



Essex County Fire and Rescue Service

Annual Plan 2019-20

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1. Introduction

Essex County Fire and Rescue Service is in the first year of its Fire and Rescue Plan. The Fire and Rescue Plan sets out the Strategic Priorities for fire and rescue services in Essex. These Priorities are:

- Prevention, protection and response
- Improve safety on our Roads
- Help the vulnerable to stay safe
- Promote a positive culture in the workplace
- Develop and broaden the roles and range of activities undertaken by the Service
- Be transparent, open and accessible
- Collaborate with our partners
- Make best use of our resources

This document, our first Annual plan, is an essential part of our accountability to Police Fire and Crime Commissioner in delivering assurance that the Service is working towards delivering against the priorities set out in the Fire and Rescue Plan.

As well as the Fire and Rescue Plan the Service have a number of avenues that identify emerging activity, risks and trends that the Service needs to prioritise to achieve continued improvement.

These include:

- Continuous Improvement (internal and external audits, Peer Reviews, HMICFRS Inspections)
- Integrated Risk Management Plan
- Change Programme
- Medium Term Financial Plan

Traditionally the service would have created individual action plans in response to each activity stream and reported on these separately. The purposes of the annual plan is to provide a central location for monitoring progress against all activity streams.

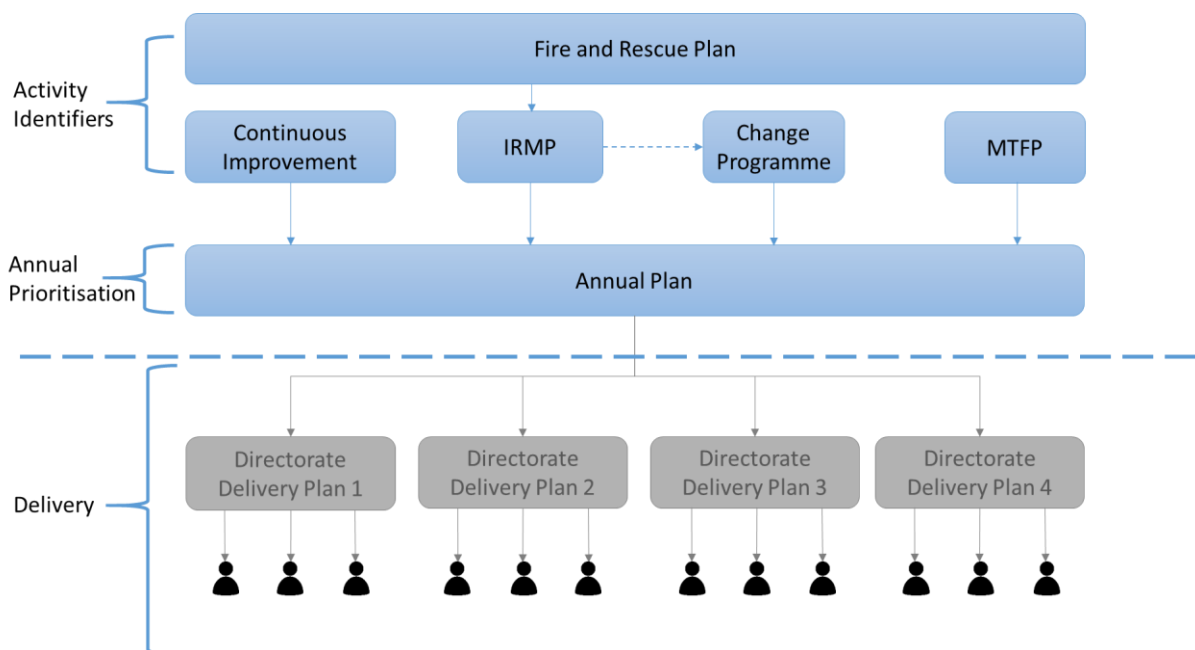


Figure 1: Activity Streams in ECFRS

2. Governance of the Annual Plan

In order to ensure continued progress against the plan the Continuous Improvement Board will meet quarterly where progress updates against the activities will be provided. A highlight progress report will be produced after each meeting. For assurance and scrutiny purposes the report will be delivered to the Police Fire Crime Commissioner via Performance and Resource Board.

Where appropriate progress and completion of activities will be reality tested within the service to ensure that staff engagement in the change has been successful.

3. Annual Plan Summary

3.1 Prevention, Protection and Response

- Production of Integrated Risk Management Plan.
- Production of a protection strategy, addressing the identification of high risk premises and a risk management strategy targeting those most vulnerable to harm.
- Production of a prevention strategy, addressing the identification of high risk premises and a risk management strategy targeting those most vulnerable to risk.
- Continue to identify and assess foreseeable operational risk, then develop resilient planning processes, with other agencies where appropriate, in order to respond to those risks safely and effectively.
- Effective delivery of demonstrable Command and Control framework based on the principle of Joint Emergency Services Inter-operability Programme.
- To continue to support the installation of systems such a sprinklers for the protection of buildings and occupants.
- Area Plans (Community Action Plans owned by Group Managers incorporating Response, Community Safety and Staff competence).

3.2 Promote a positive culture in the work place

- Design and develop Culture change Plan and programme – incorporating schedule of work, resourcing requirements, implementation plan, governance.
- Design and develop a training strategy and programme that addresses feedback from internal audit and peer review, mitigate a high-level strategic risk and provide improved governance.
- Create Leadership Development Programme that is linked with the talent pool process, ensuring that the Services talent is identified and trained to succeed.
- On Call Development programme to ensure we have a rewarding, flexible and effective duty system that meets the needs of our people, the Service and the communities we serve.

3.3 Collaborate with our partners

- To work with partner agencies in meeting other social needs of the vulnerable members of our communities.
- To work with partner agencies and other stakeholders to deliver a mobilising and communication system that will enable the Service to transition to a new Emergency Services Network
- To work with partners to develop joint procurement initiatives with a view to reducing cost and increasing efficiency.

3.4 Make best use of our resources

- Ensure that the Service maintains an appropriate level of available resources based upon the level and type of risk, in order to deliver a resilient service.
- We reviewed the key performance indicators (KPI) / questions (KPQ) used to measure performance against the strategic activities by theme from the Performance Management Framework.
- Provide resources to safely and effectively respond to operational incidents in accordance with its response standards.
- Ensure we make the best use of Information and Technology in order to support the delivery of service through the delivery of transformation and optimisation programme.
- Develop and agree a Medium Term Financial Plan that identifies and delivers a comprehensive savings and efficiency programme over the next four years

4. Appendix A - Annual Plan Activities

4.1 Prevention, Protection and Response

Our objective: We will plan and provide effective and efficient prevention, protection and response activities, so the public continue to have trust and Confidence in us.

- 4.1.1 **Activity:** Prevention Strategy (including intervention targeting model to our most vulnerable and links back to our Strategic Assessment of Risk)
We Will Statement: Help all of our communities, both urban and rural, to stay safe
Activity Stream: Peer Review, HMICFRS Tranche 1 Summary, Internal Audit
Activity Start Date: In Progress
Directorate: Operations
- 4.1.2 **Activity:** Production of a protection strategy
We Will Statement: Help all of our communities, both urban and rural, to stay safe
Activity Stream: Peer Review, HMICFRS Tranche 1 Summary, Internal Audit
Activity Start Date: In Progress
Directorate: Operations
- 4.1.3 **Activity:** Identify and assess foreseeable operational risk, then develop resilient planning processes, with other agencies where appropriate, in order to respond to those risks safely and effectively.
We Will Statement: Use local information effectively to determine risk and identify effective prevention, protection and response activity
Activity Stream: IRMP 2016- 2020
Activity Start date: In Progress
Directorate: Innovation, Risk and Future Development
- 4.1.4 **Activity:** Effective delivery of demonstrable Command and Control framework based on the principle of Joint Emergency Services Inter-operability Programme.
We Will Statement: Help all of our communities, both urban and rural, to stay safe
Activity Stream: IRMP 2016-2020
Activity Start Date: In Progress
Directorate: Operations
- 4.1.5 **Activity:** To support the installation of systems such a sprinklers for the protection of buildings and occupants.
We Will Statement: Work closer with developers, building control professionals, building owners, businesses and planning teams to identify and reduce risk
Activity Stream: IRMP
Activity Start Date: In Progress
Directorate: Operations
- 4.1.6 **Activity:** Increased recognition for On Call staff
We Will Statement: Recognise the value of on-call fire-fighters and improve recruitment and retention
Activity Stream: Peer Review
Activity Start Date: In Progress
Directorate: Innovation, Risk and Future Development

- 4.1.7 **Activity:** Area Plans (Community Action Plans owned by Group Managers incorporating Response, Community Safety and Staff competence)
We Will Statement: Use local information effectively to determine risk and identify effective prevention, protection and response activity
Activity Stream:
Activity Start Date: Planned start Q4 19/20
Directorate: Operations

4.2 Promote a positive culture in the work place

Our objective: To have a safe and diverse workforce who we enable to perform well in a supportive culture underpinned by excellent training

- 4.2.1 **Activity:** Design and develop Culture change strategy and programme – incorporating schedule of work, resourcing requirements, implementation plan, governance. Ensure staff are engaged in change.
We Will Statement: Develop and deliver a cultural change programme that embeds our values and behaviours. Involve, consult and inform our staff so they understand how they can contribute to our Service
Activity Stream: Peer Review
Activity Start Date: In Progress
Directorate: People, Values and Culture
- 4.2.2 **Activity:** Produce and deliver an Operational Training Strategy, based around National Operation Guidance, that relieves pressure on our training resources, address feedback from internal audit and peer review and mitigate a high-level strategic risk.
We Will Statement: Develop a new training programme and extend training opportunities so that all of our staff have the skills and training they need and remain safe in their work. Ensure a safe workforce.
Activity Stream: Internal Audit and Peer Review
Activity Start Date: In Progress
Directorate: People, Values and Culture
- 4.2.3 **Activity:** Produce and deliver a Service Training Plan that offers assurance of competence and incorporates feedback from internal audit and peer reviews and mitigates a high-level strategic risk. Including the following activities:
- Conducting a skills gap analysis mandatory training requirements to identify key training requirements by employee for all staff
 - Delivering a mixed model (including e-learning) approach for Operational Training
 - Firefighters completing their phase three TASK books fully on an annual basis. Compliance to be monitored
 - Ensuring that Hot Fire Wear Training complies with policy.
- We Will Statement:** Develop a new training programme and extend training opportunities so that all of our staff have the skills and training they need and remain safe in their work. Ensure a safe workforce.
Activity Stream: Internal Audit and Peer Review
Activity Start Date: In Progress
Directorate: People, Values and Culture

- 4.2.4 **Activity:** Ensure that competence can be accurately recorded. Including the following activities:
- Firefighters completing their phase three TASK books fully on an annual basis.
 - Reviewing Task Book/Electronic training recording
- We Will Statement:** Develop a new training programme and extend training opportunities so that all of our staff have the skills and training they need and remain safe in their work. Ensure a safe workforce.
- Activity Stream:** Peer Review, HMICFRS Tranches 1 Summary, Change Programme
- Activity Start Date:** In Progress
- Directorate:** Innovation, Risk and Future Development
- 4.2.5 **Activity:** Introduce greater governance arrangements for Operational Training so that we can offer assurance regarding risk.
- We Will Statement:** Develop a new training programme and extend training opportunities so that all of our staff have the skills and training they need and remain safe in their work. Ensure a safe workforce.
- Activity Stream:** Internal Audit and Peer Review
- Activity Start Date:** In Progress
- Directorate:** People, Values and Culture
- 4.2.6 **Activity:** Create Leadership Development Programme – contract agreed, programme agreed, programme delivered, impact and evaluation. Follow up work streams/ actions. We will link this with the talent pool, ensuring that the talent pool meets needs and is future focussed.
- We Will Statement:** Ensure a succession policy is in place. Encourage support staff to develop and progress. Explore opportunities, such as a direct entry scheme or internal development, to address recruitment challenges in specific areas of the Services, while ensuring our staff have the right operational skills and competencies.
- Activity Stream:** Peer Review
- Activity Start Date:** In Progress
- Directorate:** People, Values and Culture
- 4.2.7 **Activity:** On-call Development Programme
- We Will Statement:** Recognise the value of on-call fire-fighters and improve recruitment and retention
- Activity Stream:** Change Programme
- Activity Start Date:** In Progress
- Directorate:** Innovation, Risk and Future Development
- 4.2.8 **Activity:** Work with On Call staff and representative bodies to review On Call contracts with a view to increasing flexibility and improving our recruitment and retention rates.
- We Will Statement:** Recognise the value of on-call fire-fighters and improve recruitment and retention
- Activity Stream:** Peer Review
- Activity Start Date:** Planned start Q2 19/20
- Directorate:** Corporate Services
- 4.2.9 **Activity:** Work with operational staff and representative bodies to agree a revised Leave Policy
- We Will Statement:** Ensure the Service is efficiently staffed
- Activity Stream:** Peer Review
- Activity Start Date:** Planned start Q2 19/20
- Directorate:** Corporate Services

4.3 Collaborate with our partners

Our objective: We will work together with our partners to provide a more efficient and effective service for the public

- 4.3.1 **Activity:** To work with partner agencies in meeting other social needs of the vulnerable members of our communities.
We Will Statement: Working with our partners in Essex, we will:
Activity Stream:
Activity Start Date: In Progress
Directorate: Operations
- 4.3.2 **Activity:** To work with partner agencies and other stakeholders to deliver a mobilising and communication system that will enable the Service to transition to a new Emergency Services Network
We Will Statement: Enable effective national and international mobilisation
Activity Stream:
Activity Start Date: In Progress
Directorate: Operations
- 4.3.3 **Activity:** To work with partners to develop joint procurement initiatives with a view to reducing cost and increasing efficiency.
We Will Statement: Explore and develop further opportunities to collaborate
Activity Stream:
Activity Start Date: In Progress
Directorate: Operations

4.4 Make best use of our resources

Our objective: We will improve the safety of the people of Essex by making best use of our resources and ensuring value for money

- 4.4.1 **Activity:** To develop an ICT transformation and Optimisation programme that will ensure the Service can invest in ICT in a coordinated and sustainable way, ensuring ICT enables improvements in service delivery and reduces duplication.
We Will Statement: Use new technology and business processes to improve service efficiency
Activity Stream: Change Programme
Activity Start Date: Planned start Q2 19/20
Directorate: Corporate Services
- 4.4.2 **Activity:** Upgrade our current 4i system to enable improvements to be made to data capture from IRS, ensuring that we have accurate and timely data from incidents. This will be done ahead of 4.3.2
We Will Statement: Use new technology and business processes to improve service efficiency
Activity Stream: HMICFRS Tranche 1 Summary, Change Programme
Activity Start Date: In Progress
Directorate: Innovation, Risk and Future Development

- 4.4.3 **Activity:** Deliver a tactical solution to CRM that focuses on inputting and accessing risk crucial data, whilst developing the specification for replacement that will enable the service to improve the way it records and access information on community based risk.
We Will Statement: Use our resources to help the people of Essex to stay safe and mitigate the changing risks they face, in line with the priorities in this plan
Activity Stream: HMICFRS Tranche 1 Summary, Change Programme
Activity Start Date: In Progress
Directorate: Operations
- 4.4.4 **Activity:** Ensure that the Service maintains an appropriate level of available resources based upon the level and type of risk, in order to deliver a resilient service.
We Will Statement: Plan the deployment of resources based on strategic priorities, evidenced need, articulated benefits and measurable outcomes
Activity Stream: The IRMP
Activity Start Date: In Progress
Directorate: Innovation, Risk and Future Development
- 4.4.5 **Activity:** Upgrade and replace Service mobile phones to ensure that the Service is able to maintain its communication network and take advantage of future smart phone technology.
We Will Statement: Use new technology and business processes to improve service efficiency
Activity Stream: Change Programme
Activity Start Date: In Progress
Directorate: Innovation, Risk and Future Development
- 4.4.6 **Activity:** Deliver the On-call Conversion of ay crew stations to on call as per the 2020 programme
We Will Statement: Plan the deployment of resources based on strategic priorities, evidenced need, articulated benefits and measurable outcomes
Activity Stream: Change programme
Activity Start Date: Planned start Q1 19/20
Directorate: Innovation, Risk and Future Development
- 4.4.7 **Activity:** Provide resources to safely and effectively respond to operational incidents in accordance with its response standards.
We Will Statement: Use our resources to help the people of Essex to stay safe and mitigate the changing risks they face, in line with the priorities in this plan
Activity Stream: The IRMP
Activity Start Date: In Progress
Directorate: Innovation, Risk and Future Development
- 4.4.8 **Activity:** Review Electronic Rota Book and implement a product that enables greater accessibility and oversight of on call availability
We Will Statement: Use new technology and business processes to improve service efficiency
Activity Stream: Peer Review
Activity Start Date: In Progress
Directorate: Innovation, Risk and Future Development

4.4.9 **Activity:** There is no formal programme in place for exercising and testing business continuity arrangements.

We Will Statement: Ensure there is an effective risk management process in place

Activity Stream: Internal Audit

Activity Start Date: In Progress

Directorate: Corporate Services

4.4.10 **Activity:** Review key performance indicators (KPI) / questions (KPQ) used to measure performance against the strategic activities by theme from the Performance Management Framework.

We Will Statement: Benchmark our performance with other fire and rescue services and leading public and private sector bodies to improve our own performance

Activity Stream: Internal Audit

Activity Start Date: In Progress

Directorate: Deputy Chief Fire Officer