



Meeting	Performance & Resources Board	Agenda Item	11
Meeting Date	27 January 2022		
Report Author:	Laura Taylor, Project Manager		
Presented By	Moir Bruin, Director of Operations		
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 monthly converting Station Progress Report has been included with this report as part of the on-going station action plan.

EXECUTIVE SUMMARY

The report provides an update on progress with the three station conversion projects.

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

BACKGROUND – STATION UPADTES

WALTHAM ABBEY

- Since the station has converted, they've maintained good availability. It dropped significantly in October due to Covid related issues station wide.
- The station currently has 11 phase 3 and 5 phase 1 O/C employees totalling a headcount of 16.
- The culture and morale at station is generally very positive and is improving through the ownership our O/C employees are taking of the station.
- The priority for Waltham Abbey is to map out the next 2-3 years in order to make projections on when they can reduce to 1x embedded officer, and when the station will go fully stand alone. Workshops are scheduled for January.

GREAT BADDOW

Timescales:

- The station is due to covert at the end of January 2022. The station management team is holding weekly check-in meetings with the project team to ensure that all is in place for the switch over.

Engagement:

- Monthly engagement sessions with our D/C and O/C colleagues at Great Baddow have been continuing. These sessions with both duty systems are very well attended and very positive. The culture at the station is the best it's been, and the O/C are very open and ready for the switch over in January.

Establishment:

- The station currently has 13 O/C employees. There are two confirmed candidates on the January squad for Great Baddow.

Transition Period:

- There is an agreed transition period of 12 months (potentially up to 24months), from the conversion date of 31 January 2022 → 31 January 2023. During this time, the agreed approach has been to recruit additional resources to support the station for this period of 12 months. This is to allow the time for us to recruit new personnel and upskill the current personnel at station, and to support the appliance availability in this transitional time.
- The agreed roles which have been fulfilled by the current day crewed are: 1 X WM, 1 X CM Driver and 1X FF driver working a 9-day fortnight shift pattern. These roles will commence from 1 February 2022.
- 2 x FTE are being funded by the agreed project costs as agreed with Finance, 1 x FTE is being funded locally by the Station.

Concerns:

- Nothing to raise.

SOUTH WOODHAM FERRERS

Establishment:

- The D/C establishment has now reduced to six. Of the six DC, letters have been sent in relation to an expression of interest in staying and supporting the station in embedded roles post conversion, all have stated that they would like to move to their base posts from 31 July 31 2022. This now allows time for measures to be taken in appointing embedded staff to take up the positions for the conversion date. This process will begin at the end of January.
- There are currently seven O/C employees at the station – four in phase 1, two in phase 2 and 1 phase three.

Engagement:

- Regular engagement meetings are continuing for both D/C and O/C employees. We saw 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:

- A local leaflet went out in the community before Christmas. The leaflet was aimed at an educational piece around what is an O/C Firefighter and what that means to the station. We worked with our current O/C to develop the leaflet. Drop-in sessions were advertised at the station.
- The first drop-in session saw 8 potential candidates at the station interested in learning more about becoming an O/C firefighter.
- We have two more scheduled drop-in sessions for January.
- The Station Manager has produced a short social media film.

Transition Period:

- There is an agreed transition period of 12 months (potentially up to 24months), from the conversion date of **31 July 2022 → 31 July 2023**. Similar to Great Baddow, during this time the agreed approach is to recruit additional resources to support the station for this period of 12 months. This is to allow the time for us to recruit new personnel and upskill the current personnel at station, and to support the appliance availability.
- The agreed roles identified are: **1 x CM and 2 x FF** driver working a 9-day fortnight shift pattern.

Concerns:

- Nothing to raise.

DOVERCOURT – Action plan**Establishment:**

- There is currently a headcount of 17 at the station – seven phase 1, three phase 2 and seven phase 3.

Concerns:

- 1 x O/C WM resigned from the position this has caused availability issues along with direction and support for the staff.
- 2 x O/C firefighters resigned.
- Availability has dropped due to the recent leavers.
- Officers and driver positions remain the challenge at the station.

Action Plan/ Progress:

- The Station Manager has balanced the wholetime 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.
- Recruitment – January's basic training course is being held at Dovercourt, to raise the profile in the local community. There are three confirmed recruits on the course for Dovercourt.
- OC WM position is currently advertised with two applicants; therefore, a substantive O/C OIC will be appointed by early February.
- 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 OCLOs continue and they are attending the station this month engaging with the new squad and the current O/C staff.

Station Progress Summary – Table 1.1.

This table is up to date as of 16 December 2021. Therefore, takes into account November statistics.

Station	On-Call Crewing No. This Period		Confidence RAG	Target FTE Crewing No.		Predicted Transition Shortfall	
Great Baddow	Headcount	13		Headcount	14	Headcount	0
	FTE %	0.75		FTE %	12	FTE %	0
	FF on the Run	11		FF on the Run	14	FF on the Run	0
	Officers	2		Officers	4	Officers	1
	Drivers	3		Drivers	6	Drivers	2
	ASW's Used	0	-	-	-	-	-
	Availability of Pump %	45%	-	-	-	-	-
South Woodham Ferrers	Headcount	7		Headcount	14	Headcount	5
	FTE %	6		FTE %	12	FTE %	2.25
	FF on the Run	6		FF on the Run	14	FF on the Run	4
	Officers	0		Officers	4	Officers	2
	Drivers	1		Drivers	6	Drivers	3
	ASW's Used	0	-	-	-	-	-
	Availability of Pump %	46%	-	-	-	-	-
Waltham Abbey	Headcount	16		Headcount	18	Headcount	-
	FTE %	12		FTE %	13.5	FTE %	-
	FF on the Run	16		FF on the Run	18	FF on the Run	-
	Officers	3		Officers	4	Officers	-
	Drivers	4		Drivers	6	Drivers	-
	ASW's Used	0	-	-	-	-	-
	Availability of Pump %	82%	-	-	-	-	-
Dovercourt	Headcount	17		Headcount	23	Headcount	-
	FTE %	13.25		FTE %	12	FTE %	-
	FF on the Run	17		FF on the Run	23	FF on the Run	-
	Officers	3		Officers	6	Officers	-
	Drivers	6		Drivers	14	Drivers	-
	ASW's Used	0	-	-	-	-	-
	Availability of Pump %	11P1 100%, 11P2 17%	-	-	-	-	-
Clacton	Headcount	15		Headcount	17	Headcount	-
	FTE %	13		FTE %	14.45	FTE %	-
	FF on the Run	15		FF on the Run	17	FF on the Run	-
	Officers	2		Officers	4	Officers	-
	Drivers	6		Drivers	9	Drivers	-
	ASW's Used	0	-	-	-	-	-
	Availability of Pump %	76%	-	-	-	-	-

Wider Project Update

Rep Body Engagement

- We are meeting with our FRSA colleagues on 24 January to engage on the On-Call Conversion Project. We have been trying to get a date in the diary with them since September.
- We are due to meet our FBU colleagues at the end of January. 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 September and October, the two-week basic training courses took place at Great Baddow and more continue in November and January.

Below is the current Risk Register for the OCCP, this is up to date as of 16 January 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 Reviewd	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	29/01/2022	29/10/2021	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	05/02/2022	05/01/2022	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	05/02/2022	05/01/2022	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	05/02/2022	05/01/2022	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	06/02/2022	06/12/2021	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.

STAFFING IMPLICATIONS

In our last update paper, we were proposing a total of 7 FTE across the 3 current converting stations, on a fixed term basis to be embedded into the stations to support their transition. This equates to:

- 2 FTE at Waltham Abbey
- 2 FTE at Great Baddow
- 3 FTE at South Woodham Ferrers

These positions are based on a period of 12 months with an evaluation point at 6 months.

Consideration needs to be included in what this looks like for Dovercourt and whether there needs to be further extensions on the current embedded personnel at the station.

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>		

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.

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 Great Baddow and South Woodham are taking place and are scheduled at a monthly and bi-monthly frequency.

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 stations, working closely with the station management teams. 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

1. [Dovercourt – OCCP Progress Report Dec 2021](#) (*Station Manager Monthly station report – figures based on November activity*).