



Remediation plan: Monthly Station Progress Report

Station	Witham	Watch Manager	Andy Mott (AM)	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
FF 10.5 up1	14	14		5	13	2 One of the drivers now acts up to CM	5 ■
Recruitment.							
Applications on Cornerstone		Progressed applications		Passed fitness		Confirmed on recruit squad	
■		■■■■■■■■■■ ■■■■■■■■■■ ■■■■■■■■■■ ■■■■■■■■■■		0			
Monthly Appliance availability.							
Availability	25P1	25P2	Station Cover				
	43% (*3)	0%	97%				
Trend/progress (Against previous month)		0	0				



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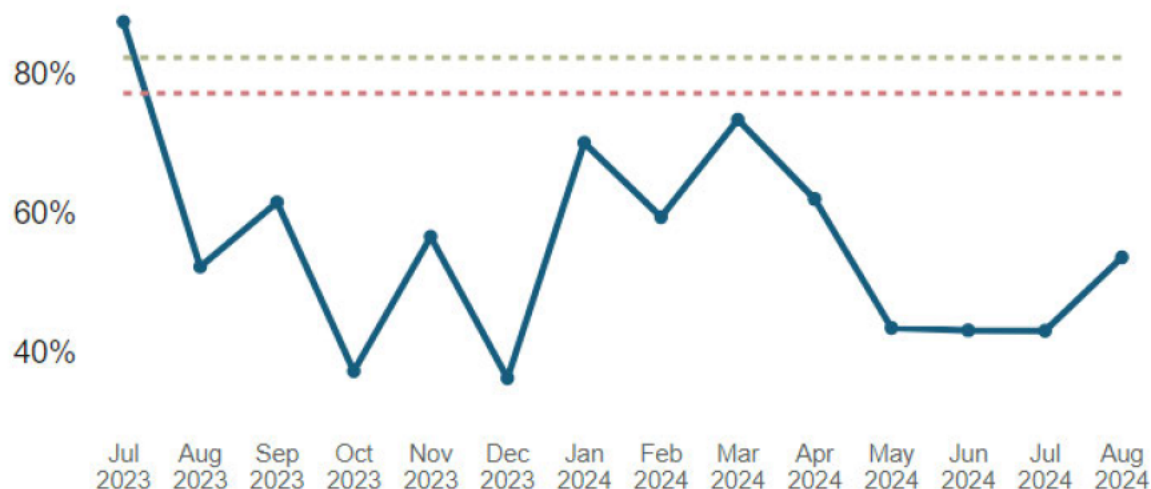
Comments.

Colleagues

[Redacted comments section containing multiple lines of blacked-out text]

Pumping Appliance Availability Over Time

● Availability ● Upper Target ● Lower Target



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.	Coordinate with HR BP. Station engagement.	01/24		AM, GT	Open
2.	Improve Station availability.	Management actions to celebrate or correct contractual availability.	Coordinate with HR BP. Individual engagement.	01/24		AM, GT	Open
3.	Improve Station availability.	Recruit against identified availability gaps, over establishing if necessary.	Coordinate with OCLO team. Include station in activities.	01/24		AM, 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		AM, GT	Open



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5.	Accurate advance station availability planning.	Ensure ERB is maintained to allow forward planning by station management team and RMU.	Minimum rolling 7 days aspiring 14 days advanced availability encouraged.	02/24		AM, GT	Open
6.	Monitor availability matrix completion.	Monitor hours to ensure compliance with advanced planning and mitigation against trends indicating false availability (ghosting).	Stakeholder engagement to ensure all personnel understand their responsibility.	02/24		AM, GT	Open
7.	Bridge identified crewing shortfalls.	Efficient use of DDOR, Mixed crewing, OC-OC ASW & dual contract Mixed crewing at OC station.	Regular crewing requests to RMU	Ongoing	BAU	AM	Open
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 poor – only two FF drivers (both wholetime). All other drivers T/CM's and WM.	12/23		AM, 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.	06/24		AM, 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.	11/24		AM, GT & T&D dept	Open
11.	Minimising Phase 2 Firefighter Pathway completion time scales.	Supporting P2 Firefighters to achieve P3 status within 18 months.	Station management team to coach mentor P2 personnel ensuring milestones are met & PDR Pro records maintained.	11/24		AM, GT & T&D dept	Open
Issues/ risks	<ul style="list-style-type: none"> External and internal WT Firefighter recruitment campaigns impacting on availability & workforce planning assumptions. Recent discipline investigations impacting on stations moral- Resignations should improve outlook. Availability of training courses and willingness of OC Colleagues to undertake Driving and Officer training. High numbers of dual contracted team members at Witham i.e., WT/OC in Essex and with LFB. (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. Low driver numbers are an issue though. 						
Add Info	<ul style="list-style-type: none"> Recent recruitment activity has resulted in another WT returner to the team- Starting January 24 ERD qualified. Availability has significantly dropped since August. It will take time to augment the team and replace key positions. Long term absence due to fitness levels of a dual contracted Junior Officer currently back in primary WT training role problematic but being addressed by the management team. 						



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- 1x Phase 1 FF's have completed BA Introduction Day with assessment booked for February 2024 – BA Course to be booked upon successful completion.
- Phase 1 & 2 FF's progressing with Development Pathway.
- Additional Drivers required – no Phase 3 FFs to complete.
- Two resignations (both WT/On-Call) due to capability and family commitments
- 1x Phase 1 FF on WT Training Course to complete Phase 1 Training (FF Gemma Hudson, move to phase 2 on the 07/06/24)
- **Phase 2 Development Pathway Progress/Timeline for Completion (18 months)**
- Shane Hawes – Now phase 2
- George Hull –4 months from completion of phase 2
- Sam Longman –2 months to completion of phase 2 (attending LGV initial acquisition course 18/06/2024 successful now carrying out 20 hours driving, waiting for phase 3 assessment and Blue light course. However, Sam will be taking one month away from On call at the end of June, to attend Ambulance service Blue light driving course, this period will be covered by his entitlement of leave and unpaid leave).
- Sam Vidler – 7 months to completion of phase 2
- Max Westwood – 2 months. Difficulty in getting three weeks off primary employment to complete LGV Licence Acquisition and ERD Course
- **Phase 1 Development Pathway Progress/Timeline for Completion (12 months)**
- George Wood – 8 months into his phase one development

Station Firefighters

Substantive managers

1x WM

Phase 3 FF

1 x FF currently acting up to CM

1 x FF phase 3 Driver

Total 5 phase 3

Phase 2 x 6 FF

Phase 1 2

Total Station FF (staff) numbers 14 (up1 phase 1 FF)Firefighters FTE currently = 10.5

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	Station x 2 appliances and one special FTE allocation is = 18