



Meeting	Performance & Resources Board	Agenda Item	14
Meeting Date	28 July 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.

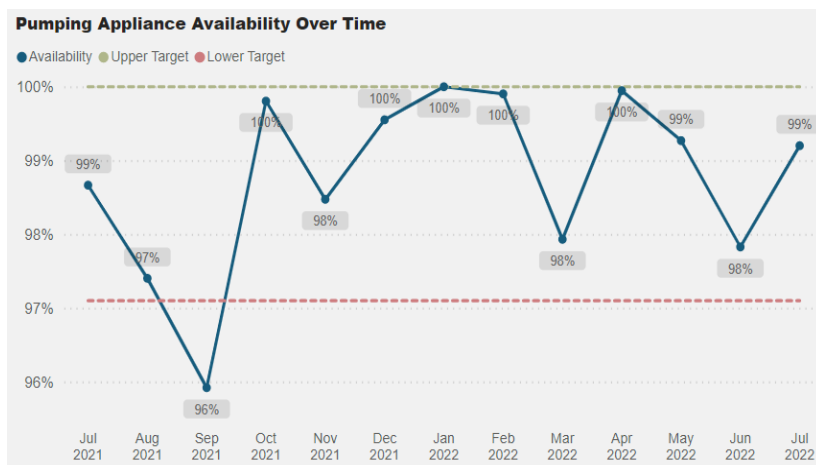
EXECUTIVE SUMMARY

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

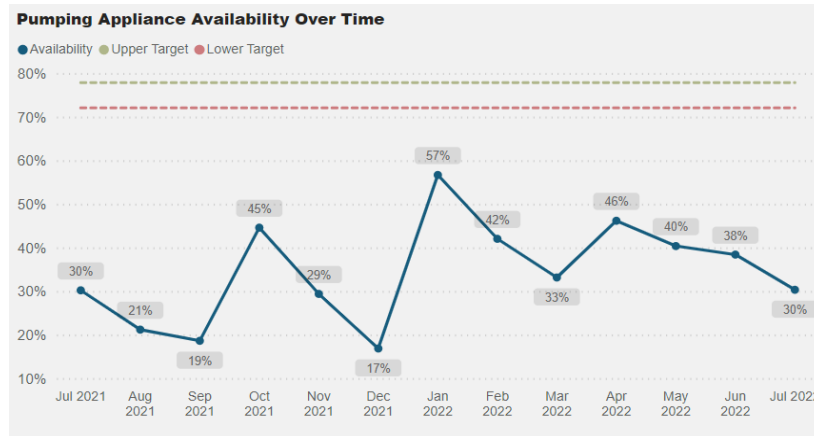
Station	Status	Conversion Date
<i>Dovercourt</i>	<i>Converted</i>	<i>31 March 2020</i>
<i>Waltham Abbey</i>	<i>Converted</i>	<i>31 July 2021</i>
<i>Great Baddow</i>	<i>Converted</i>	<i>31 January 2022</i>
South Woodham Ferrers	In Progress	31 July 2022

BACKGROUND – STATION UPDATES

DOVERCOURT PUMP 1



PUMP 2



Establishment:

- The station currently has:
 - Phase 1 = 10
 - Phase 2 = 5
 - Phase 3 = 7Totalling a headcount of 22

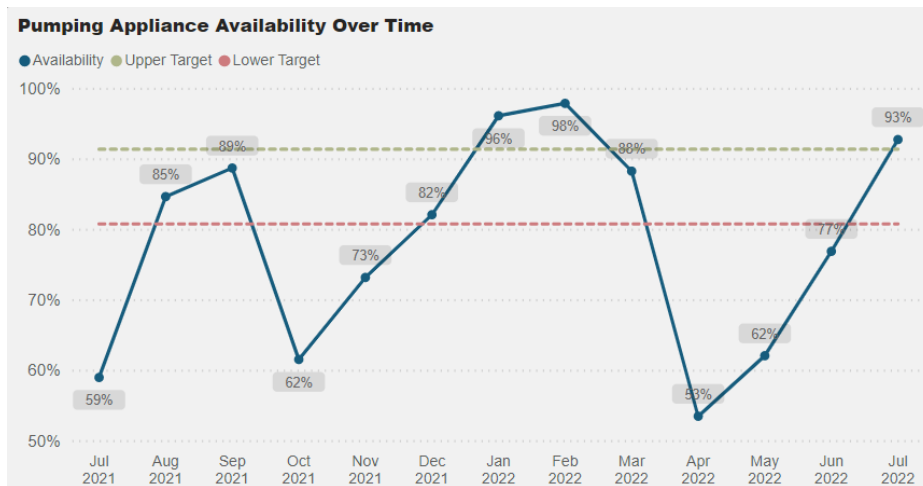
Concerns:

- Lack of BA courses available to our phase 1 colleagues is impacting the station.

Action Plan/ Progress:

- SLT & PFCC visit at the start of this month, good engagement from the watch.
- 6 x WT personnel working the 2-2-4 shift pattern. 4 x OIC/DVR, 1 x DVR, 1 x OIC. 1 x OIC CM in WM LRS process.
- 1 X O/C phase 1 is scheduled on September BA course.
- 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 complete, includes recruitment and retention activity.
- Recruitment campaign started with 3 drop-in sessions planned. Working with Comms department on a social media campaign and article for a local newspaper. Fitness department & OCLOs involved.
- BBC Essex have requested an interview following recent Harwich pub fire, the plan is to use this opportunity to advertise recruitment, liaising with Comms on best approach.
- WT OIC & DVR overtime trialled to avoid standby appliance being sent in and put 11P2 on the run to provide opportunity for P1 to get operational exposure.
- 1 x applicant passed interview and will be on August course at STC.
- 1 x O/C FF completed 2-week basic training course, however, did not pass assessments. The station is working with STC to provide development for the individual.
- 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

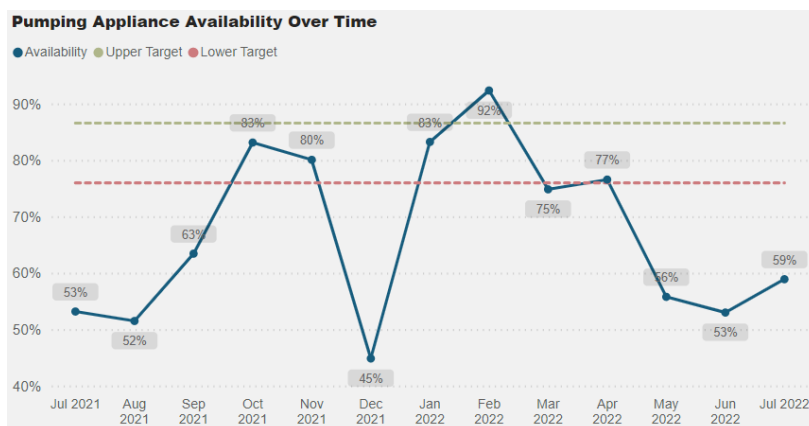


Establishment:

- The station currently has:
 - Phase 3 = 8
 - Phase 1 = 8
 Totalling a headcount of 16

- Waltham Abbey's Open Day took place on Saturday 2nd July – huge turnout from the public and brilliant joint effort from all at the station in organising.
- Driving training is now 3 weeks' worth of training – this is presenting problems with personnel getting the amount of time off work required to do the training.
- 2 x Officer / Drivers will be off work due to medical procedures and a broken arm – this will impact the availability in August. SM Bond is now exploring options to support the expected shortages in August to possibly mitigate these.
- Applicants are being encouraged to attend drill nights, so they fully understand the role and the expectation before they apply to join the station.
- 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.
- There was an incident in Waltham Abbey in June that was attended by 4 appliances, while Waltham Abbey were off the run. This created some community mumbblings, but all response times were met. Most mumbblings seem to be initiated by retired firefighters on Facebook.

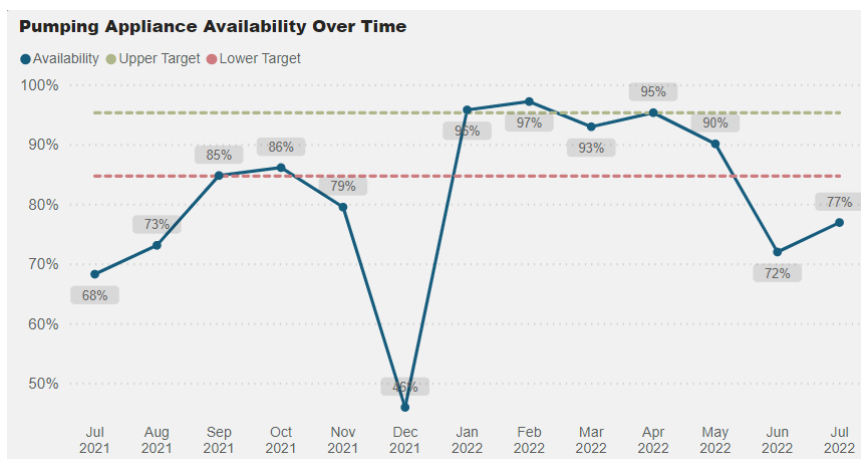
GREAT BADDOW



Establishment:

- The station currently has:
 - Phase 1 = 1
 - Phase 2 = 5
 - Phase 3 = 4
 - Totalling a headcount of 10
- Availability numbers were low for May and June due to scheduled annual leave for OIC and drivers, therefore this has had an impact on the station's availability. Plus, those positions being on scheduled training courses. Availability should be on the rise from this period.
- Meeting held with OCLOs for strategy planning looking at recruitment initiatives. This includes requesting Instagram access from Corporate Comms, placing pop up banners in local shops and gyms.
- Mapping has been created by extending current turn out times to 6 minutes to identify other areas within the Gt Baddow area that could be used to recruit new candidates.
- 3 x phase 1 attending BA training courses during this month.
- 1 x FF attending ERD element of appliance driving, which will increase driver capability numbers to 3.
- 2 x new candidates booked onto the August basic training course.
- A CM at the station has created a tool to look at availability of embedded staff and gaps should this be removed. This also includes an overlay of O/C contracts, against their actual availability. This will help officers identify areas low coverage and help local management of poor performance.

SOUTH WOODHAM FERRERS



Establishment:

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

Engagement:

- Regular engagement meetings are continuing for both D/C and O/C employees.
 - D/C engagement has become more informal as we wind down into the final month of conversion.

- We see very positive attendance and feedback from the O/C sessions therefore we have increased these sessions to monthly, as requested. However, as we are in the final month pre conversion, we have scheduled two sessions.
- We've opened engagement meetings with the local Asda, from this we have now had an agreement for recruitment adverts inside of the store.

Recruitment:

- Advertising campaigns are being conducted via a leaflet drop, social media and with combined community safety/targeted recruitment sessions being held in the local area.
- The Station Open Day is scheduled for this month, we're ensuring high coverage for the event. We've done a leaflet drop that highlights the event – with the add on for recruitment activity.
- We are piloting bay door wrapping – a large sticker that sits on the front of the bay door – this is being trialled at only two stations in the county. The message will be O/C recruitment, a QR code that takes anyone who scans it to our recruitment website, there will also be a diversity and equality message included.
- Asda created an article on our latest On-Call recruit – therefore we have circulated this via our social media pages, and we have received very positive local feedback. From this we have now initiated our own case study within our latest leaflet drop which includes information around O/C and the upcoming open day.
- Four x candidates in the Athena system – this is being monitored through the OCLOs through the process. These candidates will be invited down to the station Open Day.

Transition Period:

- We've filled the following transitional support roles post conversion:
 - 1 X WM
 - 1 X CM
 - 1 X FF Driver
- We've started to plan the first month of conversion post 31 July as it falls in the summer holiday period – and we've already identified that key people (OIC and Drivers) will be out for the first few 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 12 July 2022.

Station	On-Call Crewing No. This Period		Confidence RAG	Target FTE Crewing No.	
Great Baddow	Headcount	10		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	8		Headcount	14
	FTE %	7		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 %	12.25		FTE %	13.5
	FF on the Run	12		FF on the Run	18
	Officers	4		Officers	4
	Drivers	2		Drivers	6
Dovercourt	Headcount	26		Headcount	23
	FTE %	15.5		FTE %	12
	FF on the Run	17		FF on the Run	23
	Officers	7		Officers	6
	Drivers	6		Drivers	14

Wider Project Update

Rep Body Engagement

- We have a scheduled meetings planned with the FBU and FRSA at the end of July.

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 5 July 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	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	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.

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.

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. 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. Considerations should be made with regards to the required embedded personnel at SWF and whether the number should be increased based on the political pressures that the station has. We saw this very instance with Dovercourt and the required resource that was needed was increased. This is within the projects current lessons learned document.

A Transitional Group – Converting Stations will be put in place post the closure of the project, that will continue to review the embedded support at each Conversion Project station. This will include costings and duration.

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 people who identify as being part of 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 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. A term of reference for the group has been agreed by the Project Board and this document will outline who

will be apart of this group, frequency of the meetings and the purpose of the group. This has considered the lessons learned from previous converted stations and how there needs to be a continued focus post the conversion which can potentially avoid any long-term problems.

LIST OF BACKGROUND PAPERS AND APPENDICES

None to note.

