



Meeting	Performance & Resources Board	Agenda Item	13
Meeting Date	30 November 2022		
Report Author:	Laura Taylor, Project Manager		
Presented By	James Palmer, Area Manager Response		
Subject	Converted Stations – Update paper		
Type of Report:	Information		

RECOMMENDATIONS

This paper is for information purposes only. Previous day crewed stations have now converted to On-Call status. All stations are now part of the on-going converted station action plan.

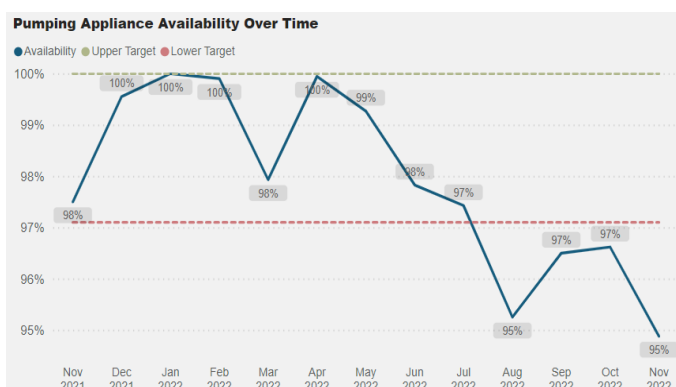
EXECUTIVE SUMMARY

The report provides an update on progress of the four stations that were the On-Call Conversion Project. These have all since transitioned and the review of those stations sits with the Converted Stations Transitional Group. An update to the board on the progress of each station will be provided monthly.

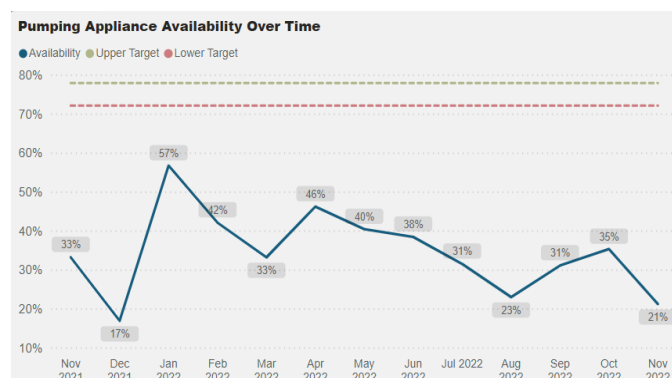
Station	Status	Conversion Date
<i>Dovercourt</i>	<i>Converted</i>	<i>31 March 2020</i>
<i>Waltham Abbey</i>	<i>Converted</i>	<i>31 July 2021</i>
<i>Great Baddow</i>	<i>Converted</i>	<i>31 January 2022</i>
<i>South Woodham Ferrers</i>	<i>Converted</i>	<i>31 July 2022</i>

BACKGROUND – STATION UPDATES

DOVERCOURT PUMP 1



PUMP 2



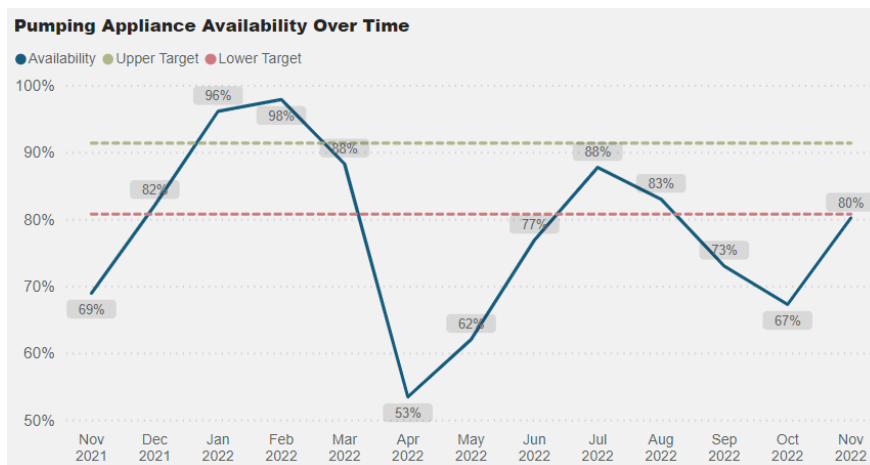
Establishment:

- O/C currently at the station:
 - Phase 1 = 10
 - Phase 2 = 6
 - Phase 3 = 6Totalling a headcount of 22
- Embedded Support at the station:
 - 1 X WM
 - 1 X CM
 - 3 X FF (Drivers)

Update:

- 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:
 - 3 x O/C scheduled for BA course in December
 - 1 x T/CM on driving course in January
- The earliest point at which the current phase 2 personnel will move into phase 3 will be February 2024, at which point they will be eligible to undertake officer / driver training should they wish to.
- There are still issues with the high number of phase 1 FFs and the lack of driver / officer skills that they don't have at this point – and will be some time before they are eligible for this.

WALTHAM ABBEY



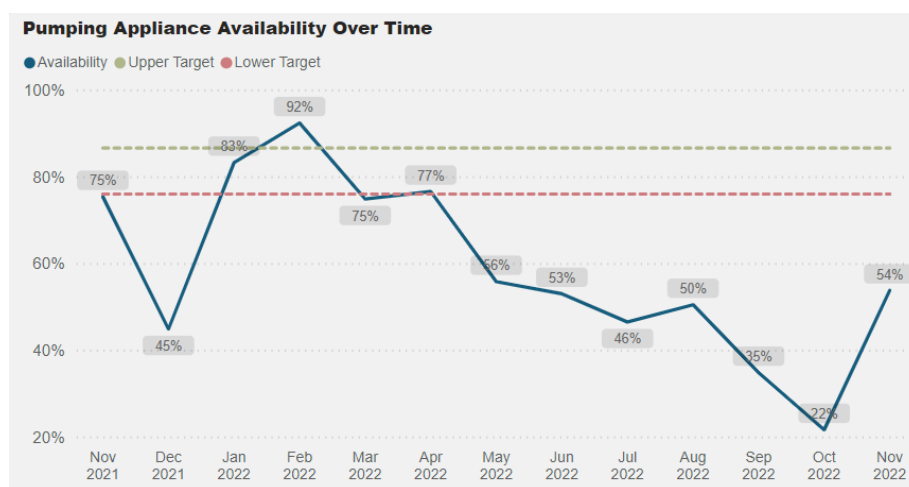
Establishment:

- O/C currently at the station:
 - Phase 1 = 7
 - Phase 2 = 1
 - Phase 3 = 7Totalling a headcount of 15
- Embedded support currently at the station:
 - 1 X T/WM
 - 1 X T/CM

Update:

- The biggest risk/ concern is officer & driver numbers and not having enough people in phase 3 to enable that training.
- Availability has decreased – this is down to planned medical procedures for the Officers at the station – this was anticipated and as a result there have been local arrangements made for a 6-week period to provide that driver cover. The availability should increase from this.
- There is a high number of phase 1 and it is anticipated that they will not reach phase 3 and eligible for officer / driver training until at the earliest, July 2024
- DDOR – 19 requests for DDOR in October. None of them provided. DDOR is not working for Waltham Abbey.
- Recruitment for the station has now been capped, as numbers are good. Focus is now on drivers and officers.

GREAT BADDOW



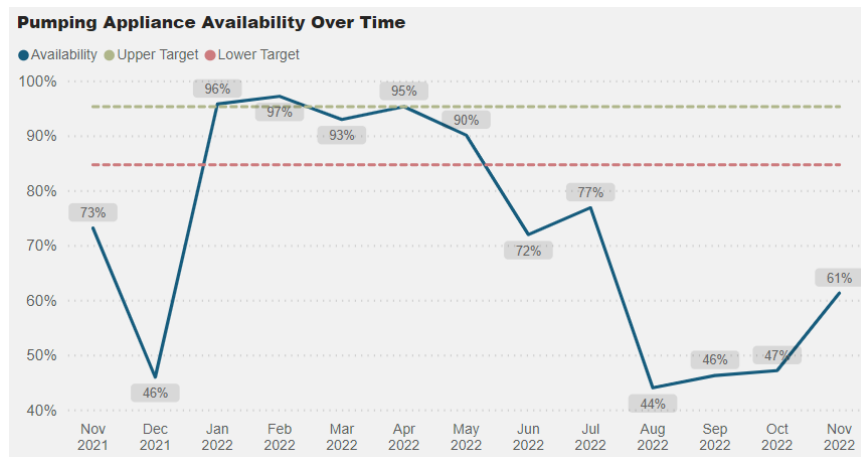
Establishment:

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

Update:

- Availability had plummeted over the last 3 months – this is mainly down to lack of officer cover – there is currently 1 embedded position, and this is impossible to maintain based on the embedded support contract. However, there is a hope that this will increase over the coming months.
- By the end of 2022 there will be a total of 4 drivers at the station, but no officers. The lack of officers poses a high risk of that station ever being on the run. The current embedded WM will retire early 2023.
- January 2024 is the earliest point at which our current phase 2 personnel can move into the phase 3 space to be eligible to be an officer / driver.
- 1 X new candidate is currently on the October Basic Training Course.
- 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 = 1
 - Phase 3 = 3Totalling a headcount of 8
- Embedded support currently at the station:
 - 1 X T/WM
 - 1 X CM
 - 1 X FF Driver

Update:

- One phase 1 has moved into phase 2 last month.
- Four people going through the recruitment process. One is booked on the current November Basic Training Course.
- The embedded support at the station are working a flexible shift system – working around the availability of the O/C.
- The Station will be trialling a buddy system with Great Baddow in terms of sharing resource and making best use of the resources at the stations.
- There are currently two drivers – a further 3rd person is currently on a driver course.
- The OCLO team are providing support when they are available.
- Drivers and Officer capabilities remain the re-occurring problem at the station and is a main factor of the decreasing availability numbers.

Station Progress Summary – Table 1.1.

This table is up to date as of 18 November 2022, the date this report was created.

Status	Station	CURRENT On-Call Crewing No. @ November 22		Standard O/C Station FTE Crewing No. (reasonable resources for availability)		Transition Shortfall for the next 12months		Confidence RAG
ALL CONVERTED	South Woodham Ferrers	Headcount	8	Headcount	14	Headcount	6	
		FTE %	5	FTE %	12	FTE %	7	
		FF on the Run	8	FF on the Run	14	FF on the Run	6	
		Officers	1	Officers	4	Officers	3	
		Drivers	2	Drivers	6	Drivers	4	
		SEPT Pump Availability	61%		0	-	-	-
	Great Baddow	Headcount	10	Headcount	14	Headcount	4	
		FTE %	10.5	FTE %	12	FTE %	1.5	
		FF on the Run	10	FF on the Run	14	FF on the Run	4	
		Officers	0	Officers	4	Officers	4	
		Drivers	3	Drivers	6	Drivers	3	
		SEPT Pump Availability	54%			-	-	-
	Waltham Abbey	Headcount	15	Headcount	18	Headcount	3	
		FTE %	11.25	FTE %	13.5	FTE %	2.25	
		FF on the Run	15	FF on the Run	18	FF on the Run	3	
		Officers	3	Officers	4	Officers	1	
		Drivers	4	Drivers	6	Drivers	2	
		SEPT Pump Availability	80%			-	-	-
	Dovercourt	Headcount	23	Headcount	23	Headcount	0	
		FTE %	0	FTE %	12	FTE %	12	
		FF on the Run	23	FF on the Run	23	FF on the Run	0	
Officers		4	Officers	6	Officers	2		
Drivers		6	Drivers	14	Drivers	8		
SEPT Pump Availability		P1 95% P2 21%			-	-	-	

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

- All above data does not include the embedded resources at the stations.
- The above table illustrates the current crewing levels at each of our converting stations.
- It shows the ideal O/C crewing levels at an O/C station that is the ideal cover and availability needed to respond to fire calls.
- The final columns provide the shortfall that we currently face at each station.

Wider Project Update

Rep Body Engagement

All representative body meetings are up to date ahead of the closure of the project. All are aware of the Transitional Group that will undertake the review of these stations.

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.

RISKS

As the project has closed, the risks of the project itself are minimal. Risks for post closure remain as the following:

- Availability at converting stations: there is a risk that if there are limited O/C numbers and/or officer and driver positions responding and being available for incidents remains a risk. Therefore, ensuring that there are sufficient skill sets and resources at each station is key
- Political interest: there is a risk that if availability drops at these stations there will be political concerns raised within the communities. There is a high local community interest within these areas especially Dovercourt and South Woodham Ferrers
- Retention of the current O/C colleagues: there is a risk that we could lose our current O/C personnel if the station lacks the skill sets that enable the station to be on the run. We currently have O/C colleagues who are progressing through the stages and to lose them at this point would effectively be pushing the station back in terms of skills and development
- Recruitment of new O/C colleagues: there is a risk that the service will need to remain focused on recruitment to ensure that if retention decreases the recruitment activity increases.
- Development of the O/C establishment: there is a risk that if this is not monitored this can affect the above. The service understands that there are a high number of new O/C personnel all requiring that development. There is a need to ensure that there are appropriate management levels at each watch in order for this to sustain.

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 IMPLICATIONS

There are financial impacts associated with the transitional arrangements at all four stations. The embedded resources funding was approved, and budget secured for 2022-23.

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 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 March 2023.

A budget paper has been produced for the SLT in September, requesting 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. The service is aware 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.

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.

FUTURE PLANS

The On-Call Conversion Project officially closed on 30 September and closure activities are now complete. The information captured in the lessons learned log now sits within the Innovation and Change team along with the Transitional Group.

A Converting Stations Transitional Group is in place to 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 this 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.

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.

LIST OF BACKGROUND PAPERS AND APPENDICES

None