



Meeting	Performance and Resources Board	Agenda Item No.	16
Meeting Date	27 October 2021		
Report Authors:	On-Call Development Programme – Project Manager		
Presented By	Maira Bruin, Director of Operations		
Subject	On-Call Development Programme – Progress Report		
Type of Report:	Information		
Action Point No.		For Publication	Yes

RECOMMENDATIONS

None. This report is for information.

OVERVIEW

Through the On-Call Development Programme 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 has been undergoing a period of re-scope and re-structure, with exploration work following a Briefing Paper written by Dave Bill before his retirement. The intention was to take this to the October 2021 Programme Board for review and sign off. This work, however, has been paused following a wider alignment activity to the transformation work being undertaken by the Innovation & Change (I&C) department and understanding how the On-Call change activity aligns to the wider strategic objectives of the Service and how the On-Call work sits as a change activity vs business as usual (BAU).

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 wants 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 Service also wants to continue to work with our On-Call colleagues, listening to what effects them on a day-to-day basis and ensuring that the focus of the programme aligns to what will make a real impact to them.

PROGRAMME PROGRESS

Considering the programme re-scope work that was being undertaken, and the more recent pause in that work whilst the I&C transformation work takes place, progress has been reported on against the original workstream structure.

1. Attraction & Employer of Choice Workstream

a. On-Boarding & Recruitment - Complete

- A refined on-boarding process was implemented in the earlier part of this year for On-Call reducing the time to hire from 9m + to 3m.
- We have established monthly on-boarding meetings to review all touch points in the process for On-Call colleagues. Attendees/dept representation continues to be reviewed frequently to ensure we have representation from all appropriate departments.

b. Flexibility & Ways of Working - Paused

- In May, the Programme Board made the decision to pause the flexible contracts work for the time being. This is due to the high level of risk and uncertainty associated with this, which could not be mitigated to an acceptable level. As well as the risk of unintentionally delivering something that is still too rigid by having the availability bandings, and through engagement work we felt this wasn't fit for purpose, so the decision was made to pause this work.

c. On-Call Development Pathways - Complete

- We have concluded our activity to substantiate those O/C colleagues in temporary positions for 24m or more.
- 44 colleagues were in this position and were either substantiated or a development plan put in place or are no longer temporary and have gone back to their substantive position.

2. Valuing On-Call Employees Workstream – Paused

- This work was paused whilst we understood the wider programme re-definition work.

On-Call Liaison Officers (OCLO) Update

- Assessment Days – The team continue with the organising and assisting with the On-Call assessment days at Canvey station which are taking place twice a month. The team have been helping arrange candidate medicals, DBS checks and pre-employment forms.
- Training - Working with the training dept to arrange the On-Call basic training courses for the remainder of the year.

- Converting Stations - Continuing to support the converting stations looking at ways the team can help with the conversion at Great Baddow and South Woodham Ferrers.
- Media – Working with the Corporate Comms team to organise media events at Canvey, Dengie, Great Baddow and South Woodham Ferrers.
- Steering Groups – The team undertook the most recent engagement sessions in July which continue to have a positive turn out.
- Programme - Continuing to work with and support the On-Call Programme team, attending meetings and progressing actions.

OPTIONS & ANALYSIS

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

BENEFITS AND RISK IMPLICATIONS

Benefits

The programme benefits will be reviewed after the current programme re-definition work, however, for the purpose of this report the benefits have been reported on as they currently stand.

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

The following is a report on the current programme risks which are up to date in JCAD.



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	Unassigned	12	9	Hannah Wakeman	Tolerate	30/11/2021	30/09/2021	0
OCDP0007	There is a risk that the Services policies/procedures do not meet On-Call requirements leading to objectives not being met.	Unassigned	Unassigned	9	6	Colette Black	Tolerate	22/11/2021	22/09/2021	0
OCDP0009	There is a risk that key stakeholders do not engage with the programme leading to deliverables not being fit for purpose.	Unassigned	Unassigned	9	9	Hannah Wakeman	Tolerate	30/11/2021	30/09/2021	0
OCDP0011	There is a risk that factors outside of the Service's control lead to impact on programme delivery.	Unassigned	Unassigned	9	9	Hannah Wakeman	Tolerate	30/11/2021	30/09/2021	0
OCDP0006	There is a risk that the Programme is not managed effectively leading to the benefits not being realised.	Unassigned	Unassigned	9	6	Hannah Wakeman	Tolerate	30/11/2021	30/09/2021	0
OCDP0010	There is a risk that there is a lack of leadership and direction to support the programme being delivered.	Unassigned	Unassigned	6	6	Hannah Wakeman	Tolerate	30/11/2021	30/09/2021	0

FINANCIAL IMPLICATIONS

There are no financial updates for this reporting period.

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.

The Steering Groups remain a very strong platform for communicating with our On-Call colleagues led by the OCLO team. The most recent ones took place in July 2021, with the next ones likely to be planned for early 2022.

The immediate programme team meet between fortnightly and monthly, depending on diaries. This has proved very effective in building a team and having open discussions and problem solving.

We continue to run monthly on-boarding meetings with the following dept's/key stakeholders involved in the recruitment and on-boarding process for On-Call:

- Programme/project teams
- OCLO team
- Recruitment
- Technical Services
- Occupational Health
- Training
- Fitness
- Comms

This allows us to continually review the recruitment process for On-Call and ensure we engage with all the touchpoints, providing the opportunity to discuss any issues or anticipated constraints. These are already proving effective and when recently asked for feedback, they were described as very valuable and important so we will continue with these.

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.