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Report Authors	AM Response – Craig McLellan		
Presented By	Director of Operations – Moira Bruin		
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 current availability 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.

June has been a challenging month for availability seeing a decrease at five out of the seven reported stations, however coverage across all strategic stations for the month of June remained at 97%.

This months' 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).

As highlighted last month, there have been significant changes in the management of Commands throughout the response directorate and meetings have now been held with the incoming Group Managers to underline the commitment to improve and

support On Call appliance availability, specifically at strategic stations. Performance improvement plans are being put in place to give greater control and support to individuals at Dovercourt and availability matrix are being reviewed and managed at Braintree. All stations within this report will continue to be monitored, supported and scrutinised through regular Station & Command performance management meetings and new Group Managers have been tasked to report back on their renewed availability targets and timescales at the next performance board on 29th July.

Key Headlines:

Dovercourt:

Coverage at Dovercourt during July remained at 99%, which has ensured that fire cover was maintained for the local community.

Availability of 11P1 has increased by 8% and 11P2 by 1.6%

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 (including performance improvement plans) 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 to AM Response by 29th July.

Canvey Island:

Canvey has seen a decrease in its availability in June due to annual leave of Officer/drivers but 54P1's availability remains above 89% and the service has maintained coverage at Canvey at 98% to ensure fire cover at the station. Recruitment is continuing and 1 x firefighter is booked onto the next available training course which is now September.

South Woodham:

There has been a notable drop in availability at SWF this month which is primarily attributed to one of the Crew Manager/drivers being on a 5 week conversion course after transferring from Wholetime Surrey into Wholetime Essex. This has had an immediate detrimental effect on Officer and driver cover however will be time bound to the duration of the course. 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.

Great Baddow:

Great Baddow has seen a further 1% increase in availability in the last month 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.

Braintree:

Braintree has seen a drop in availability for June primarily due to a suspension of an Officer/driver and short-term sickness of personnel due to a bout of gastroenteritis. There continues to be 6 personnel off the run for a combination of reasons so availability at Braintree remains a challenge, however as a strategic station, the service has continued to maintain 97% coverage for the local community. The suspended Officer/driver is now back in the workplace so availability is expected to improve again in the next reporting period.

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 remained stable at 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 and a further firefighter 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 and is being retested in July. The Wholetime firefighter has also now completed their basic training and is expected to be available at Witham again imminently.

Waltham Abbey:

Unfortunately, Waltham Abbeys' availability has seen a significant decrease in June primarily due to annual leave of the Watch Manager and long-term sickness of 2 firefighters. 1 firefighter has also been seconded back to Loughton to support global water rescue availability which has further affected 73P1's availability. Local managers continue to support the progression of development firefighters which in time will reduce the need for embedded support and the return to work of the watch manager will improve availability in the next reporting period.

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. These are 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 June 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	84% +8%	3.6% +1.6%
Canvey	89% -5.4%	21% -1%
South Woodham Ferrers	34% -14%	
Great Baddow	30% +1%	
Braintree	72% -12%	5% - 8%
Witham	43% -0.2%	0% +0%
Waltham Abbey	44% -30%	

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