



Meeting	Performance & Resources Board	Agenda Item	10
Meeting Date	28 April 2022		
Report Author:	Laura Taylor, Project Manager		
Presented By	Moira Bruin, Deputy Chief Fire Officer		
Subject	On-Call Conversion Project – Station Update Paper		
Type of Report:	Information		

RECOMMENDATIONS

This paper is for information purposes only, there are no recommendations being made at this stage. Previously converted station, Dovercourt has been included in this report as part of the on-going station action plan update.

EXECUTIVE SUMMARY

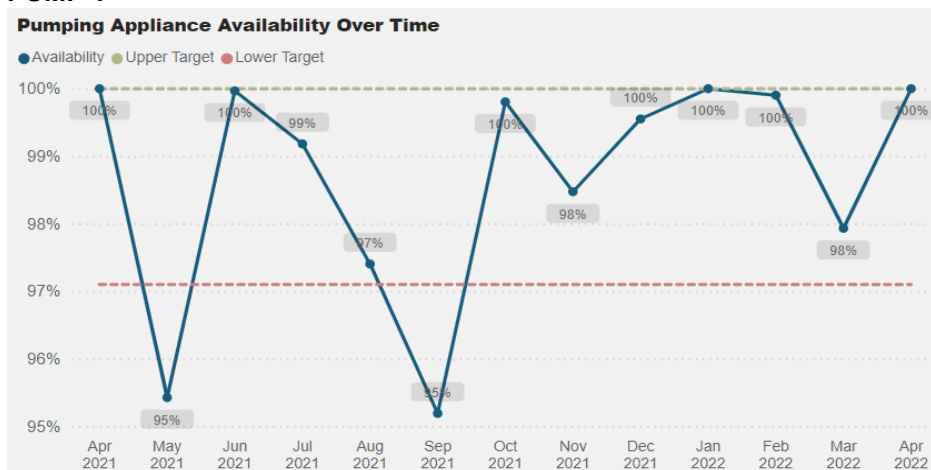
The report provides an update on progress with the four stations within the conversion project.

Station	Status	Conversion Date
Dovercourt	<i>Converted</i>	31 st March 2020
Waltham Abbey	<i>Converted</i>	31 July 2021
Great Baddow	<i>Converted</i>	31 January 2022
South Woodham Ferrers	In Progress	31 July 2022

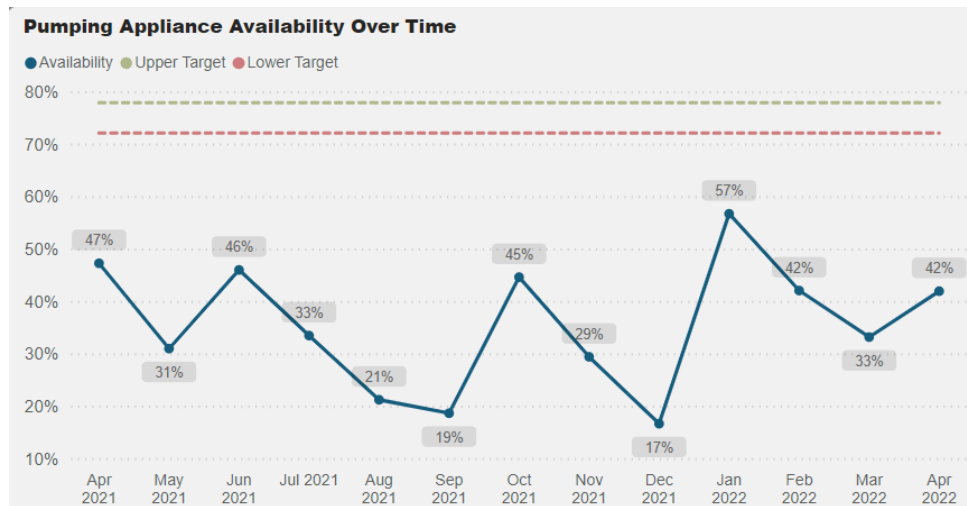
BACKGROUND – STATION UPDATES

DOVERCOURT

PUMP 1



PUMP 2



Establishment:

- The station currently has:
 - Phase 1 = 10
 - Phase 2 = 3
 - Phase 3 = 6Totalling a headcount of 19

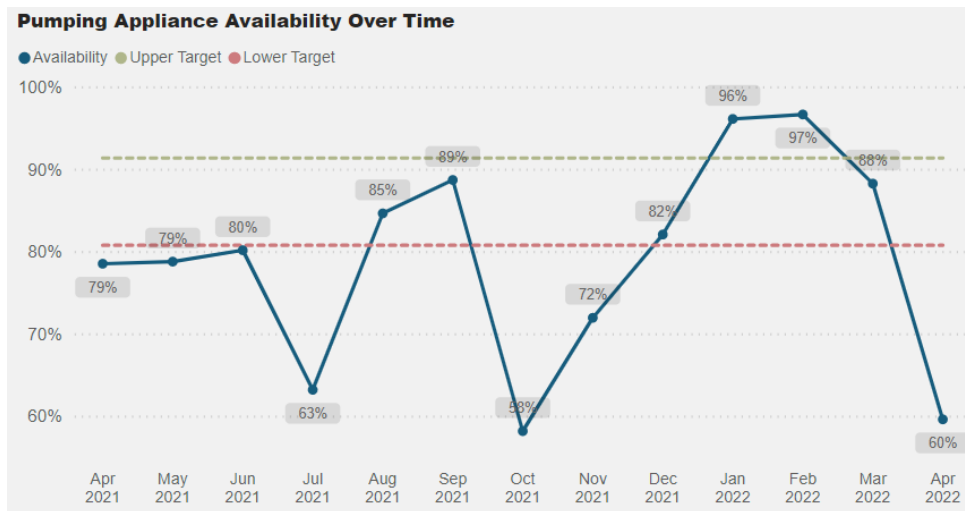
Concerns:

- Two wholtime firefighters have recently retired from the Service, who are a part of the embedded support structure at the station. Adverts for these positions are now live, however unfortunately due to issues with authority to recruit process, the posts were uploaded later than planned which has caused a delay in backfilling these positions. We hope to conclude the process mid-May. This has had an impact on the station availability and drop in availability.
- Officers and driver positions remain the challenge at the station primarily because of the high volume of phase 1 firefighters.

Action Plan/ Progress:

- As of 1 April, the new SM has been in post. SM Gould has come from the O/C training department and will add more value for the development phases at the station. Along with training requirements and needs at the station.
- 6 new candidates are progressing through the system and a further 3 are already booked onto the May Basic Training course.
- The SM has balanced the wholtime embedded Officer drivers to cover days and nights which should improve availability. Effectively they are working a two-day, two-night rota which will improve the officer/driver cover.
- The August basic training course has been confirmed at Dovercourt. This will add more value and local awareness. There are candidates for the station on the course.
- 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.
- Support from the On-Call Liaison Officers (OCLOs) continue. They attend the station frequently engaging with the current O/C staff.

WALTHAM ABBEY

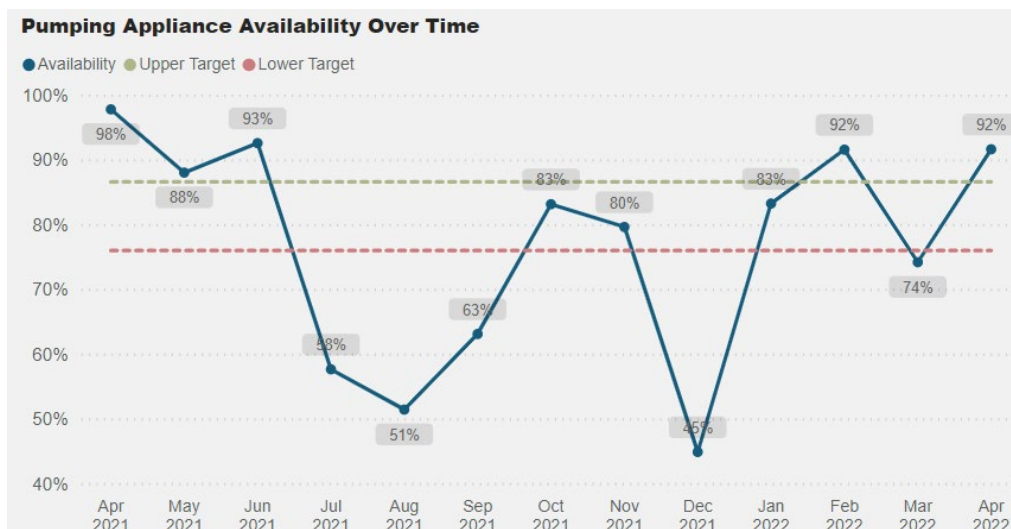


Establishment:

- The station currently has:
 - Phase 3 = 10
 - Phase 1 = 5
 Totalling a headcount of 15

- January and February the station has maintained high levels of availability. March and April availability are lower with end of year leave being scheduled as well as the easter period.
- The OCLO has been supporting as a DDOR where he can however DDOR requests are not being supported by the wider service qualified individuals within that bank.
- One of the embedded officers has been successful in the On-Call promotion process, and has been promoted to substantive On-Call CM.
- Phase 1 and Phase 2 training sessions being run and facilitated by the embedded officers at Waltham Abbey (who are trained RTCi) once per month to support the learning and development across the station.

GREAT BADDOW

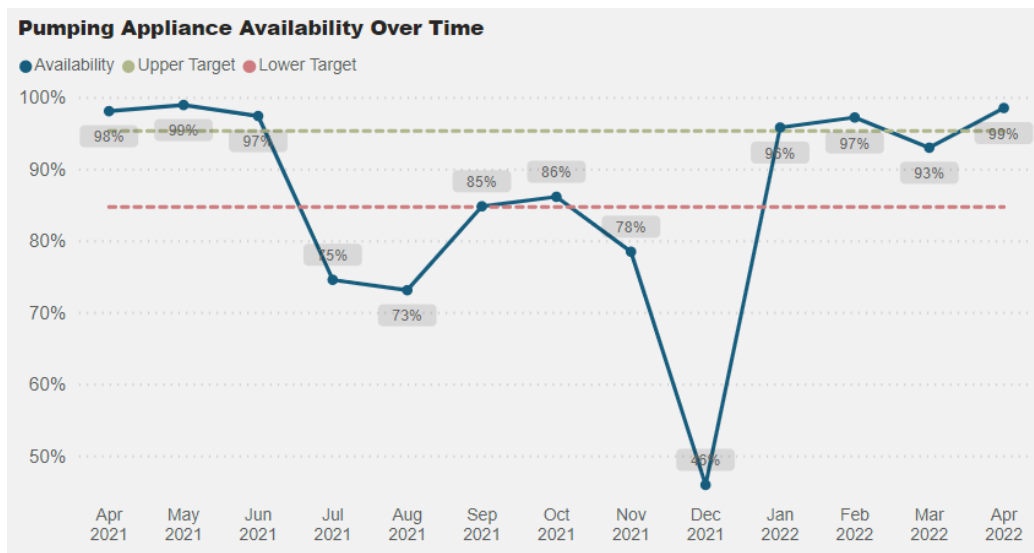


Establishment:

- The station currently has:
 - Phase 1 = 8
 - Phase 2 = 2
 - Phase 3 = 4Totalling a headcount of 14

- The station converted in January 2022. Since the conversion, the station’s availability has risen more than when it was Day-Crewed. January and February were seen as the highest availability points reaching 92% in February.
- March has dipped slightly due to the station being the drop in point for the Ukrainian collections. However, this has raised Great Baddow’s profile within the local community once again.
- There are currently three embedded personnel supporting the transition to maintain the officer and driver cover that is lacking. This is due to most of the O/C not being within the applicable phase for those training capabilities.

SOUTH WOODHAM FERRERS



Establishment:

- Two recent leavers from the On-Call duty system has reduced our establishment to 5.
- The station currently has:
 - Phase 1 = 3
 - Phase 2 = 1
 - Phase 3 = 1
 - Totalling a headcount of 5

Engagement:

- Regular engagement meetings are continuing for both D/C and O/C employees. We see very positive attendance and feedback from the O/C sessions therefore we are looking at increasing the engagement sessions to monthly, as per their request.

Recruitment:

- The O/C Basic Training course was held at South Woodham last month. This raised the profile of the Station within the local community, whilst allowing for potential candidates to come and view the course throughout the week.
- There were five planned drop-in sessions scheduled throughout the 2-week basic training course period which attracted a total of 6 candidates who are now on our system.
- Targeted leaflets to the surrounding area and social media coverage went live before the course started.
- There is a second course confirmed at South Woodham for the June squad.
- We've recently had a candidate join who works in the local Asda, who have agreed to release this person when needed. The Station Manager is engaging with the community officer at Asda to explore further opportunities with the supermarket.
- The station is looking at holding Saturday sessions every first weekend of the month to engage with candidates and get them apart of the station.
- Park runs and open day are the focus for the station over the next few months.

Transition Period:

- Adverts for the embedded support positions closed at the end of February, we are extending one advert for the firefighter driver position.
- We've received applications for the WM position and 1 x FF Driver position. The SM is very hopeful with the applicants received for those positions. We will look to move forward with the next stage of that process.
- The current SM will be moving into a new role post conversion; therefore, we are working to recruit a SM who will continue with the conversion transition period for at least 12months.

Station Progress Summary – Table 1.1.

This table is up to date as of 16 March 2022.

Station	On-Call Crewing No. This Period		Confidence RAG	Target FTE Crewing No.	
Great Baddow	Headcount	14		Headcount	14
	FTE %	10.5		FTE %	12
	FF on the Run	13		FF on the Run	14
	Officers	2		Officers	4
	Drivers	4		Drivers	6
South Woodham Ferrers	Headcount	5		Headcount	14
	FTE %	5		FTE %	12
	FF on the Run	5		FF on the Run	14
	Officers	0		Officers	4
	Drivers	1		Drivers	6
Waltham Abbey	Headcount	15		Headcount	18
	FTE %	11.25		FTE %	13.5
	FF on the Run	15		FF on the Run	18
	Officers	3		Officers	4
	Drivers	4		Drivers	6
Dovercourt	Headcount	20		Headcount	23
	FTE %	15.5		FTE %	12
	FF on the Run	17		FF on the Run	23
	Officers	3		Officers	6
	Drivers	6		Drivers	14

Wider Project Update

Rep Body Engagement

- We met with our FRSA colleagues in March to engage on the On-Call Conversion Project. We have the next meeting set for early May.
- We met our FBU colleagues at the start of March. We have six-weekly meetings scheduled with the FBU until July 2022.

Localised Training

- The Service continues offering more localised training courses for recruits (including basic/initial course). This also reassures the public that their local fire stations being used to train Firefighters who support their local communities. In January our Basic Training Course was held at Dovercourt, which was a part of the action plan to build the profile in the local community. February saw the course being held at Great Baddow which has converted, and the March course is currently at South Woodham Ferrers. We will utilise our locations to best support the converting station for this year.

Below is the current Risk Register for the OCCP, this is up to date as of 16 March 2022, with all risk and control measure reviews up to date. We continue to have project risk workshops and plan to work with our risk and action owners to ensure effective risk management is taking place.



Risk Register (current-target) v4

Service Unit: **Change**

Risk Ref	Risk Event/Description	Category	Nature of Risk	Current Risk Rating	Controlled Risk Rating	Risk Owner	Risk Status	Review Date	Date Last Reviewed	Days Overdue
ONCON0014	There is a risk that the organisation will not be able to train required number of recruits.	Unassigned	Unassigned	12	9	Colette Black	Treat	31/12/2022	11/01/2022	0
ONCON0025	There is a risk that current tolerance levels for allowing members of staff to be available over the working time directive which could have legal implications for the organisations.	Unassigned	Unassigned	9	3	Neil Fenwick	Treat	02/05/2022	02/02/2022	0
ONCON0013	There is a risk that the Service are unable to attract and recruit sufficient number of On-Call employees within the required time frames to enable a full conversion from day crew to On-Call.	Unassigned	Unassigned	9	9	Colette Black	Issue	16/04/2022	16/03/2022	0
ONCON0020	There is a risk that changes in organisational/strategic direction and policies might impact the project.	Unassigned	Unassigned	8	8	Moira Bruin	Tolerate	16/04/2022	16/01/2022	0
ONCON0018	There is a risk that changes in funding will impact project delivery.	Unassigned	Emergency Response	6	6	Neil Cross	Treat	16/04/2022	16/03/2022	0
ONCON0015	There is a risk that the project will not be achieved as a phased approach due to insufficient number of employees and appropriate experience to support transition.	Unassigned	Unassigned	6	6	Neil Fenwick	Treat	16/04/2022	16/03/2022	0
ONCON0021	There is a risk that there will be insufficient internal resources to deliver the project without overly impacting BAU activity	Unassigned	Unassigned	6	6	Neil Fenwick	Treat	11/04/2022	11/02/2022	0

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.

LEGAL IMPLICATIONS

Case law has demonstrated that there is a legal imperative to move from our current Day crewed systems.

- Matzaks ruling on standby duty – this opens a challenge to employees providing O/C cover deemed to be in positive hours. One of the key defences to the Service on this matter is flexibility on being able to book off and on when fulfilling the O/C element of your contract. Largely this facility does not exist within the Day-crewed model.

FINANCIAL IMPLICATION

There are financial impacts associated with the transitional arrangements at all 4 stations however these have been projected and monitored under the governance of the monthly On-Call Conversion Project Board where a member of the finance teams gives an update as part of the standing agenda.

STAFFING IMPLICATIONS

All our current agreed embedded transitional support positions are based on a period of 12 months with an evaluation point at 6 months.

Consideration should be included in whether there needs to be further extensions on the current embedded personnel at the stations. The project team have pulled together a funding paper for FY 22/23 that covers the length of time that stations will require the support for that financial year.

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 each of the following protected groups as defined within the Equality Act 2010:

<i>Race</i>	<i>No</i>	<i>Religion or belief</i>	<i>No</i>
<i>Sex</i>	<i>No</i>	<i>Gender reassignment</i>	<i>No</i>
<i>Age</i>	<i>No</i>	<i>Pregnancy & maternity</i>	<i>No</i>
<i>Disability</i>	<i>No</i>	<i>Marriage and Civil Partnership</i>	<i>No</i>

<i>Sexual orientation</i>	<i>No</i>		
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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.

CONSULTATION AND ENGAGEMENT

Key stakeholders continue to be involved in the project.

Station Managers and Group Managers of converting stations are invited to attend monthly meetings to discuss plans, progress, and issues.

Face to face meetings with South Woodham Ferrers are taking place and are scheduled at a monthly and bi-monthly frequency with both On-Call and Day Crewed duty system.

On-Call Liaison Officers and Project Team continue to engage with key stakeholders, ensuring the appropriate information is provided in the right way, to the right people, at the right time.

We are focussing greater emphasis on communication with O/C members of the converting stations to ensure that they feel part of the conversion journey with regular face to face meetings held on training nights.

FUTURE PLANS

Future planning continues for the conversion of the remaining station, working closely with the station management team. We will continue to re-visit lessons learned from previous converting stations along the way.

Recruitment activity remains a key focus for all stations and understanding the availability that is required at each station.

LIST OF BACKGROUND PAPERS AND APPENDICES

None.