



Meeting	Service Leadership Team	Agenda Item No.	4g
	Performance and Resources Board		15
Meeting Date	13 April 2021		
	26 April 2021		
Report Authors:	On-Call Development Programme – Project Manager		
Presented By	Moira Bruin, Director of Operations		
Subject	On-Call Development Programme – Progress Report		
Type of Report:	Information		

RECOMMENDATIONS

The Board is asked to note this update on the On-Call Development Programme (OCDP).

SUMMARY

Through the OCDP we will design and deliver changes in the way we work with and support our On-Call employees, to develop a duty system that is rewarding, flexible and effective and meets the needs of our people, the Service, and the communities we serve.

The programme is currently in its second tranche, the planning of which continues with two identified workstreams:

1. **Attraction & Employer of Choice (AEC)** - Sponsored by The Director of Corporate Services.
2. **Valuing On-Call Employees (VOC)** - Sponsored by The Assistant Chief Executive – People Values & Culture.

Planning activities for the flexible contracts pilot continue for the AEC workstream, we expect this work to take a further 6-8 weeks. We then plan to begin the localised engagement with the phase 1 stations and formal consultation on the new contracts with our Representative Bodies in mid to late May/June time.

Following the recent employee engagement survey which took place in January and the On-Call Steering Groups in February, the VOC workstream definition work has started. We will also be ensuring we understand the alignment between actions under this workstream and existing business as usual (BAU) work. As an extension of this scoping work, we are also undertaking a wider On-Call objectives and priorities activity to ensure the work under this programme aligns to what we are hearing from our On-Call colleagues. We expect there to be some additional deliverables as a result of this activity.

BACKGROUND

On-Call firefighters are a vital part of the UK's fire and rescue service and provide an effective, efficient service that gives emergency cover to more than 90% of the UK. The dedication and commitment of On-Call firefighters is incontestable.

Due to the changing landscape of our towns and villages, the reduction of local commerce and industry and increasingly transient populations, recruiting enough On-Call firefighters to keep these stations operational, especially during daytime hours, has become increasingly difficult for fire and rescue services nationally.

The Service needs to change the way it supports and operates On-Call, including introducing innovative solutions to the challenge of daytime availability at some On-Call stations and working approaches that are achievable, flexible and support a sustainable work/life balance.

The On-Call Development Programme has been initiated in response to a number of projects and activities 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 to develop the duty system to become effective, efficient, and sustainable and meet the needs of our people, the Service, our users, and stakeholders.

Much of the work has previously been started, is in progress or, for a variety of reasons, was paused or stopped. Approaching the work as a programme allows us to incorporate existing activity in the least disruptive way, ensure alignment to corporate strategy and appropriate governance and monitoring.

PROGRAMME PROGRESS

1. Attraction & Employer of Choice (AEC) - Sponsored by The Director of Corporate Services.

This workstream incorporates work from the previous On-Call Availability & On-Call Terms & Conditions Projects. The current scope & progress of the workstream is as follows:

a. On-Boarding & Recruitment

- Drive out inefficiencies from the On-Call on-boarding process. – **Complete**
- We have recently implemented a new on-boarding process for On-Call, reducing the time to hire by up to 50%. Our HR Department has been working closely with our On Call Liaison Officers (OCLOs) on delivering this and we are expecting to start to see the benefits over the coming months.
- Ensure our recruitment approaches are accessible, fair, and proportionate. – **Complete**

b. Flexibility & Ways of Working

- Deliver a pilot for reducing the hours of contractual availability. – **In Progress**
- We continue to plan the detail for the first phase of the pilot. We are particularly focusing on the Service & systems' readiness for supporting the new O/C contracts, to understand whether the current processes and systems can support this change, or what work is required to prepare for this. We are expecting this activity to take a further 6-8 weeks. Our HR team are working on

drafting the new contracts. We are hoping to be in a position to engage with our O/C colleagues, in particular the phase 1 pilot stations as well as consulting with our Representative Bodies in May/June time. These activities will allow us to then properly plan the implementation dates locally for each of the pilot stations, one we understand the localised roll-out plans.

- Deliver local initiatives for ways of working – **Not started**

c. On-Call Development Pathways

- On-Call OIC; review of our temporary WM/CM roles – **In Progress**
- We are reviewing the position of all our On-Call colleagues who are in a temporary position, and in particular those who have been so for over 24 months. Our People Business Partners are working through reviewing these individually, updating development and succession plans and putting in place assessment and selection arrangements where necessary. We intend for this work to be complete and to have worked with all individuals by Mar-21.

2. Valuing On-Call Employees (VOC) - Sponsored by The Assistant Chief Executive – People Values & Culture.

- a. Employees feel safe, have a voice & are heard** - Review of the existing channels of communication identifying those that are working effectively. – **In Progress**
- b. Employees are motivated, involved and engaged** - Review motivators for becoming a FF that are specific to O/C, through Service surveys. Convert findings about how we make the most of the motivators into actions. – **In Progress**
- c. Training that is effective, available, and accessible for all** - Assess whether training commitments & principles are having an impact on how O/C FF are accessing and benefiting from training. – **In Progress**
 - Following the feedback from the recent employee engagement survey, we have been able to analyse the O/C responses and align these to our priority focus areas for this workstream. The next steps are to start the definition work in March, following the February focus groups, to understand what the deliverables of this project are and what is/will be delivered as part of BAU.

BENEFITS AND RISK IMPLICATIONS

Benefits

Benefit	How will we measure benefits?	Where will we see the benefits?	When?
Improve OC staff engagement.	Employee survey OC engagement results.	<ul style="list-style-type: none"> Higher number of employees/stations attend steering groups. Higher number complete employee surveys. Increase in OC employee engagement indicator value. 	FY 21/22 FY 21/22 FY 21/22
Ensure competence & safety of our people.	Completed TASK (others – tbc by with Ops Training)	<ul style="list-style-type: none"> Increased number of employees have completed TASK books. Increased number of employees attending weekly training nights. Increase number of employees completing mandatory training within agreed times (e.g., BAV&D 24months). 	FY 21/22 FY 21/22 FY 21/22
Reduce OC vacancies.	Total OC EE headcount at year-end.	<ul style="list-style-type: none"> A reduction in the number of station vacancies overall. 	FY 21/22
Increase employee retention.	Total number of OC leavers each year.	<ul style="list-style-type: none"> A reduction in the numbers of On-Call leavers annually. Average length of service increased. 	FY 21/22 FY 21/22
Increase availability of OC appliances.	Availability data overall & per station.	<ul style="list-style-type: none"> Increased levels of availability of On-Call appliances. Reduced number of pre-arranged out duties (PAOD), dynamic out duties (DOD), additional shift work sessions (ASW) required at On-Call stations. 	FY 21/22 FY 21/22
Improve OC response times.	Response data overall and per station.	<ul style="list-style-type: none"> Response times increase for On-Call appliances. 	FY 21/22
Improve workforce diversity.	Year-end diversity statistics.	<ul style="list-style-type: none"> Increased diversity overall within the workforce. Increased number of female On-Call employees. 	FY 21/22 FY 21/22
Improve wider service delivery.	Number of OC stations providing cover in own area.	<ul style="list-style-type: none"> Reduced number of PAOD/DOD/ASWs required at On-Call stations. 	FY 21/22
Reduce OC station / officer administration requirements.	Time spent on administrative tasks.	<ul style="list-style-type: none"> Reduction of time spend on administrative duties by On-Call managers. 	FY 21/22

Risks

On-Call Development Programme Risks



Risk Register (current-target) v4

Service Unit: [Change](#)

Risk Ref	Risk Event/Description	Category	Nature of Risk	Current Risk Rating	Controlled Risk Rating	Risk Owner	Risk Status	Review Date	Date Last Reviewed	Days Overdue
OCDP0008	There is a risk that there is insufficient and/or suitable resources to deliver the programme.	Unassigned	Emergency Response	12	9	Hannah Wakeman	Tolerate	11/05/2021	11/03/2021	0
OCDP0009	There is a risk that key stakeholders do not engage with the programme leading to deliverables not being fit for purpose.	Unassigned	Emergency Response	9	9	Hannah Wakeman	Tolerate	11/05/2021	11/03/2021	0
OCDP0011	There is a risk that factors outside of the Service's control lead to impact on programme delivery.	Unassigned	Emergency Response	9	9	Hannah Wakeman	Tolerate	11/05/2021	11/03/2021	0
OCDP0006	There is a risk that the Programme is not managed effectively leading to the benefits not being realised.	Unassigned	Emergency Response	9	6	Hannah Wakeman	Tolerate	11/05/2021	11/03/2021	0
OCDP0007	There is a risk that the Services policies/procedures do not meet On-Call requirements leading to objectives not being met	Unassigned	Emergency Response	9	6	Hannah Wakeman	Tolerate	11/05/2021	11/03/2021	0
OCDP0010	There is a risk that there is a lack of leadership and direction to support the programme being delivered.	Unassigned	Emergency Response	6	6	Hannah Wakeman	Tolerate	11/05/2021	11/03/2021	0

Attraction & Employer of Choice Workstream Risks



Risk Register (current-target) v4

Service Unit: [Change](#)

Risk Ref	Risk Event/Description	Category	Nature of Risk	Current Risk Rating	Controlled Risk Rating	Risk Owner	Risk Status	Review Date	Date Last Reviewed	Days Overdue
AEC0003	Initial drop in pump/station availability as a result of high numbers of O/C colleagues dropping their hours of availability. (Before we see any positive impact of an increase in recruitment and numbers on stations).	Unassigned	Emergency Response	16	8	Moira Bruin	Treat	11/04/2021	11/03/2021	0
AEC0002	We may be unable to support the rollout of the reduced hours contracts pilot at certain On-Call stations, due to the property being unable to support an increase in staffing numbers.	Unassigned	Emergency Response	12	4	Karl Edwards	Treat	11/06/2021	11/03/2021	0
AEC0001	On-Call operational training (specifically the assessments and 2 week basic course) are delayed or cancelled due to Covid.	Unassigned	Emergency Response	6	4	Moira Bruin	Treat	11/06/2021	11/03/2021	0
AEC0004	Increase in management overhead on the WM/CM's through an increase in staffing numbers on stations.	Unassigned	Emergency Response	6	4	Moira Bruin	Treat	27/04/2021		0

OPTIONS & ANALYSIS

No options are presented for consideration as part of this paper. This paper provides an update only.

FINANCIAL IMPLICATIONS

We had £400k of earmarked reserves set aside of “On-Call – Support”, this is to support the On-Call Development Programme, specifically targeting an improvement in recruitment and retention initiatives within this duty system.

A decision sheet has been agreed to resource the OCLO's to 31 March 2022. During the new financial year, we will look to build a budget bid for additional funding for the OCLO's.

£117k of funding remains for use under the earmarked reserves for the On-Call Development Programme.

EQUALITY AND DIVERSITY IMPLICATIONS

There are no equality and diversity implications associated specifically with this paper, however in line with Service policy, action plans which impact on our people will be people impact assessed. All action taken following this paper will be in line with our Service policies and procedures around equality, diversity, and inclusion.

Is this decision anticipated to have an impact on any of the following protected groups as defined within the Equality Act 2010:

<i>Race</i>	No	<i>Religion or belief</i>	No
<i>Sex</i>	No	<i>Gender reassignment</i>	No
<i>Age</i>	No	<i>Pregnancy & maternity</i>	No
<i>Disability</i>	No	<i>Marriage and Civil Partnership</i>	No
<i>Sexual orientation</i>	No		

(If an impact on one group or more is anticipated, a full People Impact Assessment must be completed).

WORKFORCE ENGAGEMENT

The Programme seeks to find ways to continually improve and further strengthen and build on existing engagement.

STAKEHOLDER IDENTIFICATION AND MAPPING

Interest	High	<p>Day Crew Firefighters Wholetime Firefighters NFCC On-Call Group Other FRS's NFCC Head of Departments Day Duty Officers Learning & Development</p> <p>Support Staff UNISON Collaboration Team</p> <p>External Press & Media</p>	CRT / Staff Office	<p>On-Call Firefighters Station Managers Group Managers On-Call Development Prog. Board Service Leadership Team FBU, FRSA, FOA Change Board PFCC / OPFCC On-Call Liaison Officers On-Call Liaison Manager Recruitment / HR Operational Training</p> <p>Communication & Media</p>
	Low			
		Low		High
Influence				

COMMUNICATION & ENGAGEMENT PLAN

Stakeholders / Group	Interest	Responsible / Task Owner	Comms. Format
On-Call Liaison Officers On-Call Liaison Manager	<ul style="list-style-type: none"> • Opportunity to engage & influence. • Detailed programme and project status, progress, and general information. 	<ul style="list-style-type: none"> • Prog Manager • Business Change Mgrs. 	<ul style="list-style-type: none"> • Monthly meetings • Programme updates (intranet, The Shout, 60 Second Briefing). • Jo's Blog
Station / Group Managers	<ul style="list-style-type: none"> • Opportunity to engage & influence – two way. • Detailed programme and project status, progress, and general information. 	<ul style="list-style-type: none"> • Prog Manager (R) • OCLO Team (T), 	<ul style="list-style-type: none"> • Regular agenda item at Command Meetings • Monthly meetings • Programme updates (intranet, The Shout, 60 Second Briefing). • SMs to ensure WM/CM read 60SB • Jo's Blog
OC Watch / Crew Managers	<ul style="list-style-type: none"> • Opportunity to engage & influence – two way. • Summary highlights programme and project status, progress, and general information. 	<ul style="list-style-type: none"> • Prog Manager • Corp Comms • Station Managers • Programme Team (OCL, Prj Mgrs) 	<ul style="list-style-type: none"> • Updates from Station Managers • Monthly site packs – as appropriate • Programme updates (intranet, The Shout, 60 Second Briefing).

On-Call Firefighters	<ul style="list-style-type: none"> • Opportunity to engage and influence. • Summary highlights programme and project status, progress, and general information. 	<ul style="list-style-type: none"> • Prog Manager • OCL Team – Station visits steering group • WMs/CMs • SMs • Comms 	<ul style="list-style-type: none"> • OCL Team station visits, blogs, and updates. • WM / CM to read programme updates (intranet, Shout, Steering Groups) • Workplace • ERB Screen?
Service Leadership Team	<ul style="list-style-type: none"> • Programme and project status, progress, and general information. • Issues, risks, exception reports. 	<ul style="list-style-type: none"> • SRO • Prog. Board • Change Board 	<ul style="list-style-type: none"> • Monthly programme updates from Change Board • Specific Business Change Authority (BCA) updates.
FBU, FRSA, FOA, UNISON	<ul style="list-style-type: none"> • Impact on members. • Opportunity to engage and influence. • Programme and project progress and general information. 	<ul style="list-style-type: none"> • Prog. Manager • BCAs (where appropriate) 	<ul style="list-style-type: none"> • Monthly programme meetings. • Ad-hoc meetings if required. • Programme updates (intranet, Shout, 60 Second Briefing).
Change Board	<ul style="list-style-type: none"> • Detailed programme and project status, progress, and general information. • Issues, risks, exception reports. 	<ul style="list-style-type: none"> • SRO • Prog. Board • Prog. Manager 	<ul style="list-style-type: none"> • Monthly updates at change board meeting. • Monthly highlight reports.
PFCC / OPFCC	<ul style="list-style-type: none"> • Programme status and progress. • Opportunity to engage and influence. 	<ul style="list-style-type: none"> • SRO • Prog. Manager 	<ul style="list-style-type: none"> • Quarterly updates at Performance & Audit Panel meetings.
Communication & Media	<ul style="list-style-type: none"> • Programme and project status, progress, and general information. • Opportunities to engage. 	<ul style="list-style-type: none"> • Prog. Manager • Change Board 	<ul style="list-style-type: none"> • Monthly programme team meetings. • Monthly updates at change board meeting. • Monthly highlight reports.
HR & OD	<ul style="list-style-type: none"> • Programme and project status, progress, and general information. • Opportunities to engage. 	<ul style="list-style-type: none"> • Prog. Manager • BCAs (where appropriate) 	<ul style="list-style-type: none"> • Monthly programme team meetings. • Programme updates (intranet, Shout, 60 Second Briefing).
Day Crew Firefighters Wholetime Firefighters Support Staff	<ul style="list-style-type: none"> • Programme and project progress and general information. 	<ul style="list-style-type: none"> • Prog Manager • Business Change Mgrs 	<ul style="list-style-type: none"> • Programme updates (intranet, Shout, 60 Second Briefing). • OCL Team blogs & updates.
NFCC On-Call Group	<ul style="list-style-type: none"> • High-level exceptional update information, as appropriate. 	<ul style="list-style-type: none"> • Prog. Manager 	<ul style="list-style-type: none"> • Ad-hoc updates as appropriate via Workplace group and / or quarterly group meetings.
NFCC	<ul style="list-style-type: none"> • High-level exceptional update information, as appropriate. 	<ul style="list-style-type: none"> • NFCC Workstream Leads 	<ul style="list-style-type: none"> • Ad-hoc updates as appropriate.

LEGAL IMPLICATIONS

ECFRS are ensuring that they work closely with the Procurement, Finance and HR (employment legislation) teams to ensure that all legislation is being adhered to.

HEALTH AND SAFETY IMPLICATIONS

None specific to this report.