



Meeting	Performance & Resources Board	Agenda Item	12
Meeting Date	23 February 2022		
Report Author:	Laura Taylor, Project Manager		
Presented By	Moira Bruin, Deputy Chief Fire Officer		
Subject	Converting Stations Update		
Type of Report:	Information		

RECOMMENDATIONS

None. This report is for information. Previously converted station, Dovercourt has been included in this report as part of the on-going station action plan.

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 UPADTES

DOVERCOURT

Pump 1



Pump 2



Headlines:

- First pump availability continues to remain strong at 100% for both December and January.
- Second pump availability has risen significantly from December and was at 57% for January.

Establishment:

- There is currently a headcount of 20 at the station – ten phase 1, three phase 2 and seven phase 3.

Concerns:

- The current Station Manager (SM) has taken the SM post at Clacton and is due to move in April. Succession planning has already been in place for this post and the new SM will take over imminently.
- 1 x O/C WM resigned from the position.
- 2 x O/C firefighters resigned.
- Availability dropped, as expected due to the recent leavers.
- Officers and driver positions remain the challenge at the station.

Action Plan/ Progress:

- In order to balance the embedded officers with a view to improving availability, the Station Manager has enabled the wholetime embedded Officer/Drivers to cover days and nights. Effectively they are working a two-day, two-night rota which will improve the officer/driver cover.
- Recruitment – January's basic training course was held at Dovercourt, to raise the profile in the local community. There were three recruits on the course for Dovercourt.
- Work is on-going to replace the OC WM. This is a key role for the station and its important the correct candidate is appointed. The SM is providing additional support to the station and the CMs while this appointment takes place
- 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. They attended the station this month engaging with the new squad and the current O/C staff.

WALTHAM ABBEY



Year Month	Availability	Upper Target	Lower Target
Apr 2021	85.2%	100%	93%
May 2021	78.8%	100%	93%
Jun 2021	80.1%	100%	93%
Jul 2021	63.2%	100%	93%
Aug 2021	84.6%	100%	93%
Sep 2021	88.7%	100%	93%
Oct 2021	58.2%	100%	93%
Nov 2021	71.9%	100%	93%
Dec 2021	82.1%	100%	93%
Jan 2022	96.1%	100%	93%
Feb 2022	91.5%	100%	93%

- Since the station converted in July 2021, it's maintained good availability. It dropped significantly in October due to Covid related issues station wide. Since then, availability has been on the incline.
- 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 the end of February.

GREAT BADDOW

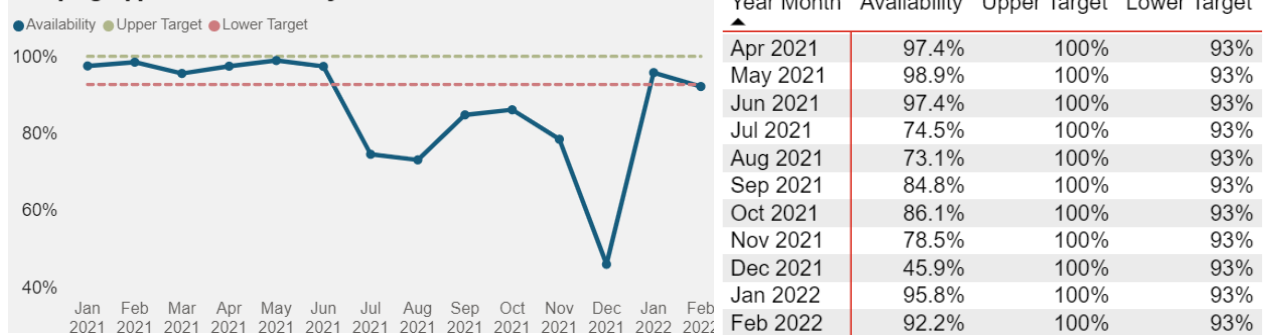


Year Month	Availability	Upper Target	Lower Target
Apr 2021	97.0%	100%	93%
May 2021	88.0%	100%	93%
Jun 2021	92.6%	100%	93%
Jul 2021	57.6%	100%	93%
Aug 2021	51.4%	100%	93%
Sep 2021	63.1%	100%	93%
Oct 2021	83.1%	100%	93%
Nov 2021	79.6%	100%	93%
Dec 2021	44.9%	100%	93%
Jan 2022	83.2%	100%	93%
Feb 2022	95.7%	100%	93%

- The station recently converted in January 2022. Since the conversion, the station's availability has risen more so than those periods when it was Day-Crewed.
- The station currently has 8 phase 1, 2 phase 2 and 4 phase 3 O/C employees totalling a headcount of 14.
- There are currently three embedded personnel supporting the transition in order to maintain the officer and driver cover that is low. This is due to the majority of the O/C not being within the applicable phase for those training capabilities.
- A lessons learned workshop is set for the end of February to build on the previous session carried out in October 2021.
- There has been a good transition with all at the station positively engaging with the process.

SOUTH WOODHAM FERRERS

Pumping Appliance Availability Over Time



Establishment:

- There are currently 7 O/C employees at the station – 4 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:

- We held a total of 3 drop-in sessions at the station between December 21 and January 22. A total of 12 people showed interest – with 4 of them already booked onto basic training squads.
- Recruitment plans are underway for the next drive which will include drop-in dates that coincide with the basic training course which is being held at South Woodham station in March. This will raise the profile of the Station in the area, whilst allowing for potential candidates to come and view the course throughout the week.
- 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 now going to look at business engagement to explore further opportunities with the supermarket.

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**. 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.
- Adverts go live on 11th February until the end of the month with a view to extend should we need to. We would look to have the embedded support in place earlier than the expected conversion date of no later than 31 July 2022.

Station Progress Summary – Table 1.1.

This table is up to date as of 5th February 2022. Therefore, is based on January statistics.

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	11		FF on the Run	14
	Officers	2		Officers	4
	Drivers	4		Drivers	6
South Woodham Ferrers	Headcount	7		Headcount	14
	FTE %	6		FTE %	12
	FF on the Run	6		FF on the Run	14
	Officers	0		Officers	4
	Drivers	1		Drivers	6
Waltham Abbey	Headcount	16		Headcount	18
	FTE %	12		FTE %	13.5
	FF on the Run	16		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
Clacton	Headcount	13		Headcount	17
	FTE %	14		FTE %	14.45
	FF on the Run	12		FF on the Run	17
	Officers	2		Officers	4
	Drivers	5		Drivers	9

Wider Project Update

Rep Body Engagement

- We met with our FRSA colleagues in January to engage on the On-Call Conversion Project. We have the next meeting set for March.
- We met 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 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 will see the

course being held at Great Baddow which has recently converted, and we plan to hold the March course 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 11 February 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	11/03/2022	11/02/2022	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	11/03/2022	11/02/2022	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	11/03/2022	11/02/2022	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.

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 are pulling together a recommendation paper detailing what this would look like and why it's needed.

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.

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 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 Action Plan Nov 2021](#) (*Simon Dedman report, please note that the figures within this document are for the October 2021 period*).
2. [Dovercourt – OCCP Progress Report Jan 2021](#) (*Station Manager Monthly station report – figures based on December activity*).
3. [Waltham Abbey – OCCP Progress Report Jan 2021](#) (*Station Manager Monthly station report – figures based on December activity*).
4. [Great Baddow – OCCP Progress Report Jan 2021](#) (*Station Manager Monthly station report – figures based on December activity*).
5. [South Woodham Ferrers – OCCP Progress Report Jan 2021](#) (*Station Manager Monthly station report – figures based on December activity*).