



Meeting	Performance & Resources Board	Agenda no.	9
Meeting Date	27 October 2022		
Report Authors	Steve Wintrip, Group Manager On-Call		
Presented By	Chris Parker, Director of Operations		
Subject	On-Call Development post programme closure		
Type of Report	Information		
PFCC Action Point No.	n/a	For Publication	No

RECOMMENDATION

Members of the Performance and Resource Board are asked to note the content of this paper relating to On-Call Development work, following the closure of the On-Call Programme (OCP).

EXECUTIVE SUMMARY

The closure of the OCP and its assimilation into established team structures (BAU) is enhanced by the HR recruitment team, an On-Call (OC) training team and our established OCLO team structure. The OC training and OCLO teams being vital to the consolidation and continued development work realised to date and ongoing. In addition to the sustained focus on retention and recruitment, scoping work has commenced to explore how this essential function will be incorporated into current team structures mitigating financial challenges around team funding.

BACKGROUND

The closure document made the following post programme recommendations:

1. We commit to a permanent structure for an On-Call Development & Support function with a focus on On-Call recruitment, on-boarding, retention, training, and availability.
2. To undertake a proposal and Business Case for a structure for our On-Call support resources, building on the current On-Call Liaison team, and we align the development and support function to deliver against the long-term goals for On-Call. This will also include exploring the options to re-purpose existing FTE to join the function.
3. We define and commit to the goal(s) for the future of On-Call, with associated objectives and deliverables and a clear alignment to our Service strategies.
4. We establish the On-Call Development & Support function against those On-Call goals, objectives and deliverables defined in section 3.1 of the attached closure document.

5. We review and re-orientate the current On-Call operating model, utilising the flexibility that exists currently aligning to our evolving risk. The future Target Operating Model (TOM) for our On-Call duty system needs to be correctly aligned with the wider Community Risk Management Plan (CRMP) for 2024-2028.
6. We ensure that future On-Call activity and plans are incorporated into the relevant strategies, primarily the Response & People Strategies, and that the delivery plans are aligned appropriately.

The service top 10 priorities further pledge:

On Call Firefighters - *Increase our recruitment and retention; exploring flexible crewing models to improve response times.*

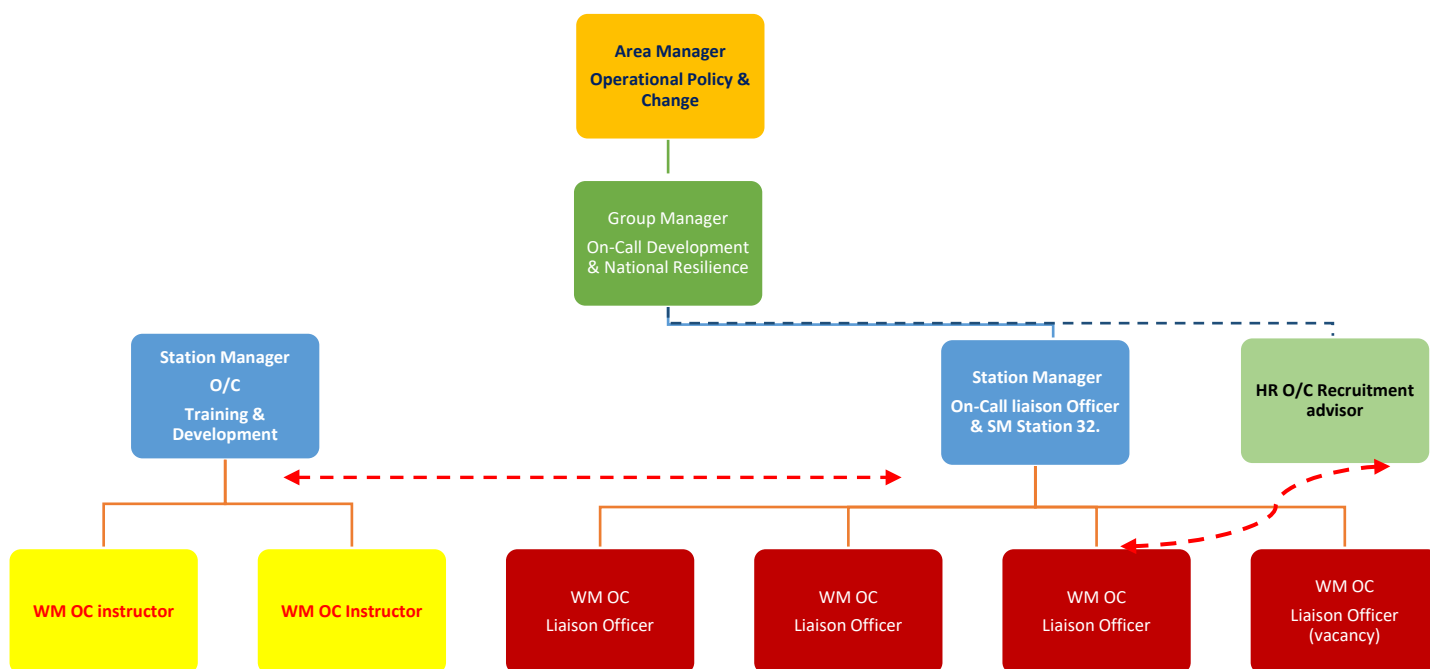
Table1.

On-Call Resource OCLO team current position.

Post	FTE	Contract	Timeframes	Source of Funds
On-Call Liason Officer Watch Manager	4 x FTE 3 x Posts filled.	Temporary posts	Funded until 31 March 2023	Reserves
On-Call Liason Officer Manager Station Manager	1 x FTE	Temporary post	Funded until 31 March 2023	Reserves
On-Call Development Group Manager	1 x FTE	Temporary post	Funded until 31 March 2023	Reserves

Table 1 depicts the current OCLO team structure, noting that the Station Manager O/C also has responsibility for Station 32 South Woodham Ferrers, and Group Manager O/C Development is also responsible for Special Operations and USAR. All posts funded from reserves until 31st March 2023. The dedicated O/C training team, consisting of one Station Manager and two Watch Manager instructors is not included in this paper as it aligns to the Director -people services (Visually depicted in Diagram 1- next page)

Diagram 1. Current O/C development team structure across directorates.



OPTIONS AND ANALYSIS

There are no options to present for this reporting period notwithstanding those currently being re-scoped as contained in the attached SLT OCLO decision paper.

RISKS AND MITIGATIONS

Risks identified on attached SLT OCLO decision paper which relate to team staffing implications. This forms the basis for risk mitigation planning work involving re-purposing of existing FTE resources critical to maintain response delivery continuity.

LINKS TO FIRE AND RESCUE PLAN

The realised achievements and ongoing O/C support and development work links directly to our Fire & Rescue Plan priorities including but not limited to:

- Prevention, protection, and response
- Promote a positive culture in the workplace

FINANCIAL IMPLICATIONS

Financial implications are aligned to programme closure recommendation 2 as previously stated. i.e., 'This will also include exploring the options to re-purpose existing FTE to join the function.' Work is ongoing to scope methods for the delivery of option 3 of the attached SLT decision paper within current FTE, mitigating the risk of additional cost.

LEGAL IMPLICATIONS

None identified specific to the O/C development work.

STAFFING IMPLICATIONS

Temporary staffing implications as specified and depicted in this paper.

EQUALITY AND DIVERSITY IMPLICATIONS

We have considered whether individuals with protected characteristics will be disadvantaged as a consequence of the actions being taken. Due regard has also been given to whether there is impact on people who identify as being part of each of the following protected groups as defined within the Equality Act 2010:

Race	N	Religion or belief	N
Sex	N	Gender reassignment	N
Age	N	Pregnancy & maternity	N
Disability	N	Marriage and Civil Partnership	N
Sexual orientation	N		

The Core Code of Ethics Fire Standard has been fully considered and incorporated into the proposals outlined in this paper.

HEALTH AND SAFETY IMPLICATIONS

None identified.

CONSULTATION AND ENGAGEMENT

Rep bodies engaged and consulted on regarding the O/C guidance document, OCLO skill set and upskilling aspirations (OCLO/Instructors) and programme closure work.

PROJECTS

The following projects will have a positive impact on On-Call colleagues and have been noted here for completeness.

Workforce Management

The Workforce Management Project has been moved from the Digital & Data Programme across to the Prevention, Protection and Response Programme to ensure closer alignment with other PP&R projects.

The project will deliver an electronic method of managing operational availability automatically. Currently, availability for our operational colleagues is managed and held in numerous locations and departments – therefore there is a risk that the information we hold is not live. Our new system solution will mitigate this and be the one source of truth of our availability across all our stations.

A procurement process was carried out and a contract was awarded to Working Times Solution (WTS). The supplier is currently undertaking exploratory sessions with various key stakeholders, to get a picture of how we manage our availability currently. These sessions will continue and WTS will start to create a system that will incorporate what the Service needs to see and manage.

Resource Management Unit

The Resource Management Unit (RMU) Project is in the process of being initiated. The project will implement centralised crewing that will manage all operational availability 24/7 in Wholetime, On-Call, Control, and the Flexi-Duty officers to meet the needs of the Service operationally.

The RMU will own and manage the workforce management solution.

FUTURE PLANS

Following the programme closure, a review of the vision statement focussed the intent to progress three key overarching areas. Retention, Response and Recruitment. Summarised in the revised vision statement:

We will establish an On-Call support and development team. Structuring this team to maximise support opportunities for On-Call Colleagues, addressing the key components of Retention, Recruitment, & Response. The central vision nurturing sustainable improvement. In this endeavour we aspire to build an inclusive, professional, and safe work environment that meets the needs of our On-Call teams, Service, and communities now and into the future.'

The work streams falling out of this sit broadly under these three key components. Shaping what has been achieved to date, is work in progress and forms the basis for future planning.

Retention

Some of this work now sits with the people services Director. However, the OCLO and O/C training team are actively influencing in many areas, such as:

- **Reversing the narrative** - O/C first, attendance on key working groups both internally and externally e.g., PdrPro user group, Positive action, and inclusive recruitment stakeholder group, NOG project board. Externally NFCC strategic O/C group, regional O/C group.
- **Equality of opportunity** - Advocates for equality influencing across the service and facilitating assessment event, recruitment events and onboarding journeys.
- **Recognition of commitment** - Organising, encouraging, and influencing the recognition of colleagues & families (O/C welcome events) and employers (recognition planning ongoing in collaboration with Corp Comms team).
- **Management teams** - reorientation, training and supporting station management teams. Reverse mentoring newly promoted SMs with O/C responsibility. O/C Guidance document for continuity and standardisation across the service (completed pending JNCC document approval).
- **OCLO Team** - voice of the O/C driving cultural change at all levels of our service and in our communities.
- **Identification and provision of training opportunities** - maximising O/C development opportunities especially at converted stations, enabling multi-faceted skill sets by upskilling OCLO team as instructors.
- **Flexible application of policy** - consistent interpretation, application and production of policy and guidance with O/C in mind. Management training and point of contact for advice interpretation in O/C context.

Recruitment

- **Attraction** - Awareness What's an O/C Firefighter. engaging on social media platforms, service events supporting stations and with employers across the county.
- **Communication activity** - reach, engage, encourage potential candidates in person, social media platforms or other opportunities.
- **Equality of opportunity** - continued focus on inclusion work all OCLO's training as dignity and inclusion advocates.
- **Nurture** - ongoing candidate support- positive application process experience throughout recruitment and onboarding phases. OCLO team heavily involved with facilitating recruitment activities.
- **Selection** - facilitating assessment days as well as support in collaboration with fitness teams prior to physical tests.
- **Succession planning** - supporting station management teams with planning and recruitment activity based on need and in line with succession planning assumptions.
- **Celebrating success** - The current team have managed in collaboration to reduce the recruitment process from 8 months to 3 months. This is supported by two physical assessment days a month and provision of one basic course a month. Worthey of note and a reflection of their success, in 2021 111 O/C firefighters attended basic courses. This year at the time of writing 108 had already attended with a further course scheduled for December surpassing last year's record number. An enviable record given the numbers of candidates supported to attain this high number by the OCLO team. Notably, the OCLO team have been nominated for this year's AFSA awards under the positive action category recognising their significant contribution to our service.

Response (ABC)

- **Autonomy target** - crewing independence correct FTE to match the station need. (FTE review work included within the O/C Guidance document setting levels and signposting managers to inform succession planning)
- **Bridging the gap** - Flexible / supportive crewing arrangements to cover shortfalls. (Work being carried out within the context of the crewing policy by AM James Palmer)
- **Commitment to development** - Support succession plans, blended learning approach, OCLO team to provide operational cover/development shift training.

LIST OF BACKGROUND PAPERS AND APPENDICES

Programme Closure Report – On-Call Programme

On Call liaison/support team 'definition of vision' & team structure report.