



Classification	Official		
Meeting	Performance and Resources Board	Agenda no.	17
Meeting Date	27th August 2024		
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.

On Call availability remained a significant challenge throughout July which was further exacerbated across all On-Call stations due to the summer leave period however July has still seen availability increase at four, and remain the same at one, out of the seven reported stations.

Coverage across all strategic stations for the month of July, again, remained at 97% ensuring the communities have adequate fire cover at all 19 strategic and joint strategic stations.

This month’s report again highlights some of the challenges of the On-Call crewing model (which is shared nationally), however the added pressure of the annual leave summer period in this month’s reporting period has limited some of the benefits of local management actions across the commands.

A station review has been carried out by the head of response for Witham and Braintree with the Station and Group Managers to fully understand the local challenges and management actions to date and a further station review is planned for Dovercourt in early September to give assurance around the improvement plans.

All stations within this report continue to be monitored, supported and scrutinised through regular Station & Command performance management meetings and new Group Managers now feed back through a monthly performance board.

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 decreased significantly by 23% and 11P2 by 3.4%.

This is primarily due to long term sickness of a Crew Manager/driver who ordinarily offers in excess of 115 hours cover a week including all weekday day shifts. In addition, two further officers have been on annual leave over the summer holiday period.

The station has specific plans in place (including performance improvement plans) to improve appliance availability, however these have been adversely affected in July by the sickness and leave of Officer/drivers.

Canvey Island:

Canvey has seen a further decrease in its availability by 7% for both pumps in July due to annual leave over the summer holiday period, however the service has maintained coverage at Canvey at 98% to ensure fire cover at the station. Recruitment is continuing with one firefighter having just passed their safe to ride and a further firefighter booked onto the next available training course.

South Woodham:

With the return of the Crew Manager/driver from his Wholetime conversion course, SWF have seen an increase in availability of 6.6% however the officer/driver availability remains a challenge through the summer holiday period due to annual leave. Local teams continue to positively work with the OCLO team to actively recruit and progress applicants on through the system, two of which have been approved for progression to basic training. There is ongoing work to encourage some Wholetime personnel who live locally to support short term dual contracts to fill the skills gap as the development pathways of station personnel continue.

Great Baddow:

Great Baddow continue to improve their availability by a further 4% in July due to the continued benefits of a newly qualified FF who can act up as 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:

Following a challenging month in June Braintree has seen an increase in availability of both appliances (11.5% & 3.4%) in July as a result of an Officer/driver returning to duties and the recovery of those effected by short term sickness.

There continues to be some ongoing challenges with several personnel off the run and whilst one long term absence has now been resolved (termination of employment) this still leaves an officer vacancy to be filled.

The local management team continue to support development firefighters through their pathways and are looking to recruit into the vacant officer post shortly.

Witham:

The availability at Witham has again remained stable with the Rescue Pump at 43% (for the third consecutive month) and the second pump remaining unavailable. The primary reason for this remains the continued absence of the Watch Manager relating to Fitness and the ongoing impact of recent resignations.

The positive news is that the Watch Manager passed his fitness test in late July and has now returned to operational duties. Whilst this is not reflected in the availability for July, at the time of writing this report, 25P1's availability has already improved and it is expected to make a marked improvement in the next reporting period.

Waltham Abbey:

Waltham Abbeys availability has seen a further 11% decrease in July primarily due to annual leave of Officer/drivers and long-term sickness of 2 firefighters. 1 firefighter remains seconded back to Loughton to support global water rescue availability which has further effected 73P1's availability however water rescue training for Loughton is scheduled for September which will facilitate their return. 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 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	60.9% -23%	0,2% -3.4%
Canvey	82.2% -7%	14% -7%
South Woodham Ferrers	34% +6.6%	
Great Baddow	34% +4%	
Braintree	72% +11.5%	8.4% +3.4%
Witham	43% 0%	0% +0%
Waltham Abbey	32.9% -11%	

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 the 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