



Classification	Official		
Meeting	Performance and Resources Board	Agenda no.	14
Meeting Date	29 March 2023		
Report Authors	AM Response		
Presented By	Director of Operations		
Subject	Converted Stations Transitional Update		
Type of Report	Information		
PFCC Action Point No.	N/A	For Publication	Yes

RECOMMENDATIONS

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

EXECUTIVE SUMMARY

The report provides an update on progress of the four stations that were the On-Call Conversion Project. We have since transitioned and the review of those stations sit with the Converted Stations Transitional Group. We will still provide a monthly update to the board on the progress of each station.

It should be noted this paper provides coverage figures for Dovercourt but not for the other stations. This is because Dovercourt is the only one of the 4 stations that has been designated as a standalone strategic station.

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

Availability and Coverage

Availability for February 23:

- First Pump: 99%
- Second Pump: 26%

This figure represents an improvement for the first appliance but a slight decrease for the second when compared to January.

Coverage: This is the % of time ECFRS has an appliance available to respond to fire calls within the local area.

Coverage for January

- 98%

Establishment:

FTE (17)	Headcount	# Employees on the run	# off the run (long-term absence, sabbatical, etc).	# OICs	#BA FF	#FF (non -BA)	# FF Drivers	# OIC Drivers
13	16	16	0	4	7	5	2	4

	Phase 1	Phase 2	Phase 3
Employee Progress Status	8	2	2

# Applications in Athena	# Progressed Applications	# Passed Pre-Fit	# Confirmed for next OC new recruit squad
1	4	Awaiting info	Awaiting info

On call support crew employee engagement activity	<ul style="list-style-type: none"> • 2023/24 WT embedded support finalised • Thankyou letters being sent out from SM • Multi-agency tabletop completed involving WT & OC L1 IC
On-Call employee engagement activity	<p>Additional training in place (Tue & Sun) pdrPRO support sessions continuing 8 x laptops secured for OC to help with pdrPRO & flexible working 1 x OC P1 FF left due to moving out of the area 1 x OC P1 FF will be on August WT squad</p>

On-Call conversion / recruitment activity	<ul style="list-style-type: none"> • Basic training course at Dovercourt in April dependent on numbers • Meeting local employer to organise a celebration event as they employ OC FF (Trinity House) • Trinity House have also agreed that we can actively recruit from their staff • 4 x OC applicants progressed on Athena
Risks	<ul style="list-style-type: none"> • BA deficiencies - 8 BA wearers left Dovercourt in 2022, only 3 trained. Regularly riding BA deficient with delays for additional appliances, increased pressure on Officers, increased risk. • Availability of training courses – long wait for BA courses. Must pass pre-learning assessment first which means individuals are not able to plan their leave from primary employment, which further increases delay. Previously we could book people onto pre-learning and initial course at the same time, but this has now changed for 2023. Earliest opportunity for BA course is September. • Availability of training courses – RTC Module 2 courses for P1 fire fighters

WALTHAM ABBEY

Availability

Availability for February 23:

30% this represents a significant drop in availability from the last period this is due mainly to one of the embedded officers being off.

Establishment.

FTE	Headcount	# Employees on the run	# off the run (long-term absence, sabbatical, etc).	# OICs	#BA FF	#FF (non -BA)	# FF Drivers	# OIC Drivers
10.5	14	13	1	2 W/T	6	6	1	1 W/T

	Phase 1	Phase 2	Phase 3
Employee Progress Status	9	1	4

# Applications in Athena	# Progressed Applications	# Passed Pre-Fit	# Confirmed for next OC new recruit squad
1 (5/3/23)	0	0	0

<p>Issues / Risks</p>	<ul style="list-style-type: none"> • Very high reliance on two embedded managers to keep this appliance available. (T/MM taken several weeks leave during this period - taking appliance of the run during Feb/March) • Lack of drivers – Everything is being done to maximise availability by having the right people in the right places, but due to the speed in which people can progress through to Phase 3 and become drivers, it is not going to be an issue that’s resolved quickly. An additional wholetime driver is required to be attached to this station (attachment would be on a nine-day fortnight basis to provide day cover) This could be supported by On-Call – On-Call ASW or DDOR when required although DDOR requests have not been successful to date. • Reliance on the wholetime two embedded officers is still critical to the availability being offered by the station. Current data being captured locally suggests that availability would have been 20% without the embedded officers and driver support. • The two wholetime embedded officers also carry out on call duties at this station – They need to undertake and provide evidence of correct rest periods within their dual contracts which is being recorded this month. • Availability training courses - BA/ Mod 2 RTC courses for Phase 1’s to speed up progression. • Time frames to train individuals to phase 2 – increase training dates with qualified instructors to decrease time periods. • Waltham Abbey is a joint key station to Loughton – availability support.
<p>Key Decisions</p>	<ul style="list-style-type: none"> • Support embedded officers who also undertake on-call to ensure they receive clear rest periods that the service can evidence, giving them an improved work life balance – Ensure they work to agreed contracted fixed nine-day fortnight (daytime) and on call hours thereafter in line with working time regs. • Continue to utilize additional training to support development of staff. • Continue to request DDOR’s & On-Call to On-Call ASW’s. • SLT to assess financial costings to support appliance availability and the impact of removing the two embedded officers up to March 2024.

Additional Information	<ul style="list-style-type: none"> • Figures and data on performance continuing to be managed and captured locally. This is to support any decisions on when to remove embedded officers, allowing the decision to be made at the earliest opportunity, but with the minimum risk to the station and availability. • Recommendation is that a 5-year plan is designed for Waltham Abbey, taking in to account the removal of the embedded officers, and the operating of the station once this has happened. Rather than sticking to fixed timeframes, one option is to move to a KPI driven decision making, to ensure the sustainability of the station performance/ availability. This plan can be done with the transition team, supported by the station, but it needs to be accepted that early removal of the embedded officers, without using an evidence-based approach, could result in a huge drop off of availability and retention of personnel.
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GREAT BADDOW

Availability

Availability for January 23: 60% this is an increase from January.

SOUTH WOODHAM FERRERS

Availability

Availability for January 2023: 67% this represents a slight decrease from January.

Great Baddow and SWF Establishment:

Establishment is being shown in one area for both Great Baddow and South Woodham Ferrers. This is due to the local management utilising resources across both stations and moving teams around to maximise availability for one or other appliance rather than on occasions having both pumps off the run.

Station	FTE	Headcount	# off the run (long-term absence, sabbatical, etc).	# OICs	#BA FF	#FF (non-BA)	# FF Drivers	# OIC Drivers
GB	11	9	1	1x CM	7	2	1	1
SWF	6	8	0	2 x T/CM 1x WM	4	1	1	2

	Phase 1	Phase 2	Phase 3
Employee Progress Status 33	3	5	2
Employee Progress Status 32	5	0	3

Station	# Applications in Athena	# Progressed Applications	# Passed Pre-Fit	# Confirmed for next OC new recruit squad
33	3	3	0	0
32	0	4	2	2

Issues / Risks	<ul style="list-style-type: none"> • Failure to recruit and develop suitable individuals to perform all roles, particularly crew/watch managers and drivers will create a significant risk to appliance availability, in both the medium and long-term • Although funding has been provided for embedded personnel to carry out such roles until April 2024, there is a foreseen risk that appliance availability and staff morale could be further affected if withdrawn without adequate officers and drivers to replace them • Loss of OC personnel to WT positions. February saw 5x OC personnel leave for W/T positions.
Key Decisions	<ul style="list-style-type: none"> • Data will continue to be captured locally to support an evidence-based approach • Additional On-Call training programme to support development of FF's • Additional training nights to optimise development • Currently, Great Baddow & South Woodham Ferrers have a combined the embedded officers of 2x WM, 2x CM and 2x Drivers. A 'buddy' system has been introduced across both stations which enables crews to work across both stations to optimise appliance availability. Both stations will continue to work together post April 2024. • To advertise for the Embedded WM Role in the very near future to replace retiring WM (July 23)
Predicted skills gaps and control measures required	<ul style="list-style-type: none"> • SWF & GB are recruiting steadily. The challenge is progression through the phases, drivers and officer qualifications to provide adequate availability post April 2024 • Review the removal of embedded officer numbers before having people in place with the right skills. • Optimise DDOR, On-Call to On-Call ASW's, Mixed Crewing. • Review development pathways and introduce activity-based progression (P1 – P3) as opposed to 'time served' • Continue workforce succession planning to predict skills gaps and subsequent training requests • Following the decision to remove embedded officer in April 2024 it is predicted, based on current development pathways, experience and skill sets operational availability will be in region of 27% at Great Baddow and 65% at South Woodham Ferrers. However, with the introduction of the 'buddy' system, improvements to operational availability are foreseeable.

Next Steps	<ul style="list-style-type: none"> • Local business engagement. • Saturday drop-in sessions, meeting the crews to attract new recruits and build relationships with the local community. • Social media campaigns. Creating more profiles on the firefighters following positive feedback • On-line myth busting/ drop-in session to reach out to those in the community who don't have a full awareness on how the OC works and how rewarding it can be • Continue to promote the 'buddy' system to optimise availability across multiple stations. • Community First Aid sessions at SWF to promote educate the local community and promote the station • Continue to work with Chelmsford Strategic CSP (Onechelmsford) to promote recruitment at both stations
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Wider Update

- **Rep Body Engagement**

Rep body engagement is taking place through regular updates. The FBU have requested and been provided with additional information around costs incurred by the service to support availability.

- **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.

RISKS

Risks are all linked to the station specific sections of this paper.

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

A budget paper was approved by SLT, 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. 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.

Command GMs have produced transitional plans around how each station will work towards no embedded officers from April 24. You will note the number of staff we are processing through recruitment is now being tracked in this paper.

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 liaison team has been approved financial and recruitment will be commencing soon for the Station Manager (SM). That SM will report to the Group Manager from the North West Command and will run a work stack where tasks across all commands will be allocated.

The dedicated Station Manager (SM) for Dovercourt will be removed and the stations will be regrouped with a SM having responsibility for Dovercourt amongst other stations.

LIST OF BACKGROUND PAPERS AND APPENDICES