



<b>Meeting</b>	<b>Performance &amp; Resources Board</b>	<b>Agenda Item</b>	<b>12</b>
<b>Meeting Date</b>	<b>31 August 2022</b>		
<b>Report Author:</b>	Laura Taylor, Project Manager		
<b>Presented By</b>	Moira Bruin, Deputy Chief Fire Officer		
<b>Subject</b>	<b>On-Call Conversion Project – Station Update</b>		
<b>Type of Report:</b>	Information		

## RECOMMENDATIONS

This paper is for information purposes only, there are no recommendations being made at this stage. All day crewed stations have now converted to On-Call status. All stations are now part of the on-going converted station action plan.

## EXECUTIVE SUMMARY

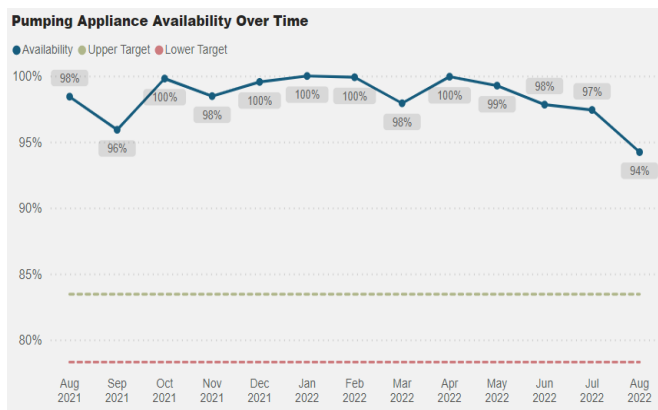
The report provides an update on progress of the four stations within the conversion project.

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

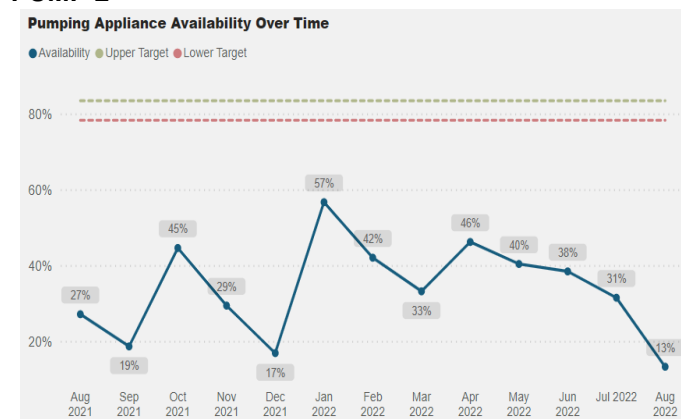
## BACKGROUND – STATION UPDATES

### DOVERCOURT

#### PUMP 1



#### PUMP 2



**Establishment:**

- The station currently has:
  - Phase 1 = 11
  - Phase 2 = 5
  - Phase 3 = 6
 Totalling a headcount of 22
- Embedded Support at the station:
  - 1 X WM
  - 1 X CM
  - 2 X T/CM (Drivers)

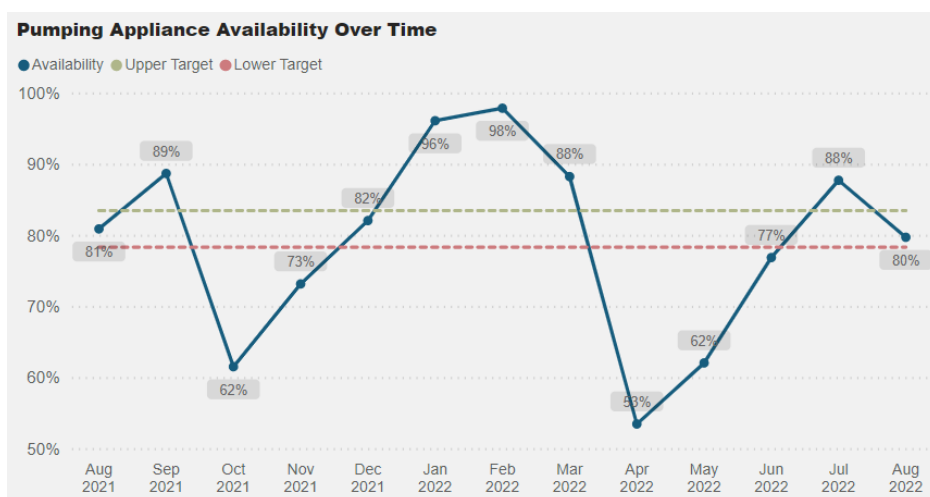
**Concerns:**

- 1 x O/C Phase 3 retiring 31 August.
- 4 x O/C on performance management, due to availability issues.
- PDRPro is time consuming for all – slow progress being made on this.

**Action Plan/ Progress:**

- July recruitment campaign now complete - 6 applicants received from this drive.
- 2 have progressed onto August & September Basic Training Courses.
- 2 x significant incidents attended top tier COMAH sites, Dovercourt first in attendance, good feedback from attending SMs, GMs and local community.
- The BA / Driver course issues previously experienced with lack of dates has now been resolved which will have a significant, positive impact on the station:
  - 1 x O/C on BA course September
  - 3 x O/C scheduled for BA course in December
  - 1 x T/CM on driving course in January
- Valuing our people budget request for new media boards on station with current station members, outside furniture/tables/chairs (20+ O/C) & bespoke Dovercourt jumpers.

**WALTHAM ABBEY**



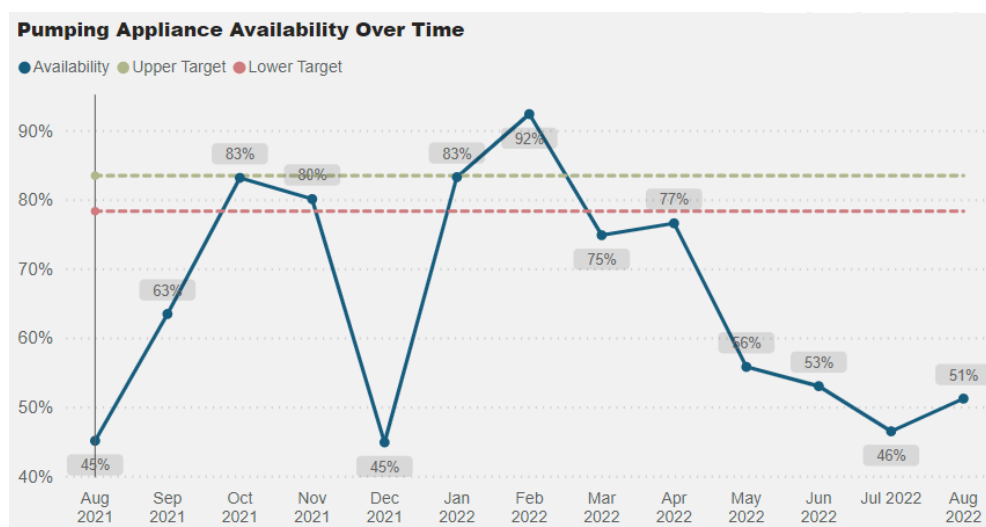
**Establishment:**

- The station currently has:
  - Phase 3 = 8
  - Phase 1 = 8
 Totalling a headcount of 16
- Embedded support currently at the station:
  - 1 X T/WM
  - 1 X T/CM

## Progress:

- The numbers at Waltham Abbey are high. The biggest risk/ concern is officer & driver numbers and not having enough people in phase 3 to enable that training.
- 2 x firefighters completed safe to ride assessments in July and are now on the run.
- 1 x applicant has successfully completed basic training course and now completing additional sessions ahead of the safe to ride element.
- Operational activity through July was exceptionally high, with Waltham Abbey responding 92 calls. This has minimised the additional activity that has been carried out but has highlighted a need for an additional embedded driver to share some of the load to ensure our current embedded officers are not run into the ground.
- Work being done to encourage other P3 firefighters to put themselves forward for driver and officer training.

## GREAT BADDOW



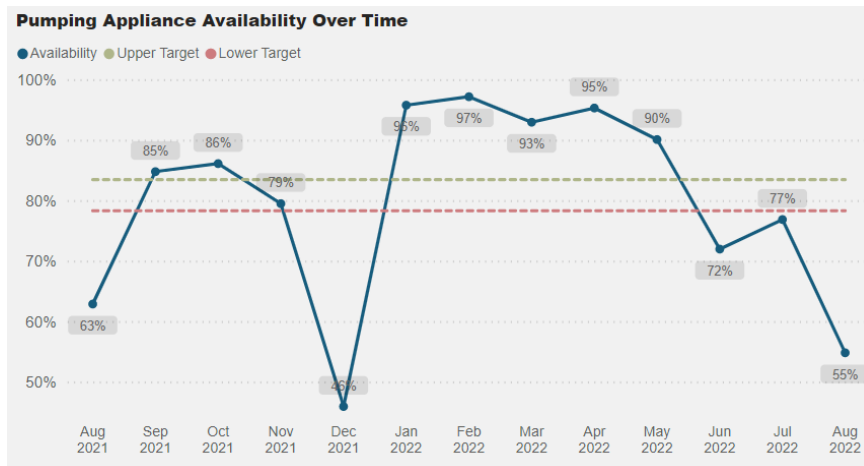
## Establishment:

- The station currently has:
  - Phase 1 = 1
  - Phase 2 = 5
  - Phase 3 = 4Totalling a headcount of 10
- Embedded support currently at the station:
  - 1 X WM
  - 1 X FF driver

## Progress:

- Current T/WM has resigned from his post. Now relying on the embedded officers to provide the on-going cover.
- This will have an impact on availability.
- DDORs and On-Call ASWs will be explored, and future options will be put to the project team to look at embedded officers for the next 3-year period.
- An advert was placed for CM and WM positions at Gt Baddow, but there were no candidates at the closing date. We will ensure this is re-advertised.
- Early conversations have taken place with a suitable candidate for a potential officer role moving forward. This could be linked to a fixed term embedded model. The identified candidate would also have the potential and desire to undertake an On-Call contract.

## **SOUTH WOODHAM FERRERS**



### **Establishment:**

- The station currently has:
  - Phase 1 = 4
  - Phase 2 = 2
  - Phase 3 = 2Totalling a headcount of 8
- Embedded support currently at the station:
  - 1 X T/WM
  - 1 X CM
  - 1 X FF Driver

### **Progress:**

- The final station in this project successfully converted on 1<sup>st</sup> August 2022.
- The first two weeks of the conversion has meant the station has been able to maintain good availability from the usage of DDOR and OCLO support. However, this has converted at the peak of annual leave. Therefore, availability has been taken into account with the summer period.
- New Station Manager has taken over the role – who will continue with recruitment push at the station along with the development needs and requirements of the current O/C staff.
- The OCLO team are now based out of the station and will add value when availability levels are low – however this is not a guarantee as other converting stations require the same support.
- Planning will continue with the availability matrix as we continue in the first six weeks of the conversion.
- The embedded WM will resume the recruitment activities and has already invited previous people who have shown interest the option to come on drill nights and meet the station personnel.

## Station Progress Summary – Table 1.1. (up to date as at 12 August)

Station	On-Call Crewing No. This Period		Confidence RAG	Target FTE Crewing No.	
<b>Great Baddow</b>	Headcount	10	Green	Headcount	14
	FTE %	9	Yellow	FTE %	12
	FF on the Run	10	Green	FF on the Run	14
	Officers	1	Red	Officers	4
	Drivers	3	Red	Drivers	6
<b>South Woodham Ferrers</b>	Headcount	8	Yellow	Headcount	14
	FTE %	7	Yellow	FTE %	12
	FF on the Run	6	Yellow	FF on the Run	14
	Officers	0	Red	Officers	4
	Drivers	1	Red	Drivers	6
<b>Waltham Abbey</b>	Headcount	16	Green	Headcount	18
	FTE %	12.25	Green	FTE %	13.5
	FF on the Run	14	Green	FF on the Run	18
	Officers	4	Green	Officers	4
	Drivers	3	Yellow	Drivers	6
<b>Dovercourt</b>	Headcount	26	Green	Headcount	23
	FTE %	17	Green	FTE %	12
	FF on the Run	22	Green	FF on the Run	23
	Officers	7	Green	Officers	6
	Drivers	8	Green	Drivers	14

The Board are asked to note the following in the above table:

- Dovercourt - RAG rating is green – this is based on the 4 X embedded support providing that OIC and driver cover.
- Waltham Abbey - RAG rating of green is also based on the embedded support providing that skill set that's missing with the O/C personnel.

### Wider Project Update

- **Rep Body Engagement** - We have six-weekly meetings scheduled with both rep bodies until September 2022. These will then conclude from the point of the project closure. These will be picked up as and if required by the Transitional Group.
- **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. 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 17 August 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	30/09/2022	17/08/2022	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	17/09/2022	17/08/2022	0
ONCON0018	There is a risk that changes in funding will impact project delivery.	Unassigned	Emergency Response	6	6	Neil Cross	Treat	25/08/2022	25/07/2022	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	25/08/2022	25/07/2022	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	05/09/2022	05/07/2022	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	30/09/2022	17/08/2022	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.

## 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 team provides an update as part of the standard agenda.

As the transition of all stations has now taken place, any additional support above the current level of staff that is included within the project PID, will need to be sourced from BAU , rather than additional funding found from the project itself. This is managed by the Station Manager / Group Manager responsible for the converted station and monitored by the Converting Stations – Transitional Group – as per below.

## LEGAL IMPLICATIONS

Nothing to note.

## STAFFING IMPLICATIONS

All our current agreed embedded transitional support positions are based on a period of 12 months (from the point of conversion) with an evaluation point at 6 months. Other than the exception of South Woodham Ferrers who have recently converted, Waltham Abbey, Great Baddow and Dovercourt embedded support are in place until 31<sup>st</sup> March 2023.

A budget paper will be produced for the PFCC office in September that will request the embedded support need for the 23/24 FY, for each converted station. Considerations will be documented around the embedded support required to ensure officer and driver capabilities at all converted stations. We know these stations have a high number of new personnel who don't have those skill sets currently and without the driver and officer positions – this will impact the appliances being on the run.

A Converting Stations - Transitional Group will be put in place post the closure of the project, that will continue to review the embedded support at each station and deal with any issues that arise.

## 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 &amp; 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 until the project closure at the end of September. We continue to work closely with all ensuring that all will be confident in the Transitional Group that will be in place.

Station Managers and Group Managers of converting stations are invited to attend monthly meetings to discuss plans, progress, and issues until the closure of the project. Thereafter any of the above will be picked up through the Converting Stations – Transitional Group.

On-Call Liaison Officers are continuing to engage with all converting stations and providing support to the O/C and the embedded staff at each station, as required.

The Converting Stations – Transitional Group will be the point of contact for the Station Managers under those stations. This can be the engagement route through the Group Managers who sit on that group.

The current project sponsor and the project manager will be meeting with the comms department over the next six weeks to ensure the public and internal communication of the closure of this project incorporates the political sensitiveness of the situation that the project has faced.

## FUTURE PLANS

The project will officially close on 30<sup>th</sup> September. Closure activities will be the focus over the next 6 week period. A lessons learned workshop is scheduled for the conversion of the most recent station, South Woodham Ferrers, which is being held on the 6<sup>th</sup> September. The information captured at this meeting will be added to the overall lessons document for the entire project.



A Converting Stations - Transitional Group will be put in place post the closure of the project, that will continue to review the embedded support at each station and deal with any issues that arise. This group will review and monitor the stations before eventually moving into BAU. This is a high-level group of key areas of the business that these concerns. This is one of the overarching lessons learned from all previous converting stations – the need to monitor whilst in the set-up phase of transition, as these are crucial moments for retention/availability and recruitment.

Recruitment activity remains a key focus for all stations and understanding the availability that is required at each station. This will continue as BAU with the Station Managers and the Transitional Group.

#### **LIST OF BACKGROUND PAPERS AND APPENDICES**

None to note.