increase on previous FY new joiners.*	On Track
OCLO004	Increased retention	CFO / CEO	Financial	Reduced number of leavers due to OCLO intervention and support. Reduction in leavers results in reduction in new recruit training costs - c£5k pp (based on training costs provided by Ops Training at 02/2020).	Workforce report FY Leavers 2017-18 13% 2018-19 13% 2019-20 13% *2020-21 12%* *2021-22 11%* *2022-23 10%*	FY 20/21 **Forecast** *Overall decrease to 10% - stabilisation thereafter.*	On Track
ID	**Benefit Description**	**Benefit Owner**	**Benefit Type**	**Observable Difference**	**Attribution**	**Timing**	**Benefit Status**
OCLO005	Increased Diversity	CFO / CEO	Non-financial	Increased # female on-call employees. Increased BAME workforce *Diversity benefits are forecast to be realised from FY20/21.*	Workforce Report 2019-20 – OC Data Gender (% F) 1.4% Average Age 39.3 % LGBT 0.2% % Ethnic Minority 2.3% % Disability 1.4%	FY 20/21 **Forecast** *Overall increase as a result of being seen as an employer of choice.*	On Track
OCLO006	Increase availability of on-call appliances	Director of Operations	Non-financial	Increased number of appliances available that would otherwise have been 'off the run;	Occasions OCLOs have made OC appliances available – 132.	FY 19/20	On Track

Project Closure Report
Status: FINAL
    Uncontrolled when printed
14 January 2021
    Version Number: 0.1
Page **13** of **24**

4. PROJECT TEAM

> "
>
> The OCLOs are critical to delivery of our culture change strategy.
>
> They provide broad and deep understanding of the on-call role and how to improve the employee experience. I have valued their proactive, can-do approach - their energy and commitment has been invaluable. My thanks to the whole team!
>
> **Jenny Smith, HRBP - People, Values, Culture**
>
> "

On-Call Programme Manager

The On-Call Programme Manager was responsible for setting the strategic objectives, providing direction, and supporting the Station Manager to ensure the project progressed as agreed and remained aligned to programme and corporate objectives.

On-Call Liaison Manager – Station Manager / Project Manager

The Station Manager post was responsible for developing and delivering the On-Call Liaison Pilot, with the support of the Project Officer. The responsibilities and tasks below were defined in collaboration with stakeholders and Representative Bodies.

Agreed Responsibilities / Tasks	Status
Responsible for line managing 4x Watch Managers.	Completed by SM.
Responsible for day-to-day management of the project, including highlight reports, risk reviews and governance requirements.	Completed by Project Officer.
Set clear targets and be responsible for the design and implementation of new ways of working and monitoring progress.	Completed by SM.
Responsible for delivery and monitoring of business engagement strategy to support recruitment of on-call firefighters and improve daytime availability.	Completed by SM.
Work with Head of Operational Training to explore and identify opportunities to provide additional support for on-call firefighters.	Completed with OCLOs.
Work with the recruitment team and HR to identify new approaches for recruitment to increase the number of on-call firefighters.	Completed with OCLOs.
Work with Group Managers and Station Managers to determine and plan joint operational exercises.	Completed with OCLOs.
Provide monthly progress reports to Programme Manager.	Completed by Project Officer.

Below details how the role aligned to the National Role Map:

	RM Ref
Responsible for line managing 4x Watch Managers	EFSM 14
Set clear targets and be responsible for the design and implementation of new ways of working and monitoring progress.	EFSM10
Responsible for delivery and monitoring of business engagement strategy to support recruitment of on-call firefighters and improve daytime availability.	EFSM 10/EFSM 21

Project Closure Report
Status: Final

Uncontrolled when printed
14 January 2021

Version Number: 0.1
Page **14** of **24**

Work with Head of Operational Training to explore and identify opportunities to provide additional support for On Call Firefighters	EFSM15/ EFSM10
Work with the recruitment team and HR to identify new approaches for recruitment to increase the number of on-call firefighters.	EFSM10/ EFSM12
Work with Group Managers and Station Managers to determine and plan joint operational exercises.	WM1
Provide monthly progress reports to Programme Manager	EFSM 21

On-Call Liaison Officers - Watch Manager

The On-Call Liaison Officer role supported the work of the Station Manager and was roughly aligned to a command area to support Group and Station Managers. The responsibilities and tasks below were defined in collaboration with stakeholders and Representative Bodies.

Agreed Responsibilities / Tasks	Status
Deliver business engagement strategy as directed by Station Manager.	Completed by OCLOs.
Support the Training Department and Recruitment Team at Assessment Days when required.	Completed by OCLOs.
Provide operational cover where possible, liaising with CRT and Control.	Completed by OCLOs.
Support stations with recruitment campaigns and events.	Completed by OCLOs.
Arrange and support drop in sessions for new recruits to support general awareness prior to new recruit training course.	Completed by OCLOs.
Support Station Managers with the coordination of joint operational exercises.	Completed by OCLOs.

Below details how the role aligned to the National Role Map:

	RM Ref
Deliver business engagement strategy as directed by Station Manager	WM1
Support stations with recruitment campaigns and events	WM4
Support the Training Department and Recruitment Team at Assessment Days when required	WM2/WM5/ A1
Arrange and support drop in sessions for new recruits to support general awareness prior to new recruit training course.	WM2/WM4/ WM5
Provide operational cover where possible, liaising with CRT and Control	WM8
Support Station Managers with the coordination of joint operational exercises.	WM1

Project Closure Report
Status: Final

Uncontrolled when printed
14 January 2021

Version Number: 0.1
Page **15** of **24**

5. FINANCIAL MANAGEMENT

Project Costs

All costs associated with the OCLO Pilot were derived from the employee costs;

Role	Salary	On-Cost*		Reserves
On-Call Liaison Manager (SM)	39,374	30%	11,812	£51,187
On-Call Liaison Officers (WM) x 4	35,275	30%	10,583	£183,430
				£234,617

The project remained within planned and agreed tolerances. The project costs were estimated at £243,617, as set out above, and there were no deviations.

*   At the point of planning the OCLO Pilot, the Service 'on-cost' calculations for on-call workforce planning was at 30%. This has now been increased to 40% due to increased pension costs and pension deficit risk, which has been reflected in the future options section of this report.

6. OBSERVATIONS, LESSONS LEARNED & RECOMMENDATIONS
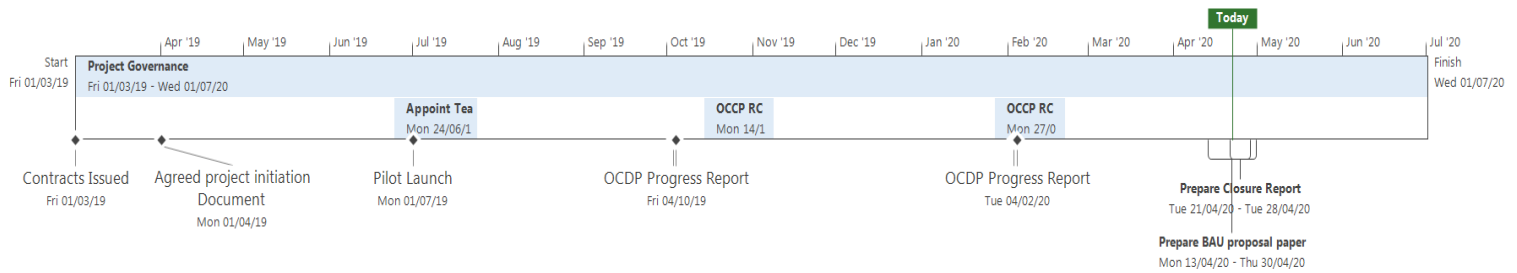
6.1   Stakeholder Feedback

As part of the project review, we sought feedback from colleagues across the Service who have worked with the OCL Team, including Operational Training Department, Service Training Centre, Corporate Communications, Recruitment Team, Operational Service Delivery and the Fitness Team.

All stakeholders reported positive and constructive feedback, with key areas including;

- Instrumental in supporting new recruits and improving the onboarding experience.

- Provide a broad and deep understanding of the on-call role.

- Proactive, positive and motivated, and a can-do approach to work.

- Ease the workload and pressure on other teams.

- Help inform work, making it more focused and worthwhile.

- Committed to improving the experience and journey for recruits.

- A valuable asset in supporting positive change for our on-call employee

> " The OCLO's are committed to improving the journey of recruits through to training and beyond. This includes ensuring recruits have all the information they need, making a smooth transition from member of the public to a 'safe to ride' firefighter.
> I am constantly impressed by the positivity of the OCLO's and their valid suggestions on how to improve training, always drawing on both recruits and their own experiences.
> **Dan Kirk, Station Manager Service Training Centre** "

Project Closure Report
Status: Final

Uncontrolled when printed
14 January 2021

Version Number: 0.1
Page **16** of **24**

6.2   Timescales & Delivery

Project was delivered as planned and to time, with no exceptions or escalated risks or issues.

Recommendation

Early and meaningful stakeholder and representative body engagement was key to the successful planning and scoping of this work.

6.2 Sponsorship & Governance

The project was well supported by the programme board and stakeholders. Regular reviews were undertaken, with monthly progress reports provided to key stakeholders.

6.3 Resourcing

Resources were planned at design stage of the project. In response to a long-term absence of one of the team, the decision was made not to backfill that post, due to the time it would take to recruit and train another person.
This did not have a significant impact on the delivery of the project but did have an impact on the capacity.

6.4 Communications & Engagement

The project initiation, launch and progress were well communicated to all stakeholders, using channels and methods identified in the communications and stakeholder engagement workshop at the initiation stage of the project.

Although communication was shared at the early stages of the project, there was some inconsistency in understanding the role of the OCLOs at Station Manager level. This could have been avoided by utilising the Manager's Briefing to provide a more comprehensive introduction.

> "
> The team are always so helpful and go above and beyond to get content for our marketing campaigns.
>
> The OCLO's have been innovative in creating new content for social media often sending over their own videos that they have edited into a professional product. They have not shied away from the camera themselves and have added a personal feel to our recruitment campaigns by showing a face at the station for new recruits to meet.
>
> **Jade Saunders,**
> **Communications Officer**
> **Corporate Communications**
> "

Communication was regularly reviewed at team meetings and programme meetings. Methods included;

Project launch article on the intranet and via 60 Second Briefing and ;

https://news.essex-fire.gov.uk/2019/07/01/introducing-our-new-on-call-liaison-team/

Weekly OCLO updates in 60 Second Briefing
Assigned OCLO for each station
Regular meetings with Group and Station Managers
Facilitation of On-Call Steering Groups

Recommendation

Communication with on-call stations and station managers has been key in the establishing of the pilot. The OCLOs have an excellent insight in to what is happening for on-call employees and stations. An agenda item at monthly command meetings would ensure key stakeholders are aware of work and any issues that the OCLOs have been involved in and ensure approaches and solutions are joined up.

6.5 Training

There were four initial one-day and half-day workshops with the OCLOs at initiation of the pilot. During the workshops the team worked through the objectives of the pilot, what we wanted to achieve and planned how to approach the work, including identifying training needs for the team.

All OCLOs already had considerable experience and knowledge of on-call, learning needs were more focussed around policies and procedures, project delivery and ICT training. All identified training needs were delivered.

> "
> The OCLO team have been a huge asset to the Corporate Communications and Marketing Team.
>
> Their work has eased the workload and pressure on our team and helped to inform our work, in turn making it more focused and worthwhile. They are positive and motivated in getting involved in activities themselves and to help us meet deadlines and media requests.
>
> **Verne Lewis**
> **Marketing Manager**
> **Corporate Communications**
> "

6.6 Lessons Learnt

ID Ref	Category	Lesson Learnt
LL0131	Project Initiation	Baseline information must be collected and approved ahead of the project starting. Due to the approach taken, there was a lack of baseline measurables and data identified at the beginning of the pilot, this made analysing and measuring benefits – putting additional demand on the programme team and other departments.
LL0132	Project Initiation	Research other Services approaches via NFCC as part of project definition and before finalising plans. By linking in with other FRSs via NFCC we were able to learn from others experiences and better prepare.
LL0133	Project Initiation	Ensure adequate equipment and resources required for the role. The OCLO's could have befitted from an equipment review/ request at the initiation of the project.
LL0134	Resourcing	Ensure stakeholder and communication plan enables stakeholder approach to be achieved in timely manner. As OCLO's were split by county area, this led to most drill nights being scheduled on the same night; which resulted in some stations waiting a couple of months to meet the OCLOs at the beginning of the project.
LL0135	Resourcing	Project management of the pilot would have been better delivered if formally assigned to a project manager. Assigning Station Manager as the project manager resulted project officer needing to pick up most of the project delivery functions.
LL0136	Resourcing	Ensure resource planning and work allocation is well thought through and adequate. Each OCLO was allocated 13 stations which resulted in longer timeframes to visit every station, making it difficult for the OCLOs to introduce the pilot to all stations at initiation and start building meaningful relationships. It is felt that the pilot could have benefitted from more WM level posts.
LL0137	Stakeholder & Communication	Early and meaningful engagement with representative bodies is key. The project was initiated with the full support of representative bodies, who were actively and positively involved in designing the roles and objectives, and ensuring we were prepared.
LL0138	Stakeholder & Communication	Engagement across operational managers was varied, due to different management styles across the service. Some SM's and WM's were very keen to engage, whereas other where not as willing to change the process that have been in place at their particular station for a number of years.

LL0139	Stakeholder & Communications	There was some inconsistency in understanding of the role of the OCLOs at Station Manager level. Whilst this information was communicated via Service internal channels, this could have been avoided by utilising the Manager's Briefing to provide a more comprehensive introduction.
LL0140	Stakeholder & Communications	Ensure all stakeholders understand exactly what is being done and why. An inconstancy was identified at the start of the pilot regarding the expectations held by SM's and WM's. In some cases, it took a while to earn the trust of operational managers, who were reluctant to hand some responsibilities over the OCLO Team, whereas other managers wanted the OCLO's to take on more responsibilities than was within appropriate role map.

7. BUSINESS AS USUAL IMPLEMENTATION OPTIONS

To ensure the continued success of the On-Call Liaison team and to maintain consistency, it is essential the team are located within the business area that is best placed to support transition to business as usual.

It is proposed that the OCL team remain together and are located within Operations, with the Station Manager reporting to the Assistant Director of Operations, and aligned with the Operational Staff Office team.

Option 1   Implement On-Call Liaison function as business as usual, as piloted.

Costs

Role	Salary	On-Cost		Total
OCL Manager - Station Manager	44,297	40%	17,719	62,016
OCL Officers - Watch Manager	38,611	40%	15,444	54,055
				£278,238

* Salary costs as published in CIRCULAR NJC/3/19

Benefits

Sustain the current level of support, and further develop the role.

Maintain the current level of support for new recruits, existing employees, and stations.

Continue to develop links and relationships with local businesses and employers to support safer communities and promote recruitment.

Continue to build relationships with and act as the conduit between Service departments and on-call stations, ensuring that on-call voices continue to be heard.

Maintain the level of support to Service departments, ensuring a collaborative approach and enabling them to deliver more.

Continue to provide operational cover at on-call stations, increasing the availability and improving wider service delivery.

Project Closure Report
Status: Final

Uncontrolled when printed
14 January 2021

Version Number: 0.1
Page **20** of **24**

Risks

Implementation would result in an increase to operational budget of c£255k, including on-costs.

Current Service policy does not support lateral moves between duty systems, therefore on-call employees would currently not be able to apply for the permanent roles.

Managers of on-call stations may be less motivated to engage with businesses and employers if they consider this to be part of the OCL responsibility.

Option 2   Implement On-Call Liaison function as business as usual, increasing the headcount to eight Watch Manager posts.

Costs

This structure is proposed without the Station Manager post, as the Watch Manager roles would be aligned to command areas and structures.

Role	Salary	On-Cost		Total	Team Total
On-Call Liaison Officers (WM)	38,611	40%	15,444	54,055	£432,443

* Salary costs as set out in CIRCULAR NJC/3/19

Benefits

Increase the capacity and further develop the role.

Increase the current level of support for new recruits, existing employees, and stations, including more frequent station visits.

Continue to develop links and relationships with local businesses and employers to support safer communities and promote recruitment.

Continue to build relationships with and act as the conduit between Service departments and on-call stations, ensuring that on-call voices continue to be heard.

Increase the level of support to Service departments, ensuring a collaborative approach and enabling them to deliver more.

Increase level of operational cover at on-call stations, increasing the availability and improving wider service delivery.

Risks

Implementation would result in an increase to operational budget of £395k, including on-costs.

Current Service policy does not support lateral moves between duty systems, therefore on-call employees would currently not be able to apply for the permanent roles.

Managers of on-call stations may be less motivated to engage with business and employers if they consider this to be part of the OCLO responsibility.

Option 3 Close the pilot and do not implement as business as usual.

Costs

No additional investment required.

Benefits

No additional increase in operational headcount cost.

Could result in stations being more proactive with engaging with business.

Risk

Not implementing the OCLO roles as a business usual function would result in the loss of future benefits following the closure of the project

There is a significant risk that it would result in considerable drop in on-call employee engagement and involvement with the Service.

Some Service departments would be unable to sustain current levels of support for on-call that is being provided by the OCLOs, such a Recruitment, Training and Corporate Communications department.

There is a risk that there would a significant drop in employer and business engagement, due to on-call station resource capacity.

Loss of expertise and knowledge and wider Service on-call representation.

Related Documents

Name	Owner
On-Call Development Programme PDD	Portfolio & Programme Manager
On-Call Liaison Officer Pilot PID	Portfolio & Programme Manager
On-Call Development Programme Benefits Register	Portfolio & Programme Manager
Portfolio & Programme Officer Lesson Learnt Register	PMO Manager

Version Control

Date	Summary of changes	Version	Author
03/06/2020	Version 1 – FINAL. Approved by Strategic Change Board 03/06/2020.	1.0	Lisa Hart, Portfolio & Programme Manager
17/04/2020	Version 0.1 – Draft	0.1	Lisa Hart, Portfolio & Programme Manager
04/06/2020	Version 0.2 – Draft Changes to financial information from 'trainee' status to 'competent'.	0.2	Lisa Hart, Portfolio & Programme Manager

Circulation and Reviews

Name	Role	Date Issued
Natasha Mistry	PMO Manager	23/04/2020
Jo Turton	CFO/CEO, Senior Responsible Owner	24/04/2020
Colette Black	Assistant CEO, Director of Culture, Values & People	24/04/2020
Dave Bill	Director of Innovation, Risk & Future Development	24/04/2020
Moira Bruin	Director of Operations	24/04/2020
Karl Edwards	Director of Corporate Services	24/04/2020
Emily Cheyne	Assistant Director, Corporate Communications	24/04/2020
Neil Fenwick	Assistant Director, Operations.	24/04/2020
Alan Chinn-Shaw	FBU Representative	21/05/2020
Matthew Nash	FRSA Representative	21/05/2020
Peter Suarez	FOA Representative	21/05/2020
Sue Askew	Unison Representative	21/05/2020

Approval

Name	Role	Date & Acceptance

Project Closure Report
Status: Final

Uncontrolled when printed
14 January 2021

Version Number: 0.1
Page **23** of **24**

On-Call Development Programme Board	Programme and governance approval.	
Strategic Change Board	Service strategic approval.	

GLOSSARY OF TERMS

Term	Definition
OCLO	On-Call Liaison Officer
OCCP	On-Call Conversion Project
CRT	Central Resourcing Team

Project Closure Report
Status: Final

Uncontrolled when printed
14 January 2021

Version Number: 0.1
Page **24** of **24**