

ACTION PLAN FOR CONVERSION AT DOVERCOURT

Please note this month's updates are in blue in the Progress Update Column

Task/Action	Reponsible Person	Start Date	End Date	Status.	Progress Update.	RAG (on basis of completion)	Review Date
Availability / Ridership							
1 Recruitment and retention of On Call Firefighters to establishment FTE level (24)	Quentin Sage.	31st March 2020	Ongoing	1.1 Currently 15 On Call FF in Phase 1- 3 of training on station establishment (15x.75 = FTE 11.25). The required establishment of On Call at Dovercourt is FTE 24.	A Basic On Call course starts on the 9th November with 8 spaces - 5 have been taken by Dovercourt applicants Cover is needed at weekends and weekdays between 09.00 and 17.00. the 5 people on the next course will increase availability at weekends and weekdays. Course now complete 3 candidates successful for Dovercourt. All 3 now passed safe to ride. <i>New course in a similar fashion is now programmed for April. The on call FTE has increased to 13.5</i>	Green	28th February 2021
				1.2 20 expressions of interest identified through local campaign started in September by station personnel and On call Liaison Officers. 10 of these in various stages of recruitment with the 10 others progressing and being held on a waiting list.	5 have been progressed rapidly to enable them to attend the November Course, 3 identified to go on the January course with a further 2 progressing with the aim of being on the same course. 3 candidates attended and completed November basic. All 3 who attended basic course now deemed safe to ride. <i>1 expression of interest was received during February, although this was not suitable availability the application is on hold until the end of April when his primary employment contact is due for renewal</i>	Green	28th February 2021
				1.3 Retention issues identified and action taken - availability / training / recruitment / performance / incident command	Each area has an officer managing the identified retention concern. This is monitored by the station manager at each bi monthly meeting and reported back upon. <i>The dual rider from Manningtree has had his contract extended for a further 6 months to help out during the summer leave period, it is expected that it will not be required after this following successful recruitment and 2 more BA wearers on station</i>	Yellow	28th February 2021
				1.4 6 candidates to attend assessment days on the 21st and 30th October to go on to the Basic Course in November	4 have passed with a further 2 going through to the 30th. Complete 3 candidates have completed basic course. <i>STR complete. 2 candidates just require medicals for the April</i>	Green	28th February 2021
				1.5 Option being maintained to run additional on call basic course if required prior to January 2021.	This is being monitored and discussed with the Training team as a contingency. January course deemed sufficient.	Green	28th February 2021
				1.6 1 transferee in from the RAF who is currently awaiting interview but will not have to go through the full process - making a total of 7 possible recruits by December	The individual is being progressed with the Training team to establish any gaps in training and establish a provisional start date. Candidate moved to Cyprus, option to pick up should he return maintained.	Green	28th February 2021
				1.7 Dovercourt team and media are developing a dedicated recruitment video to be released on social media - Dovercourt Centric	These videos are now complete and will be published on public media to coincide with the Dovercourt training squad activities. <i>Ongoing</i>	Yellow	28th February 2021
				1.8 A reservation of 6 places on the next On Call basic course to be running January 2021.	This has been agreed and the recruitment process and assessments are underway. <i>Due to lack of Dovercourt candidates for the January course a dedicated course is booked for April. There are 8 potential candidates for this course.</i>	Yellow	28th February 2021
				1.9 Publicity and recruitment efforts based upon Dovercourt specific basic course to be run in April.	<i>8 further candidates identified for assessment in January for April course with the potential to add further candidates if they are identified before cut off date for securing PPE.</i>	Yellow	28th February 2021
				2 Reduction of whole-time establishment at Dovercourt	Simon Dedman.	31st July 2020	1st August 2021
2.2 At the point that the conversion was handed from Projects to Operations it was recognised that an interim crewing arrangement consisting of whole-time personnel would be required to supplement the On Call personnel to maintain appliance availability. Two Officers and 3 FF/Drivers (Whole-time) were recruited from other stations and temporarily posted at Dovercourt up until 1st August 2021, this is a flexible approach while all the elements of this action plan are realised, the flexible approach means that numbers can be adjusted accordingly.	see above 2.1	Green	28th February 2021				
3 Improve availability through existing processes and methodology	Quentin Sage.	1st September 2020	Ongoing	3.1 Embedding officers to work from the station during lean periods of availability	This started on the 15th October and will be weekday only. <i>Ongoing</i>	Green	28th February 2021
				3.2 Staff officers and On Call Liaison Officers to cover lean periods of availability	See above in 3.1	Green	28th February 2021
				3.3 The use of Day Duty Officer Riding facility and pre planning for officers to ride at Dovercourt during lean availability.	The pre programming and updating of availability for coverage is underway through the staff team and Central Resourcing. It is accepted that this process is under subscribed and efforts to improve centrally are underway. <i>Ongoing</i>	Yellow	28th February 2021
				3.4 Dedicated management team to produce transparent rotas to illustrate availability of personnel and appliances.	This is being led by CM Steve Woods under Quentins supervision. <i>Ongoing</i>	Yellow	28th February 2021

4 Priority given to developing and speeding up process of competency for Phased firefighters (1 - 3) to progress more timely	Simon Dedman.	1st September 2020	Continuous	4.1 The Training department has agreed to give priority to firefighters in development in order that they may progress quicker from phase 1 to 3, in line with national guidance, at Dovercourt.	Additional Training is being factored in on Tuesday nights locally and weekend training sessions , supported by the Training Department. Additional training events in place, discussions continue around time frames for moves P1-P2-P3. <i>It is expected that the new training recording system PDR PRO will expediate this process.</i>		28th February 2021
				4.2 Agreed priority over other stations to get assessments delivered, progress reports completed, additional training and experience offered and to prioritise opportunities.	This was agreed at the 24th August meeting and priority given to Driving, Incident Command and Breathing Apparatus. Weekend driving courses have been made available. <i>Ongoing</i>		28th February 2021
				4.3 Additional training opportunities will ensure that the 18 month transition from Phase 1 to 2 and subsequently 3 is completed on time and without undue delay.	See above 4.1		28th February 2021
				4.4 Enable personnel to undertake driving courses and Incident Command Courses at the earliest opportunity. Although neither can be accessed until personnel are Phase 3 - this will 'pump prime' the system and allow a faster take up in March to June 2021, as those who can, progress towards Phase 3.	Planning is already completed identifying those phase 1 FF who want to undertake driving and Incident Command training in Phase 2. Courses have already been identified and allocated. Two candidates identified for WMMI courses which are now complete. <i>Ongoing</i>		28th February 2021
Driving							
5 Increase Driving Establishment	Quentin Sage.	15th August 2020	Continuous	5.1 Currently there are 5 fully trained drivers at Dovercourt, 3 are officers and one is a Firefighter.	The officers driving is not seen as a established resolution to the driving shortfall and is being monitored - but is a necessity at this time and is not a permanent fix as the officer cannot be incharge and drive with a full crew of Phase 1 FF on the appliance. This will change as we move Phase 1 FF to Phase 2 - see 4.3 and 4.4		28th February 2021
				5.2 A relocation Package offered to any On Call FF with a driving qualification or Officer validation to move to Dovercourt	1 FF has taken the opportunity to relocate to Dovercourt and is currently awaiting his property to be vacated and work completed on it. He will be a driver and also has intentions to complete his incident command to provide officer cover. Delayed until March due to domestic issues. <i>Ongoing</i>		28th February 2021
				5.3 There is one FF in Phase 3 who is trained and holds an LGV qualification.	When he completes his emergency driving in December , this will increase the driving establishment by 1. This is complete with final assessment on 29th November. Complete and assessments passed.		28th February 2021
				5.4 There are 6 Firefighters in phase 1 who are due to move to phase 2 by mid January. Of those 6, 4 have indicated they wish to be drivers. This will be progressed as a matter of urgency at the appropriate time.	The Training team are managing the move from Phase 1 - 2 but we are governed by the national time restraints of moving from Phase 1 - 2 - 3 which stops us being able to gain further emergency drivers until phase 3 qualified. Ongoing although means of reducing timeframes being explored. <i>Ongoing</i>		28th February 2021
				5.5 The Training Department has given Dovercourt priority status for driving courses and identified candidates will be placed on LGV courses during the latter stages of their phase 2 development in order that they can complete the emergency driving element as soon as they pass into phase 3, however this transition may take up to two years to achieve.	Weekend and evening courses have been arranged through the Training department allowing courses to be tailored to suit FF and also speed up the process of getting drivers qualified quickly. This is dependant on the FF who are able to undertake the driving courses based on the phase they are competent in. One weekend course supplied and completed. <i>Ongoing</i>		28th February 2021
Culture / Station Management							
6 Improvements to station management and team engagement at Dovercourt.	Simon Dedman.	1st September 2020	Ongoing	6.1 The integration and development of the station management team and adjustment to being On Call status from the previous duty system.	This is a cultural change from a system where the Day Crewing staff ran the station and the On Call staff felt they had little or no influence over the management of the station. This included station routines, servicing, the running of the station, improvements to the building and requesting support. This has drastically changed since July and a real cultural shift which is seen and felt at the station. this is a continuing and developing part of the work at the station and is yielding results as seen in the recruitment campaign. <i>Ongoing</i>		28th February 2021
				6.2 A dedicated Station Manager has been put into post, on a temporary basis, to oversee the conversion.	This was actioned in April 2020 and has seen an increase in output from recruitment, training and availability since appointment, <i>this has been extended to 31/03/22</i>		28th February 2021
				6.3 Support functions have been engaged to harness and develop the stations ability further and enhance the functionality around - training, availability management, leadership development and logistical support.	In August 2020, the first of the bi weekly meetings was held between all departments that will affect and deliver the rapid and effective improvement of availability of both appliances at Dovercourt. These meetings are held every 2 weeks with an Agenda, Progress up date and action points. <i>Ongoing.</i>		28th February 2021
				6.4 Existing Watch officers and Station personnel have been encouraged to develop and execute their own recruitment campaigns using social media and Corporate Comms	See above 1.7 <i>This initiative has produced excellent results in terms of interested candidates and will remain ongoing.</i>		28th February 2021
				6.5 The management team are developing a more robust availability prediction platform with the Staff team. This will enable accurate forecasts of personnel deficiencies and proactive moves to cover the shortfalls.	The Station Manager has divided responsibilities between the crew and Watch managers and implementing update meetings with each manager that then feeds into the bi weekly meeting as per the above. The Staff team has seconded a staff officer into Dovercourt from the 1st October to assist in availability prediction and planning. <i>Ongoing .</i>		28th February 2021

				6.6 Progress will be closely monitored by Group and Area Mangers who will maintain high visibility and engagement throughout the conversion.	Station visits and support from the North east Group and the Area Manager (Response) have started and are planned through out 2021. The first visit by managers on September 17th and the second planned by the same senior team for the 10th November. Locally, the Group manager is engaging and visiting the station on a monthly basis		28th February 2021
				6.7 Develop plans for collaborative use of Dovercourt site with Police	Several options considered and plans which suit both partners while achieving most practical outcome within economical constraints identified. Plans now out for consultation. <i>Ongoing</i>		28th February 2021
				6.8 develop CDR for improvements to station both in terms of layout and cosmetically.	Now that Police options settled work with station personnel and Property Services to identify best use of available space and improve cosmetic condition of the station. CDR completed and submitted to Property Services. <i>Ongoing</i>		28th February 2021
Officers / Managers On Call							
				7.1 On Call establishment at 1 WM and 3 CM.	This is the current establishment		28th February 2021
				7.2 Temporary detachment of a Crew Manager from Grays to cover on 2 days 2 nights.	This started on the 20th September 2020 and is for a period of 6 months. This has been extended to 31/03/22		28th February 2021
				Relocation of FF from Mannigtree to Dovercourt (progressing and house completion planned for November) who is Phase 3 and has expressed a desire to be a Crew Manager (He is also a driver).	The FF is transferring over and has started to move but his property in Dovercourt needs renovation. He is a driver and offers cover during the day and weekends. This has been delayed due to domestic issues for the transferee. <i>Ongoing</i>		28th February 2021
				7.3 2 FF Whole-time being progressed to CM/Incident Command at Dovercourt	Course is booked for mid November for both FF. The course has been attended, one succesfully passed, the other has minor elements to complete. Now complete		28th February 2021
				7.4 A serving Station Manager who is due to retire in January 2021 has expressed an interest in joining the Dovercourt team as an On Call crew manager.	2 options are being explored at a meeting on the 27th October with the individual, a dual contract or a break in service to allow him to not be penalised when he joins the On Call. Individual did not take up the offer.		28th February 2021
				7.5 In December an additional crew manager will be stationed at Dovercourt (Whole-time) awaiting a vacancy that will occur at Clacton in April 2021.	This has been as a result of a recent recruitment process externally for Crew Managers and the individual, who served with London Fire Brigade being released sooner than anticipated and being an On Call also at Manningtree, able to provide cover for 3 months. Expected to be complete on 25th January 2021. Complete. Individual was posted to a permanant post at Colchester.		28th February 2021
Recruitment							
				8.1 Run a recruitment campaign with the basic course to follow at Dovercourt station to enhance public perception, improve morale at the station and demonstrate commitment to the station and community.	Planned by the On Call group and board with Corporate Comms - planning to start on the 26th October with taster sessions and publicity during the course. Complete and results being monitored. This action point is ongoing and continues to identify potential candidates.		28th February 2021
				8.2 Recent campaign attracted over 30 Reponses which converted to 20 expressions of interest to be progressed and waiting list held	See above in section 1		28th February 2021
				8.3 10 potential candidates to process through various stages of the recruitment process.	See above section 1		28th February 2021
				8.4 10 further potential candidates registered within recruitment systems.	A waiting list has now been created at Dovercourt due to the numbers now awaiting assessment, recruitment process and courses. See also 1.8 <i>Ongoing</i>		28th February 2021
				8.5 Continuous social media campaigns and recruitment to co-inside with local events, community days, events in the Harwich, Dovercourt, Parkeston areas	This has been organised by the station and on call crew which has seen a large increase in community interest and change in response from the community. This is monitored at the Bi Weekly meetings. Ongoing with the continued support of the Media team.		28th February 2021
				10 Identification of any existing members of service who live in Dovercourt who could be On Call FF	9.1 HR to identify any members of staff who can provide availability at Dovercourt .	This identified 6 potential candidates but only 2 proved suitable - 1 starting 26th October and 1 is considering their position (Whole-time FF at Chelmsford) <i>Ongoing</i> .	28th February 2021