



Meeting	Performance & Resources Board	Agenda Item	16
Meeting Date	26 May 2022		
Report Author:	Laura Taylor, Project Manager		
Presented By	Moira Bruin, Deputy Chief Fire Officer		
Subject	On-Call Conversion Project – Station Update		
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.

EXECUTIVE SUMMARY

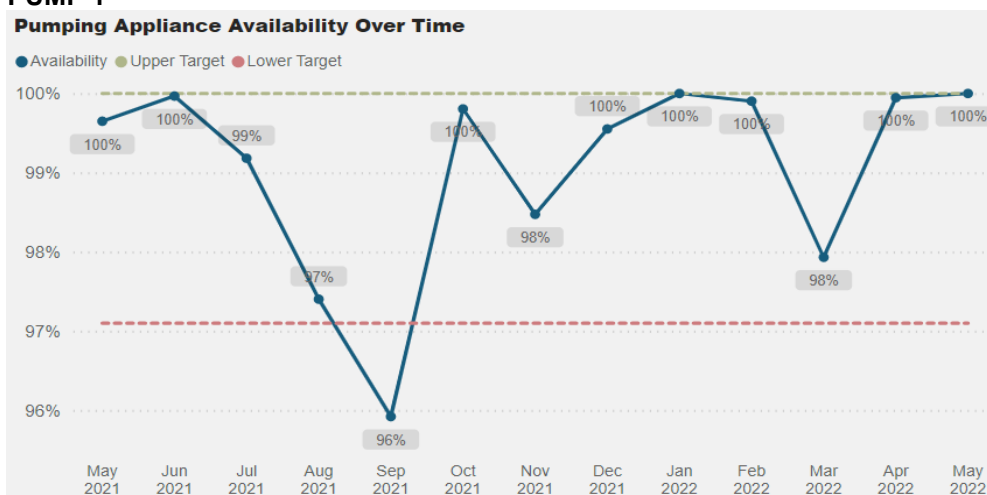
The report provides an update on progress with the four stations within the conversion project.

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

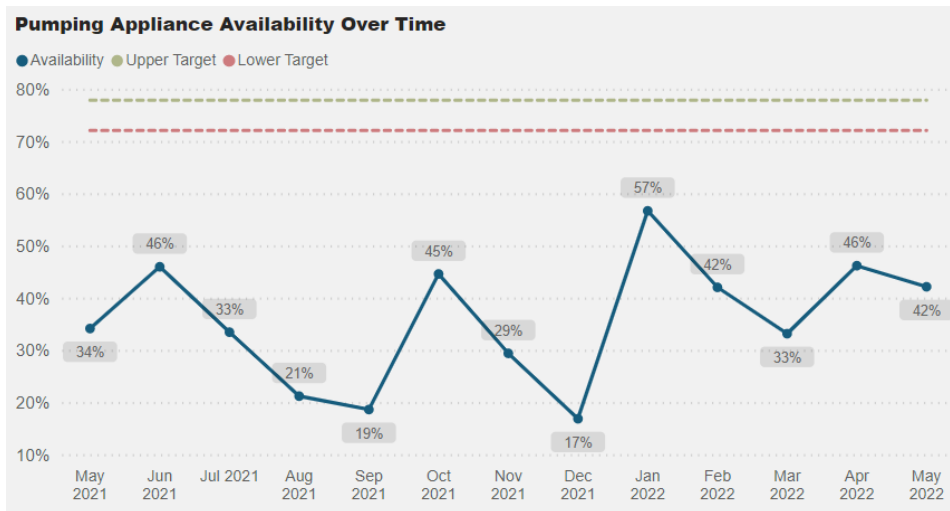
BACKGROUND – STATION UPDATES

DOVERCOURT

PUMP 1



PUMP 2



Establishment:

- The station currently has:
 - Phase 1 = 8
 - Phase 2 = 5
 - Phase 3 = 7Totalling a headcount of 20

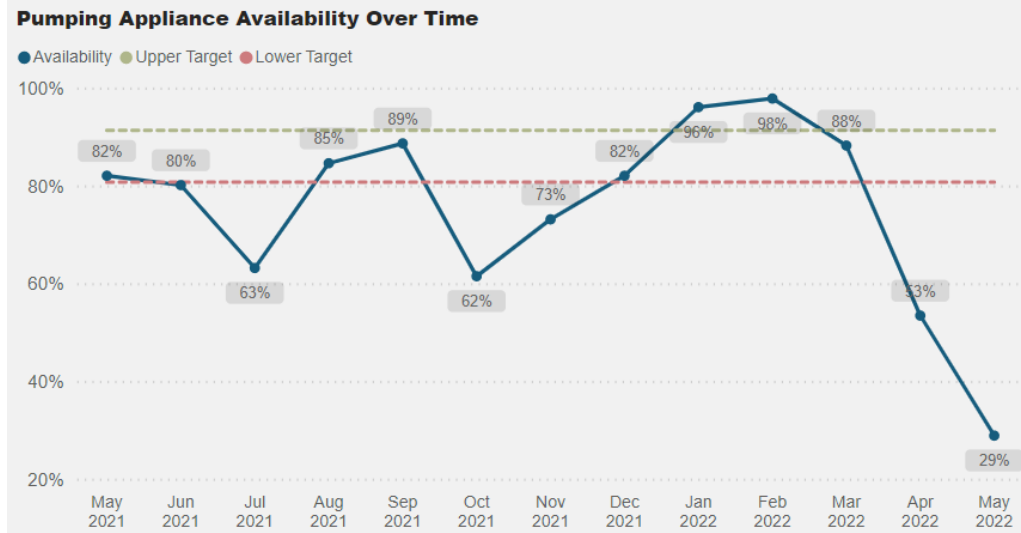
Concerns:

- Two wholtime firefighters have recently retired from the Service.
 - 1 x WT/CM & 1 x WT driver due to start 12-month secondment from May. Will be on 2-2-4 shift pattern, aligned to GW & WW which will cover O/C availability gaps due to dual riders.
- 1 x P1 FF may have to leave due to a new full-time job, exploring options with WM
- 1 x O/C P3 FF/DVR dual rider E11/W79, may need to relocate back to Wethersfield.
- Officers and driver positions remain the challenge at the station primarily because of the high volume of phase 1 firefighters.

Action Plan/ Progress:

- New SM has been in post for a month, the key focus has been establishing the training requirements and needs of those at the station. SM Gould has come from the O/C training department and will add more value for the development phases at the station.
- 6 new candidates are progressing through the system and a further 2 candidates are on the current 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 OCLOs (On-Call Liaison Officers) continue. They attend the station frequently engaging with the current O/C staff.

WALTHAM ABBEY

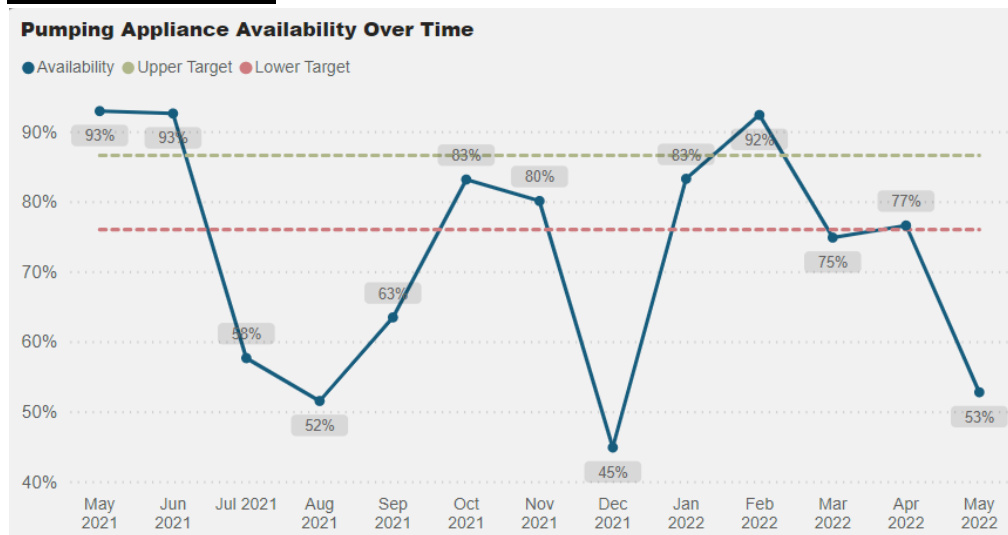


Establishment:

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

- Availability has been hugely affected in April and going into the current month May, as there are three people off with extended periods of sickness due to injury. All three people are drivers, two of which carry officer qualifications. Depending on the sickness periods this will impact May's availability too due to driver deficiency.
- DDOR's have been requested to cover the shortfall, but this has not been taken up. This has been fed back to the project board.
- Phase 1 and Phase 2 training sessions are being run and facilitated by the embedded officers at Waltham Abbey (who are trained RTCi's) once per month to support the learning and development across the station.

GREAT BADDOW

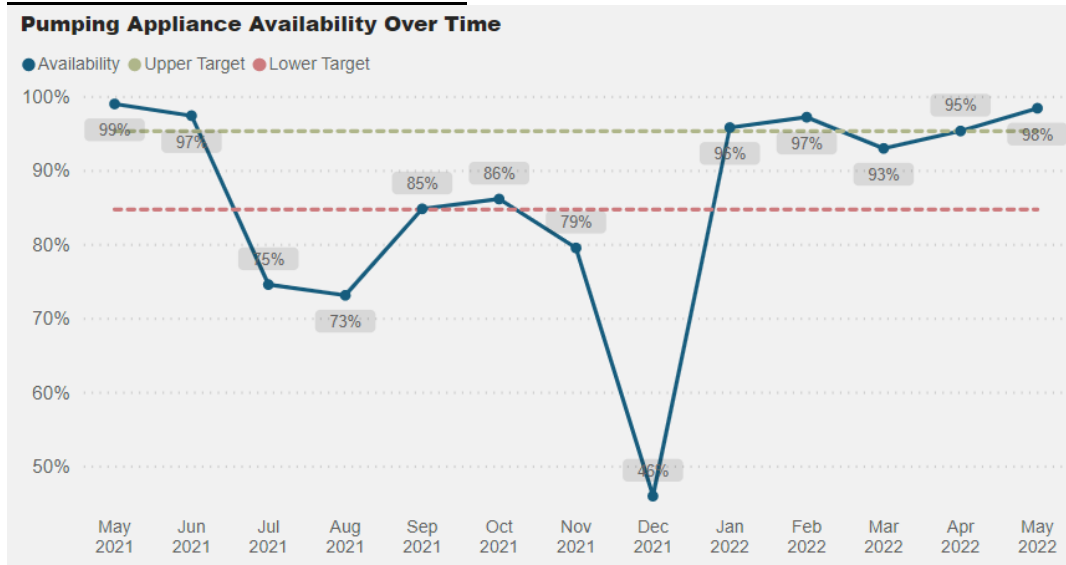


Establishment:

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

- Numbers are appearing lower for the first part of this month due to training commitments and annual leave.
- The O/C staff have adapted well to the station’s conversion. Everyone is working hard to try and maintain appliance availability. The O/C staff should be credited to their approach, with many adjusting their own availability to help the station.
- Recruitment has now slowed down following a successful recruitment drive through Q4 2021. This has led to a reasonable amount of local interest and several applications. Due to current forecasting, applications are now being sifted to ensure leaner periods of availability (such as day cover) are prioritised.
- Whilst the station has good numbers, we are still short of officers and drivers. Two O/C personnel have been successful in obtaining driver status, however the officer issue will remain for some time.

SOUTH WOODHAM FERRERS



Establishment:

- Two recent leavers from the On-Call has reduced our establishment to 5.
- The station currently has:
 - Phase 1 = 3
 - Phase 2 = 1
 - Phase 3 = 1Totalling 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 have increased the engagement sessions to monthly, as per their request.

Recruitment:

- The station has begun a sustained recruitment drive. Advertising campaigns are being conducted via a leaflet drop, social media and with combined community safety/targeted recruitment session being held in the local area.
- O/C crews attended the SWF local park run last month as part of continued recruitment initiatives.
- SM to organise regular drop-in sessions for those candidates currently in the system, as well as those who have expressed an interest but are yet to apply. These will be introduced as Saturday sessions.
- Two further O/C basic training courses to be held at SWF in July and September. The OCLO team are ensuring that we have SWF candidates on both course date.

Transition Period:

- We've amended the advert for 1 X CM for the post transition support. This will gain more attraction as we received no applications for the 1 X FF driver position.
- We've received applications for the 1 X 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; we have confirmed a replacement who will be moving into that post as soon as the station converts. The SM moving into post has good understanding of the conversion project and the O/C duty system, ensuring continuity remains.

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 will be meeting with our FRSA colleagues in the first week of June.
- We will be meeting with our FBU colleagues in the first week of June.

We have six-weekly meetings scheduled with both rep bodies until September 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 12 May 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	03/08/2022	03/05/2022	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	31/07/2022	28/04/2022	0
ONCON0018	There is a risk that changes in funding will impact project delivery.	Unassigned	Emergency Response	6	6	Neil Cross	Treat	03/06/2022	03/05/2022	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	03/06/2022	03/05/2022	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	03/07/2022	03/05/2022	0
ONCON0020	There is a risk that changes in organisational/strategic direction and policies might impact the project.	Unassigned	Unassigned	4	4	Moira Bruin	Tolerate	26/07/2022	26/04/2022	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 four 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. A funding paper was presented to the PFCC office 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.

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.

Work will start to reference the transitional group that will be in place to support the converting stations post the closure of the conversion project.

LIST OF BACKGROUND PAPERS AND APPENDICES

None to note.

