



Meeting	Performance & Resources Board	Agenda Item	14
Meeting Date	30 June 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 stations, Dovercourt, Waltham Abbey and Great Baddow have been included in this report as part of the on-going station action plan.

EXECUTIVE SUMMARY

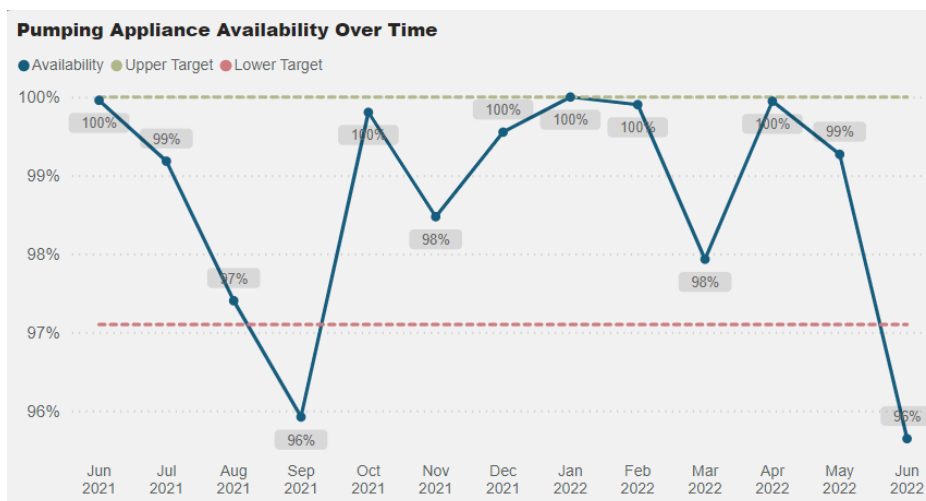
The report provides an update on progress with the four stations within the conversion project.

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

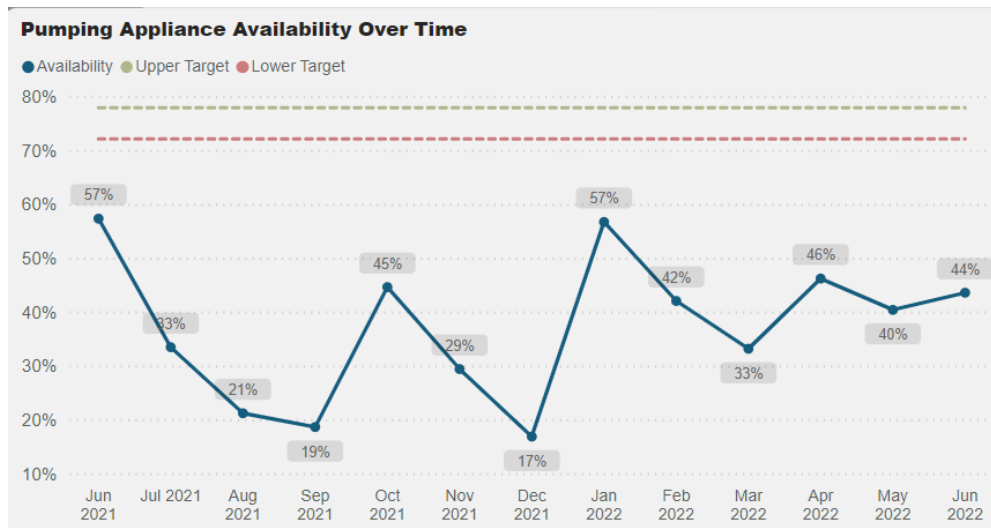
BACKGROUND – STATION UPDATES

DOVERCOURT

PUMP 1



PUMP 2



Establishment:

- The station currently has:
 - Phase 1 = 9
 - Phase 2 = 5
 - Phase 3 = 10Totalling a headcount of 24

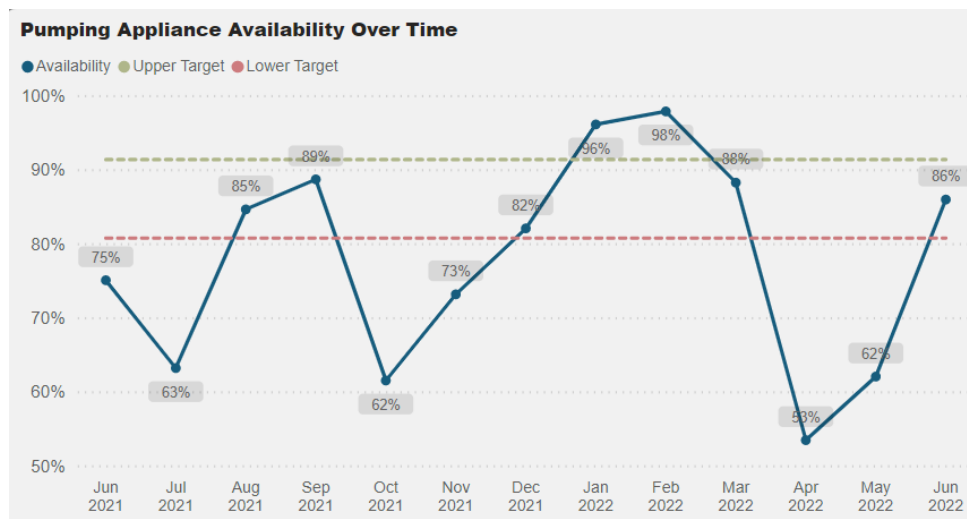
Concerns:

- 1 x O/C P3 FF/DVR dual rider E11/W79, high probability will be relocating back to Wethersfield on permanent basis.
- Lack of BA courses impacting on availability of 11P2 and weekend availability – we have 2 x P1 who offer good availability waiting for a BA course. Requested from Training 25/5/22.
- 1 x O/C P1 FF has resigned due to starting new job, we have explored options but not able to provide enough availability.

Action Plan/ Progress:

- 7 x WT personnel working the 2-2-4 shift pattern. 4 x OIC/DVR, 1 x DVR, 2 x OIC. 1 x OIC transferring to E34 this month.
- Each WT officer has been allocated a group of O/C fire fighters and training is available every day/night shift.
- A bespoke Dovercourt business plan is being produced to include retention activities e.g., improvements in station environment, social activities, visits etc.
- O/C crews attending L1 Initial Incident Command days at Wethersfield.
- WM is trialling weekend availability ROTA with positive feedback.
- PDRpro workloads were becoming an issue for P1 so the WM has implemented a generic P1 training plan to support completion.
- 1 x WT P3 FF from E34 started O/C – currently on WMMI.
- 2 x O/C FF completed initial 2-week basic course, both performed to a high standard and have passed assessments.
- BA courses will be raised with the Training Department to understand if more courses need to be made available as these are vital with the small number of O/C personnel at the Converting stations. There is a big benefit from an appliance being on the run – if there are BA capabilities available.

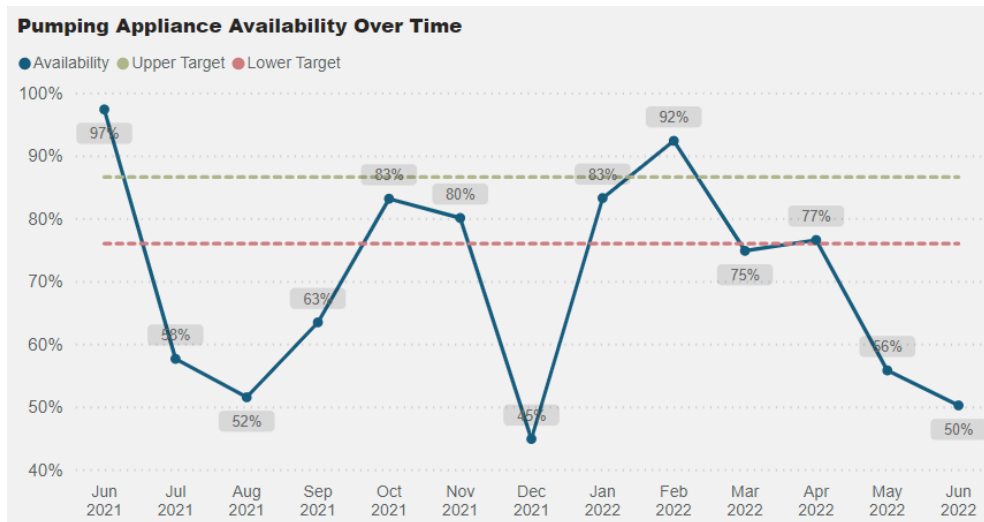
WALTHAM ABBEY



Establishment:

- The station currently has:
 - Phase 3 = 10
 - Phase 1 = 5Totalling a headcount of 15
- Availability is bouncing back, but the first two weeks of May, availability remained low as several drivers were still off sick. They are now back, and availability has been increasing since.
- DDOR's have been requested on several occasions, but only one has been taken up.
- Monthly data reports being compiled by the officers at station so we can make evidence based, informed decisions around when to remove the embedded officers. This data will allow the officers to be removed at the earliest opportunity, ensuring financial impacts are minimised alongside the risk of removal.
- 2 x firefighters currently attending their Level 1 Incident Commanders Course.
- 2 x candidates commence basic training course at the start of June.
- 1 applicant has passed all stages of recruitment and is due to start the end of June basic training course.
- Applicants are being encouraged to attend drill nights, so they fully understand the role and the expectation before they officially join the station.
- The SM is arranging a recognition event for Thursday 16th June, with families and firefighters invited to the station for an evening of reflection, demonstrations, and appreciation.
- Building work is due to start at Waltham Abbey over the coming months. This will see the RTC compound moved, and an access road created down the side of the station, allowing On-Call firefighters to access the station quicker following a mobilisation.

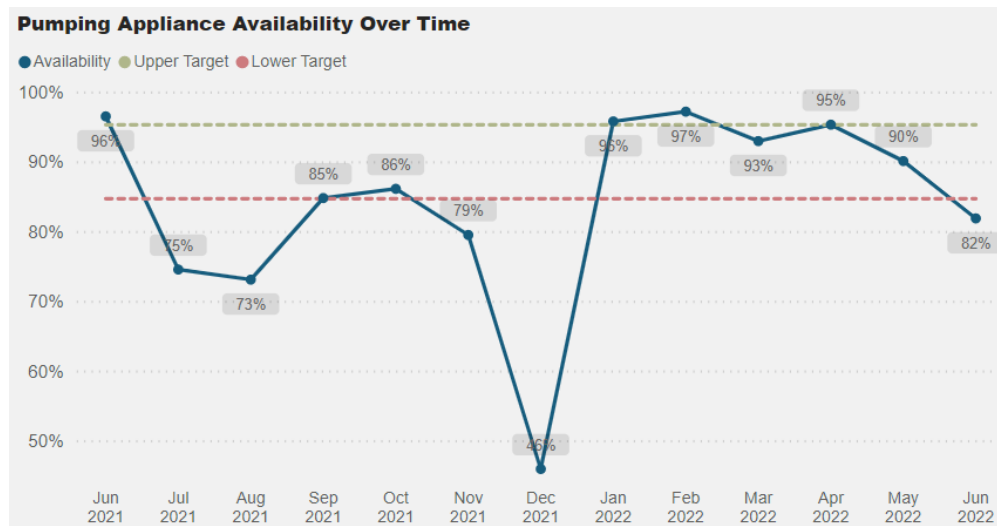
GREAT BADDOW



Establishment:

- The station currently has:
 - Phase 1 = 1
 - Phase 2 = 5
 - Phase 3 = 4Totalling a headcount of 10
- Availability numbers have been low for May and the first part of June due to scheduled annual leave for OIC and drivers, therefore this has had an impact on the station's availability. Along with those specific positions being on scheduled training courses. Hopefully the end of this month will see the availability increase.
- 1 x O/C FF has recently completed their driving, with another soon to follow.
- Since the conversion date there have been 4 x resignations; three of these are down to moving out of the area and one is down to primary role hours increasing.
- A review to take place on the use of embedded officers/drivers. The station has provided a system to measure the effectiveness and future requirements of embedded staff.
- Discussion with HR regarding the leave policy, and prospect of G. Baddow piloting a revised model. The necessity has arisen through individuals looking to work condensed hours. The current policy allows for singular days to be taken, which can lead to individuals not providing appropriate cover. It is recommended that a hybrid model which features a pro rata system is adopted or considered.

SOUTH WOODHAM FERRERS



Establishment:

- The station currently has:
 - Phase 1 = 5
 - Phase 2 = 1
 - Phase 3 = 1
 - Totalling a headcount of 7
- A Phase 1 recruit's circumstances with his primary employment have changed recently and there's a potential the station might lose him. The SM has arranged a meeting to discuss the options of availability that he might be able to provide with his change in primary employment which is lower than he currently offers. Discussions will be had to see if the individual can be retained.

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.
- Asda have created an article on our latest On-Call recruit - they've had 6K likes on their social media page which is good exposure for the station. We are now going to speak with Asda to ask about a recruitment banner being placed in the store, which will be a significant turnaround from the previous year's whereby it was not possible to advertise.

Recruitment:

- Unfortunately, the June basic training course that was scheduled to be held at SWF has had to be moved due to ongoing building works at the station, therefore training made the recommendation to move it. The Project Manager is exploring other options for the possibility of it being held the month of conversion. The idea of it being in SWF specific, is to raise the profile of the station within the local community before the station converts at the end of July. We will continue to explore options with the training department.
- 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.

- The station has 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 are introduced as Saturday sessions.
- O/C basic training courses to be held at SWF in September. The OCLO team are ensuring that we have SWF candidates on the course date.

Transition Period:

- We've filled the following transitional support roles post conversion:
 - 1 X CM
 - 1 X FF Driver
- 1 X WM position for the transitional support has pulled out this week as the candidate has been offered a permanent WM position in Harlow. The SM is confident we will get a replacement through the recent TAP board process. SM will explore further.
- We've started to plan the first three weeks of conversion post 31 July as it falls in the summer holiday period – and we've already identified that key people will be out for the first two weeks. The SM is gathering all leave details to ensure that we have the right cover for the first month of conversion.
- The OCLO team will base themselves out of the station from the conversion date to support availability and recruitment activities.

Station Progress Summary – Table 1.1.

This table is up to date as of 14 June 2022.

Station	On-Call Crewing No. This Period		Confidence RAG	Target FTE Crewing No.	
Great Baddow	Headcount	10	Green	Headcount	14
	FTE %	10.5	Green	FTE %	12
	FF on the Run	13	Green	FF on the Run	14
	Officers	2	Yellow	Officers	4
	Drivers	4	Yellow	Drivers	6
South Woodham Ferrers	Headcount	7	Yellow	Headcount	14
	FTE %	5	Yellow	FTE %	12
	FF on the Run	5	Yellow	FF on the Run	14
	Officers	0	Red	Officers	4
	Drivers	1	Red	Drivers	6
Waltham Abbey	Headcount	15	Green	Headcount	18
	FTE %	11.25	Green	FTE %	13.5
	FF on the Run	15	Green	FF on the Run	18
	Officers	3	Green	Officers	4
	Drivers	3	Yellow	Drivers	6
Dovercourt	Headcount	24	Green	Headcount	23
	FTE %	15.5	Green	FTE %	12
	FF on the Run	17	Green	FF on the Run	23
	Officers	3	Yellow	Officers	6
	Drivers	6	Yellow	Drivers	14

Wider Project Update

Rep Body Engagement

- We met with our FRSA colleagues on the 10th June.
- We met with the FBU colleagues on 1st 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. 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 June 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	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	16/07/2022	16/06/2022	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	16/07/2022	16/06/2022	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	Moir 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 team provides an update as part of the standard 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 on a monthly frequency with both the On-Call and Day Crewed duty system. These will ramp up as we run into the final weeks of the competition.

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 has started with reference to 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.