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Report Authors	AM Response – Craig McLellan		
Presented By	Director of Operations – Andy Smith		
Subject	On Call Remediation Plans including converting stations update		
Type of Report	Information		
PFCC Action Point No.	N/A	For Publication	Yes

RECOMMENDATION(S)

This paper is primarily for information purposes only. Previous day crewed stations have now converted to On-Call status. All stations are now part of the on-going converted station action plan. Performance is being measured and tracked at the Converted Stations Transitional Board. This paper also outlines the remediation plans in place for standalone on call strategic stations where availability is below the expected level. Those stations are Braintree, Witham, and Canvey Island.

EXECUTIVE SUMMARY

This report provides an update on the progress of those stations that ECFRS has converted from Day Crewed to On-Call as part of the On-Call conversion project. It also outlines progress and plans at 3 On-Call stations that ECFRS has designated as standalone strategic stations where availability is below target.

There continues to be a variance in availability this period with some stations seeing an increase and others a decrease, however coverage across all strategic stations for the month of May was 97%.

This month's report reflects the ongoing challenges with the On-Call crewing model (which is shared nationally) however also reflects that the service direction and aspiration of using their resources more dynamically and effectively is the right approach. The service continues to develop options to improve On-Call availability and enhance the flexible use of its resources against risk through the planning of the upcoming Community Risk Management Plan (CRMP).

It should also be noted that there have been significant changes in the management of Commands throughout the response directorate this month, however both the Area

and Group Manager promotion processes have now been completed and the commitment to improve and support On Call appliance availability, specifically at strategic stations, will remain a priority. All stations within this report will continue to be monitored, supported and scrutinised through regular Station and Command performance management meetings. The ongoing work to identify realistic timeframes for completion of all the station specific action plans below that will positively affect availability, will be reported back in the next report.

Key Headlines:

Dovercourt:

Coverage at Dovercourt during May was the highest it has been to date at 99%, which has ensured that fire cover was maintained for the local community.

Availability has again dropped for both pumps this month which is primarily due to annual leave of an embedded wholtime officer/driver and the long-term sickness of a phase 3 firefighter.

USAR (who have maintained firefighting competence) continue to be used to cover shortfalls at Dovercourt where possible and DDORs, ASW and flexible crewing is being used to maximise availability.

There are station specific plans in place to train additional drivers to improve appliance availability and reduce the timelines for the pathways between the phases of competency, including the use of additional training sessions on a Sunday. This will facilitate firefighters to access specialist courses (driving, incident command, etc) sooner with specific time frames to be provided within the next reporting period once the new command management structure is in place.

Canvey Island:

Canvey continues to see a healthy increase in availability of both appliances this month which is largely due to continued close liaison of the local management team and the services Resource Management Unit (RMU) to identify and cover shortfalls utilising ASW's and dynamic out-duties. In addition to this they have had two more firefighters successfully complete their driving courses which again has aided availability.

South Woodham:

Unfortunately, SWF has seen the resignation of their Watch Manager which along with annual leave of one of the Crew Managers, has compounded the challenge of On-Call availability, however the hard work of existing crews has limited the effect of this to a 2% fall in availability over the month. Local teams continue to positively recruit and currently have 5 applicants on the system, two of which have been approved for progression to basic training and a process to replace the Watch Manager has been implemented. Whilst the removal of embedded wholtime resource at SWF did have an initial impact last month, it is more around the transition to a stand alone On-Call working which has challenged the reliance on individuals without the comfort of the

wholetime resource being there to support. It is expected that this will improve over the coming months as they embed into the new ways of working.

Great Baddow:

Great Baddow has seen a 7% increase in availability primarily due to a firefighter successfully completing their L1 Incident Command course giving the station an additional officer in charge. Crews are continuing to actively recruit new joiners by engaging with the local community, Community Safety Partnerships and social media. Embedded roles to end in April 2024, this will influence availability as Great Baddow will be losing 1 x driver and 1 x driver/OIC.

Braintree:

Braintree has continued its steady but continuous improvement of availability with a 3% increase availability of the rescue pump at 84% for May with the pump remaining the same. With 6 personnel off the run for a combination of reasons availability at Braintree remains a challenge. However as a strategic station, the service has maintained 97% coverage for the local community.

The local management team continue to support development firefighters through their pathways and the service are looking to progress and resolve some of the long-term absences.

Witham:

Availability at Witham has dropped again in May down to 43% and the second pump has remained unavailable. This is primarily due to the resignation of two Firefighters and the continued absence of the Watch Manager relating to Fitness. It is further compounded by a firefighter currently detached to complete their wholetime basic training.

Whilst it is yet to be reflected in the availability, the local management team are continuing to make progress in managing personnel through their development phases and the Watch Manager is also making good progress with his fitness which, when back on the run, will make a considerable difference to appliance availability.

Waltham Abbey:

Waltham Abbeys' availability continues to improve month by month utilising flexible working arrangements for embedded support through dual contracts of personnel from Loughton which has led to a further 8% increase up to 74% in May. Local managers continue to support the progression of development firefighters which in time will reduce the need for embedded support.

BACKGROUND

Within the current response strategy ECFRS has designated 12 stations as stand-alone Strategic Stations and an additional 7 pairs of joint strategic stations. This is key to ensuring the service optimises its response times. Of these the ones that are on call and standalone that are not performing to the agreed levels of availability are

Braintree, Witham, and Canvey. The remediation plans outline the steps the teams are taking to increase availability to the required level.

Availability for the month of May 2024 for these stations and the converting stations is:

Station	First Pump Availability % And comparison against previous month	Second Pump Availability % where applicable and comparison against previous month
Dovercourt	76% -12%	2% -5.5%
Canvey	95% +4%	22% +5%
South Woodham Ferrers	48% -2%	
Great Baddow	29% +7%	
Braintree	84% +3%	13% +0%
Witham	43% -19%	0% +0%
Waltham Abbey	74% +8%	

RISKS

Risks are all linked to the station specific sections of this paper.

LINKS TO FIRE AND RESCUE PLAN

These are the following links to the FRP:

- **Prevention, Protection & Response** – The recruitment of O/C to the converting stations, directly supports our station availability and meeting our response standards as detailed in our Response Strategy. We need to maintain the prevention, protection, and response that the day crewed stations have held and carry this through to the new duty system.
- **Be transparent, Open, and Accessible** – The project team undertakes numerous steps to engage and consult with all affected personnel within scope of the project. This includes current day crew and O/C employees existing and new. We continue to be accessible throughout this project journey.
- **Promote a positive culture in the workplace** – We remain true to this undertaken the recruitment of new O/C colleagues into the service and working with our day crewed employees.

FINANCIAL IMPLICATIONS

There continues to be a financial impact on the service by dynamically covering On Call strategic stations with standby appliances however the RMU continue to utilise individuals through ASW, DDOR or Out-duties where possible to minimise these costs whilst maintaining fire cover across all strategic stations to a target of 98%.

LEGAL IMPLICATIONS

Nothing to note.

STAFFING IMPLICATIONS

This paper sets out the plans all the command teams are taking to ensure greater levels of availability at their stations. This is inextricably linked to the Availability Action Plan and the key points from that plan are highlighted in the remediation plans which are already realising availability improvements across the service.

EQUALITY AND DIVERSITY IMPLICATIONS

The actions being taken will not have a disproportionate impact on individuals with protected characteristics (as defined within the Equality Act 2010), when compared to all other individuals and will not disadvantage people with protected characteristics.

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		

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.

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

HEALTH AND SAFETY IMPLICATIONS

There are none specific to this report.

FUTURE PLANS

Future plans for all stations are set out in the appendices to this paper.

LIST OF BACKGROUND PAPERS AND APPENDICES

- Appendix A - Dovercourt Remediation Plan
- Appendix B - Canvey Remediation Plan
- Appendix C - South Woodham Ferrers Remediation Plan
- Appendix D - Great Baddow Remediation Plan
- Appendix E - Braintree Remediation Plan
- Appendix F - Witham Remediation Plan
- Appendix G - Waltham Abbey