



Remediation plan: Monthly Station Progress Report

Station	Braintree	Watch Manager	Matt Nash (MN)	Station Manager	Gav Tripp (GT)	Reporting period	July 2024
Workforce Status Report.							
FTE	Headcount	Colleagues On-the-run	Colleagues Off-the-run	OIC's	BA	FF Drivers	Officer Drivers
Current FTE 15.75 Station FTE allocation 18	21	18	1 x WM 4 x FF's	7	19	7	5
Recruitment.							
Applications on Cornerstone		Progressed applications		Passed fitness		Confirmed on recruit squad	
2		0		0		0	
Monthly Appliance availability.							
Availability	78P1	78P2	Station Cover				
	83%	8.4 %	45%				
Trend/progress (Against previous month)	0%	0%					



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Comments.

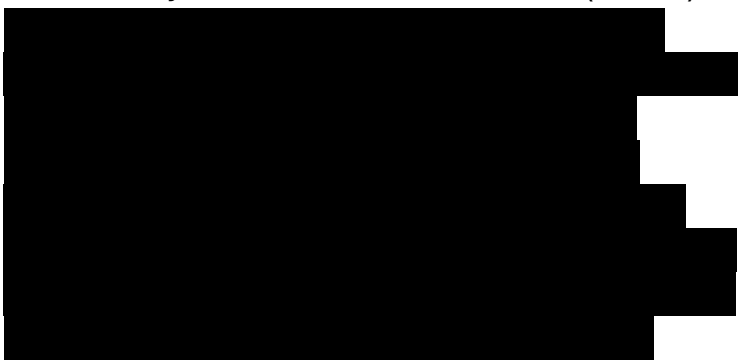
Colleagues OTR:

1 x WM Suspended from duty. (pending investigation outcome)

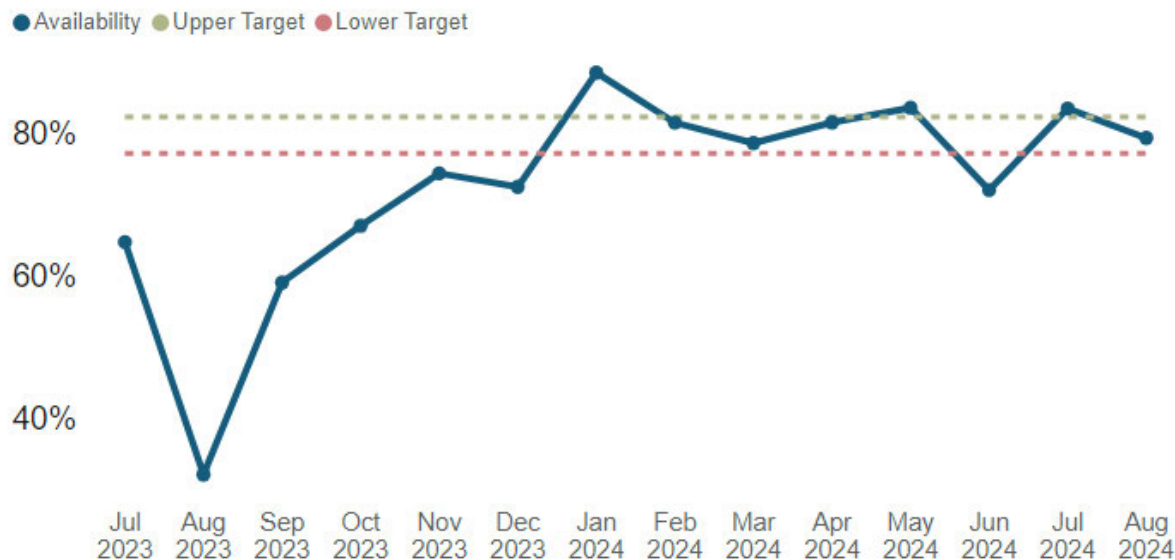
1 x FF OTR Fitech (Long term) Driver

1 x FF OTR career break, returns January 2025 Driver

1 x FF OTR UPSL primary employment training, returns July 2024 Returned to Station (Driver).



Pumping Appliance Availability Over Time





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· Engagement with station team about personal availability. [REDACTED]

· Engagement with HR to provide Matrix records for all personnel, conversations with each person have started as part of the appraisal process. Poor engagement from the team in completion of matrix. Managers meeting to be held to explain the reason for matrix to enable Management to ascertain what time periods require recruiting for.

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Remediation Plan

Action	Action	Activity	Action Mitigation/s.	Target date	Date c/pleted	Responsible Officer/s	Open/Closed
1.	Improve Station availability.	Individual availability reviews for all personnel.	Completion of matrix has been poor, managers meeting to be held to explain importance of knowing where the Station team cannot provide availability, to assist recruiting FF for appropriate periods of cover.	07/24		MN, GT	Open
2.	Improve Station availability.	Management actions to celebrate or correct contractual availability.	Coordinate with HR BP. Individual engagement. Update 08.01.2024 - Draft email to all crew managers has been shared with the Station Manager for review, within this email the request for all personnel to submit an updated availability matrix has been requested. MN Update 27.05.2024 – review underway. MN	01/24		MN, GT	Open
3.	Improve Station availability.	Recruit against identified availability gaps, over establishing if necessary.	Coordinate with OCLO team. Include station in activities. Update 08.01.2024 - Recruitment is ongoing with a steady flow of applicants. Alot of applicants simply do not grasp the role of an on-call firefighter, most do not want to commit to the hours that the service require. MN Update 27.5.2024 – Limited applicants this month (only 1, who lives in Brentwood, so outside of area). Team are planning to maximise summer months to driver recruitment. MN. Update 02.07.24 currently 2 applicants to hold discussion and visit Station	01/24		MN, GT & OCLO team	Open
4.	Improve Station availability.	Assess core qualification training needs. Drivers / officers.	Station succession plan. Individual & STN management team engagement activities.	01/24		MN, GT	Open



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			<p>Update 08.01.2024 - Two members Ffs have begun the process of their level 1 IC.</p> <p>Drivers, we are in a good place. We have 1 x Ff that already has an HGV, the is LFB and P2 in Essex. It is likely that he will be our next driver, depending upon leavers etc. MN</p> <p>Update 27.5.2024 – 1 x FF has successfully passed his L1 IC and now acts up when required. MN</p>				
5.	Accurate advance station availability planning.	Ensure ERB is maintained to allow forward planning by station management team and RMU.	<p>Minimum rolling 7 days aspiring 14 days advanced availability encouraged.</p> <p>Update 08.01.2024 - This has been raised as part of the new start email. Provided the SM can support this approach personnel that fail to provide 7 days' notice of their availability without good reason, will be expected to attend a recorded conversation (FB163) with their CM to discuss the matter and identify a way forward. MN</p> <p>27.05.2024 – Availability has become more reliable and personnel are actively engaging in better forecasting, where we fall short is sickness and annual leave. MN</p>	02/24		MN, GT	Open
6.	Monitor availability matrix completion.	Monitor hours to ensure compliance with advanced planning and mitigation against trends indicating false availability (ghosting).	<p>Stakeholder engagement to ensure all personnel understand their responsibility.</p> <p>Update 08.01.2024 - This has been raised as part of the new start email. Provided the SM can support this approach. MN</p> <p>Update 27.05.2024 – I have very few concerns of ghosting, the culture is in a much better place, the team are generally working well together. MN</p>	02/24		MN, GT	Open
7.	Bridge identified crewing shortfalls.	Efficient use of DDOR, Mixed crewing, OC-OC ASW & dual contract Mixed crewing at OC station.	<p>Regular crewing requests to RMU</p> <p>Update 08.01.2024 - Daily communication with the RMU and service control are had to maximise</p>	Ongoing	BAU	MN	Open



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			availability wherever possible, as well as a weekly forecast. MN Update 27.05.2024 – W78 and the RMU share a good relationship and regularly communicate about availability, planning and resource. We have had a couple of issues with ASW and DDOR this month, but collectively managed the challenges effectively. MN				
8.	Increase appliance driver numbers.	Workforce planning. Identify and nominate Firefighters for ERD training.	Manage expectations ahead of need. LGV nominations at the end of Phase 2 ERD when P3. Station ERD numbers good. Update 08.01.2024 - In conjunction with point 4, it is my view that this action can be closed. MN	11/23	11/23	MN, GT	Open
9.	Increase team numbers holding an initial incident command (ICL1) qualification.	Workforce planning. Identify and nominate suitable Firefighters for ICL1 course, increasing	Station management team and individual engagement. Coaching, mentoring activity aligning to action 8. Update 08.01.2024 - In conjunction with point 4, we have two Ffs enrolled onto their L1 IC, at this time no other Ffs are being considered, this is reviewed regularly at station level, for escalation to the SM when personnel are identified. MN Update 27.05.2024 – As per point 4. MN	06/24		MN, GT	Open
10.	Minimising Phase 1 Firefighter pathway completion time scales.	Supporting P1 firefighters to achieve P2 status within 12-18 months.	OCLO / T&D team updating pathway to improve pathway vision and milestones. Station management team to coach mentor P1 personnel ensuring milestones are met aligned to probation policy. Update 08.01.2024 - As part of my commitment to new starters, I am ensuring that we provide a minimum of one drill night per week for our phase 1 firefighters to attend and continue to develop their knowledge and skills in line with the services expectations, this is in addition to phase 1 firefighters at Braintree being inducted, coached and	11/24		MN, GT & T&D dept	Open



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			<p>mentored by CM Foss. CM Foss facilitates additional phase 1 drills throughout the month to ensure that basic firefighting skills are developed, assessed and rectified with any shortfalls addressed promptly. MN 27.05.2024 – FF Hunter has made excellent progress in P1 > P2 development. FF Timms is making good progress to as is FF Heath, towards his STR. We are also working closely with Chelmsford watches to maximise their training availability, which is working well. MN</p>				
11.	Minimising Phase 2 Firefighter Pathway completion time scales.	Supporting P2 Firefighters to achieve P3 status within 18 months.	<p>Station management team to coach mentor P2 personnel ensuring milestones are met & PDR Pro records maintained.</p> <p>Update 08.01.2024 - Ongoing, at the moment we have only two P2's both are wholetime. MN</p> <p>Update 27.05.2024 – We have 2 x FF working towards P3, both I am confident will achieve P3 status in the timeframe expected. MN</p>	11/24		MN, GT & T&D dept	Open
Issues/risks	<ul style="list-style-type: none"> • High numbers of dual contracted team members at Braintree i.e., WT/OC in Essex and with LFB over half of the station are dual contracted with all Officers Essex WT contract holders. (TAP board watch allocation considerations now BAU when posting recruits or promoting Officers). • Removal of command order 15 does not impact this station as not adopted. • Four team members have LFB contracts. Current WTR enforcement for LFB more flexible than Essex which may improve availability. LFB WTR secondary employment policy consulted. 						
Add Info	<ul style="list-style-type: none"> • Recent recruitment activity has resulted in three potential EEAST/ HART team paramedics joining the team, 1 has now joined, 1 has dropped out of the process and it looks as the other is expected to drop out to as she is not returning calls from the OCLO. Update 1 Individual is now phase 1 at station. 						



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- Availability is steadily increasing for 78P1. 78P2 availability is the next objective as the ongoing improvement plan is enacted. Update 02/07/24 suspension of FF/Driver and Gastroenteritis has impacted availability.
- Home fire safety check inspection numbers are some of the 'best' in the county, excellent commitment by the team. [REDACTED]
- The Braintree crew are working hard to improve the stations availability with evidence of their efforts consistently being demonstrated.
- 78P2 availability has reduced due to the "super crewing" principle being removed/ unsupported by the service. It is estimated that this month would have seen 78P2 availability up to 30% had "super crewing" have been supported by the service.
- There is growing concern about the CRMP and the impact that this may have on Braintree. The visit from SLT didn't really do anything to curb fears.
- 1 x P1 FF has STR assessment 23rd June 2024 – expected to pass update passed
- 2 x P1 FF have their day 1 initial BA 06th July 2024. [REDACTED]