



IRMP 2020-24 Tracker Version: 1.0

No.	IRMP Objective	Activity	Sub- Activity	Fire and Rescue Plan Priority	Completion Date	Responsible Person	Evidence/ Monitored by	Commentary	
1	People	PEOP-01	People Strategy Approved	PEOP-01.1 People Strategy approved by Strategic Board. Progress reviewed quarterly by the People Strategy Board and the Performance and Resources Board	Prevention, Protection and Response	June 20	Director for People, Values and Culture	Strategic Board minutes June 2020	Complete
		PEOP-02	Continue to invest significantly in training so that all our staff have the skills and training to remain safe in their work	PEOP-02.1 Investment in Operational Training secured via Strategic Board. Operational Training Project with 6 workstreams set up to monitor use of investment and progress against workstreams. 4 year commitment to Learning and Development agreed by Strategic Board with investment.	Promote a positive culture within the workplace	4 year programme	Director for People, Values and Culture	Progress reviewed bi-monthly by Learning and Development Steering Group (LDSG) Operational Training Programme L&D progress monitored by P&R Board - Papers and minutes of P&R Board	
		PEOP – 02.2	We will deliver Operational Training that ensures we can offer assurance of competence for all firefighters. The detail of this is in our People Strategy Action Plan.	People, Values and Culture	March 2021	Director for People, Values and Culture	Annual Plan 2020-21 reporting People Strategy Action Plan		
		PEOP – 02.3	Ensure the Service moves towards compliance with the National Operational Guidance		January 2023	Director of Operations	Annual 2020-21 Plan reporting		

					Prevention, Protection and Response				
			PEOP – 02.4	We have plans to refurbish all BA facilities across our estate. In 2020-21 we are planning to complete BA referments at Orsett and Grays, Southend and South Woodham Ferrers	Promote a positive culture within the workplace	March 2023	Director for People, Values and Culture	Annual Plan 2020-21 reporting	
	PEOP-03	Identify and target skill gaps for every individual ensuring that the training offered is suitable for all learners and all shift systems	PEOP-03.1	Core Principles for L&D agreed by Strategic Board. Principles include ensuring that the training offered is suitable for all shift systems and all learners. Voice of our learners heard via the LDAG which allows for learner feedback. Annual appraisal, annual departmental training plan and Core Skills Assurance processes allow for skills gaps to be identified and addressed.	Promote a positive culture within the workplace	On-going	Director for People, Values and Culture	Progress monitored via L&D Steering Group and L&D Advisory Group. Papers and minutes L&D Advisory Group	
			PEOP-03.02	Competence recording – deliver the strategic solution to recording firefighter competence	Make the best use of our resources	TBD	Director for People, Values and Culture	Annual Plan reporting 2020-21	
	PEOP-04	Retain specialist and technical expertise and encourage people to diversify their skills sets	PEOP-04.1	Annual appraisal, annual departmental training plan and Core Skills Assurance Programme processes encourage colleagues to diversify their skills sets where this fits with professional and/or personal development. Succession planning processes are being put into place to develop this approach further.	Promote a positive culture within the workplace	On-going	Director for People, Values and Culture	Progress reported via L&D and P&R Board. Papers and minutes of P&R Board	
	PEOP-05	Ensure effective succession planning to enable the continued delivery of service	PEOP-05.1	Develop and implement the ECFRS workforce plan. The workforce plan is set to inform good business decisions and yield important data such as hiring ease or difficulty, time to hire, time to productivity, attrition rates	Promote a positive culture within the workplace	August 2021	Assistant Director of Human Resources	Workforce Plan	

		PEOP-06	Develop the leadership skills of our managers to ensure that we have strong effective leadership both now and, in the future	PEOP-06.1	We will develop our leaders so that we have strong and effective leaders now and in the future. The detail of this is in our People Strategy Action Plan and includes commissioning of a four year leadership development programme, training and succession	Promote a positive culture within the workplace	4 year leadership programme	Director for People, Values and Culture	Progress of L&D programme of work monitored via P&R Board. Annual Plan 2020-21 reporting People Strategy action plan	
				PROP-06.02	Next generation of talent management approach	Promote a positive culture within the workplace	December 2020	Assistant Director of Human Resources	Annual plan 2020-21 reporting People strategy Action plan	
		PEOP-07	Continue to improve the diversity of our workforce by promoting a career in the fire service as an opportunity for all	PEOP-07.1	Approach for 'a culture of Positive Action in recruitment' approved and positive action plan in place.	Promote a positive culture within the workplace	On-going	Director for People, Values and Culture	Progress monitored by the Inclusion and Diversity Action Group.	
				PEOP-07.01	We will deliver the fair, find and inclusive workstream of the people strategy	Promote a positive culture within the workplace	On-going	Director for People, Values and Culture	Annual Plan 2020-21 reporting People Strategy Action Plan	
				PEOP-07.2	Recruitment, Assessment, Selection and On-Boarding	Promote a positive culture within the workplace	December 2020	Assistant Director of Human Resources	Annual plan reporting People strategy Action plan	
		PEOP-08	Provide skills to people so that they can embed a positive culture and behaviours	PEOP-08.1	Skills development included in the 4 year plan for Learning and Development.	Promote a positive culture within the workplace	4 year plan	Director for People, Values and Culture	Progress against plan monitored via P&R Board	

				PEOP-08.2	We will deliver the continued development of our culture. The details of this are set out	Promote a positive culture within the workplace	4 year plan	Director for People, Values and Culture	Cultural development plan Annual Plan 2020-21 reporting	
2	Prevention	PREV-01	Prevention Strategy	PREV-01.1	HMICFRS Recommendations – The Service Should develop a clear prevention strategy to guide its work and ensure it makes best use of resources to achieve its targets.	Help the vulnerable stay safe	October 2020	Area Manager, Prevention, Protection & Response	PFCC Strategic Board	
		PREV-02	Develop community safety action plans that detail community risks relating to specific areas which we use to target our resources	PREV-02.1	Creation of Area Community Action Plans for our operational staff, owned by Group Managers incorporating Response, Protection, Community Safety and Staff competence (4.1.7 from the 2020 Annual Plan)	Prevention, protection and response	March 2021	Director of Operations	Annual Plan 2020-21 reporting	
		PREV-03	Develop a data-led approach to target specialist staff at the most vulnerable	PREV-03.1	Delivery of the Community Risk Information System Project (4.4.3 from 2020 Annual Plan)	Make the best use of resources	October 2020	Director of Operations	Annual Plan 2020-21 reporting SCB (CRIS Project)	
				PREV-03.2	HMICFRS Recommendations – The Service should assure itself that its workforce is productive. We will develop a tool that allows stations to ensure that they are directing their capacity towards activity that will meet our plans	Prevention, Protection and Response	TBD	DCFO	Annual Plan reporting 2020-21	
		PREV-04	Evaluate our prevention activity to ensure it is effective for our communities	PREV-04.1	HMICFRS Recommendations - The service should evaluate its prevention work, so it understands the benefits better.	Help the Vulnerable stay safe	October 2020	Area Manager, Prevention, Protection & Response	Annual Plan 2020-21 reporting	
		PREV-05	Expand the use of our operational staff to help us provide safety advice to more	PREV-05.1	Home Fire Safety Visits undertaken by Operational Staff	Help the Vulnerable stay safe	August 2020	Area Manager, Prevention,	Annual Plan 2020-21 reporting	

			vulnerable people in our communities					Protection & Response		
		PREV-06	Tell you how we are working with partners to drive down the numbers of those killed or seriously injured on our roads	PREV-06.1	Working with Safer Essex Roads Partnership and internal comms teams to deliver a range of messages Delivery of the DATA warehouse and to ensure data is available for internal and external stakeholders and the public.	Improve Safety on our Roads	On-going	Area Manager, Prevention, Protection & Response	Safer Essex Roads Partnership minutes	
3	Protection	PROT-01	Protection Strategy Approved	PROT-01.1	Deliver an approved Protection Strategy	2020-21		Area Manager, Prevention, Protection & Response	Strategic Board decision sheet	Approved by PFCC Strategy Board
		PROT-02	Train more of our operational staff to undertake business safety checks to help us reach more businesses and issue more safety advice	PROT-02.1	Complete the delivery of actions contained within the HMICFRS Improvement Plan for technical fire safety - Develop and implement a training programme and a competency maintenance programme in order to enable operational crews to carry out inspections/audits aligning with the proposed National Occupational Standard.	Prevention, Protection and Response	July 2020	Area Manager, Prevention, Protection & Response	Annual Plan reporting HMICFRS Improvement Plan	
				PROT-02.1.1	Complete the delivery of actions contained within the HMICFRS Improvement Plan for technical fire safety - Define the type and level of inspection operational crews will carry out	Prevention, Protection and Response	July 2020	Area Manager, Prevention, Protection & Response	Annual Plan reporting HMICFRS Improvement Plan	
		PROT-03	Identify opportunities for us to engage with more businesses across Essex, leading to an increase in business engagement events	PROT-03.1	Deliver Prevention and Protection messages using a range of platforms to encourage greater interaction with our communities	Prevention, Protection and Response	March 2021	Area Manager, Prevention, Protection & Response	Annual Plan 2020-21 reporting	
		PROT-04	Ensure we have the right resources to deliver against our commitments in the risk based inspection programme	PROT-04.1	Complete the delivery of actions contained within the HMICFRS Improvement Plan for technical fire safety - Review the structure of TFS to ensure the future structure can meet know and foreseeable risk, demand and activity levels of the 2020-24 RBIP	Prevention Protection and Response	September 2020	Area Manager, Prevention, Protection & Response	Annual Plan 2020-21 reporting HMICFRS Improvement Plan	

			PROT-04.2	Complete the delivery of actions contained within the HMICFRS Improvement Plan for technical fire safety – Define clearly within the 2020-24 strategy the ECFRS definition of a high risk premise	Prevention Protection and Response	Complete	Area Manager, Prevention, Protection & Response	Annual Plan reporting HMICFRS Improvement Plan	Agreed within the protection strategy (see PROT-01)	
			PROT-04.3	Review succession plan for TFS	Prevention Protection and response	September 2020	Area Manager, Prevention, Protection & Response	Annual Plan 2020-21 reporting HMICFRS Improvement Plan		
		PROT-05	Review our Risk Based Inspection Programme to ensure it is data-led and enables us to understand which premises pose the greatest level of risk and target our resources accordingly	PROT-05.1	Complete the delivery of actions contained within the HMICFRS Improvement Plan for technical fire safety – Develop and implement a revised risk based inspection programme for 2020-2024	Prevention, Protection and Response	July 2020	Area Manager, Prevention, Protection & Response	Annual Plan 2020-21 reporting	Complete
4	Response	RESP-01	Response Strategy Approved	RESP-01.1	Work with key stakeholder to review and develop the Response Strategy in line with IRMP 2020 – 2024 and other key strategies.	Prevention, Protection and Response	March 2021	Assistant Director, PPR Delivery	Annual Plan 2020-21 reporting	
		RESP-02	Ensure our response standards are appropriate for each area of our county	RESP-02.1	Undertake a tender process to formalise the annual review of the IRMP to understand the impact of implementation	Prevention, Protection and Response	September 2020	Director of Innovation, Risk and Future Development	Annual Plan 2020-21 reporting	
		RESP-03	Meet our response standards	RESP-03.1	HMICFRS Recommendations - The service should ensure it has effective systems in place to reliable understand the operational capabilities of resources available to respond to incidents	Prevention, Protection and Response	April 2021	Assistant Director, PPR Delivery	Annual Plan 2020-21 reporting	

			RESP-03.2	Use operational data to review the key station policy for the Service	Prevention, Protection and Response	November 2020	Director of Innovation, Risk and Future Development	Annual Plan 2020-21 reporting	
	RESP-04	Ensure we have the right appliances, people and equipment in the right places to mitigate risk across the county and ensure resources are available when needed by our communities	RESP-04.1	HMICFRS Recommendations - The Service should ensure that its procedures for responding to terrorist-related incidents are understood by all staff and are well tested.	Prevention, Protection and Response	December 2020	Assistant Director, PPR Delivery	Annual Plan 2020-21 reporting	
RESP-04.2			HMICFRS Recommendations - The service should make sure it participates in a programme of cross-border exercises, sharing the learning from these exercises.	Prevention, Protection and Response	May 2021	Assistant Director, PPR Delivery	Annual Plan reporting 2020-21		
RESP-04.3			HMICFRS Recommendations - The service should ensure it has an effective system for staff to use debriefs and improve operational learning	Prevention, Protection and Response	March 2021	Assistant Director Response Policy	Annual Plan reporting 2020-21		
RESP-04.4			HMICFRS Recommendations – The Service should ensure that its business continuity plans are tested and reviewed	Make the best use of our resources	March 2021	Director of Innovation, Risk and Future Development	Annual Plan reporting 2020-21		
RESP-05			Improve availability of our On-call appliances	RESP-05.1	Continue to deliver against the On-call Development Programme (4.2.7 for 2020 Annual Plan), including tranche 1 of the programme, and the planning and agreement of the tranches 2 and 3.	Make the best use of our resources	Tranche 1 July 2020	Director of Innovation, Risk and Future Development	Annual Plan reporting 2020-21
RESP-05.2	Conduct research and work with employees, to understand, make and implement recommendations to improve the recruitment and retention of on call firefighters	Prevention, Protection and Response		September 2020	Assistant Director of Human Resources	Annual Plan reporting 2020-21			

				RESP-05.3	Review Electronic Rota Book and implement a product that enables greater accessibility and oversight of on call availability (4.4.8 from 2020 Annual Plan)	Make the best use of our resources	April 2021	Assistant Director, PPR Delivery	Annual Plan reporting 2020-21	
		RESP-06	Deliver training to crews on specialist appliances to ensure availability when needed by our communities	RESP-06.1	See PEOP-02	Promote a positive culture in the workplace	See PEOP-02	Director for People, Values and Culture	See PEOP-02	
5	Technology	TECH-01	Completion and adoption of the Digital Strategy. Enabling Our People to Unlock IT.	TECH-01.1	Developing a digital strategy will describes how (and why) ECFRS transforms its use of technology to enhance interactions and streamline processes. It is a practical explanation of how to become a digital organisation.	Make the best use of our resources	December 2020	Director of Corporate Services	Annual Plan Reporting 2020-21	
		TECH-02	Procurement and implementation of a new command and control system that will enable improved effectiveness of mobilisation and communications from the control room to the incident ground	TECH-02.1	To undertake the development of specification and tendering for a new mobilising and communications system with a contract awarded by 31 st March 2021	Prevention, Protection and Response	Contract award May 2021	DCFO	Annual Plan 2020-21 Control Systems Project	
				TECH-02.1.1	Procurement and mobilisation of a new Command and Control System that will allow integration and compatibility across multiple interfaces, enhance resilience arrangements with a FRS Buddy Site, and allow agile working practices for improved visibility and resource management.	Make the best use of our resources	Transition 2022	Head of Corporate Services	Annual Plan reporting 2020-21 SCB reports into SLT Control Systems Project	
		TECH-03	A command and control system that will enable transition to the Emergency Services Network and the associated technological benefits	TECH-03.1	Home Office led cross government programme to deliver the new Emergency Services Network (ESN) critical communications system. Replacing the current Airwave service used by the emergency services in Great Britain. The strategic aim of the emergency services mobile communications programme (ESMCP) is to deliver a much better voice and data service to the emergency services. It will replace the reliable but limited and ageing Airwave system.	Prevention, Protection and Response	TBD	Head of Corporate Services	Annual Plan reporting 2021-22	

		TECH-04	Delivery of a data system that enables enhanced reporting of data and performance. This will inform prevention and protection activities enabling resources to be targeted at those most vulnerable	TECH-04.1	Delivery of year 1 of the Data management programme will commence, with a publication of a Service wide data strategy, creation of a Data Warehouse and replacement of the corporate reporting and performance reporting tool.	Make the best use of our resources	December 2021	Head of Corporate Services	Annual Plan reporting 2020-21 Strategic Change Board reporting into SLT	
		TECH-04.2		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 (4.4.1 from 2020 Annual Plan)	Make the best use of our resources	September 2020	DCFO	Annual Plan reporting 2020-21 Strategic Change Board reporting into SLT		
		TECH-05	Develop an ICT transformation and optimisation programme that will ensure we make best use of effective systems	TECH-05.1	Continue to deliver the ICT Transformation Programme (4.4.1 from 2020 Annual Plan)	Make the best use of our resources	October 2021	Head of Corporate Services	Annual Plan 2020-21 Strategic Change Board	