

Essex County Fire and Rescue Service



Annual Plan
2020/21

Introduction

Essex County Fire and Rescue Service is in the second year of its Fire and Rescue Plan. The plan was produced by the Police Fire and Crime Commissioner (PFCC) for Essex and sets out the Strategic Priorities for fire and rescue service 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

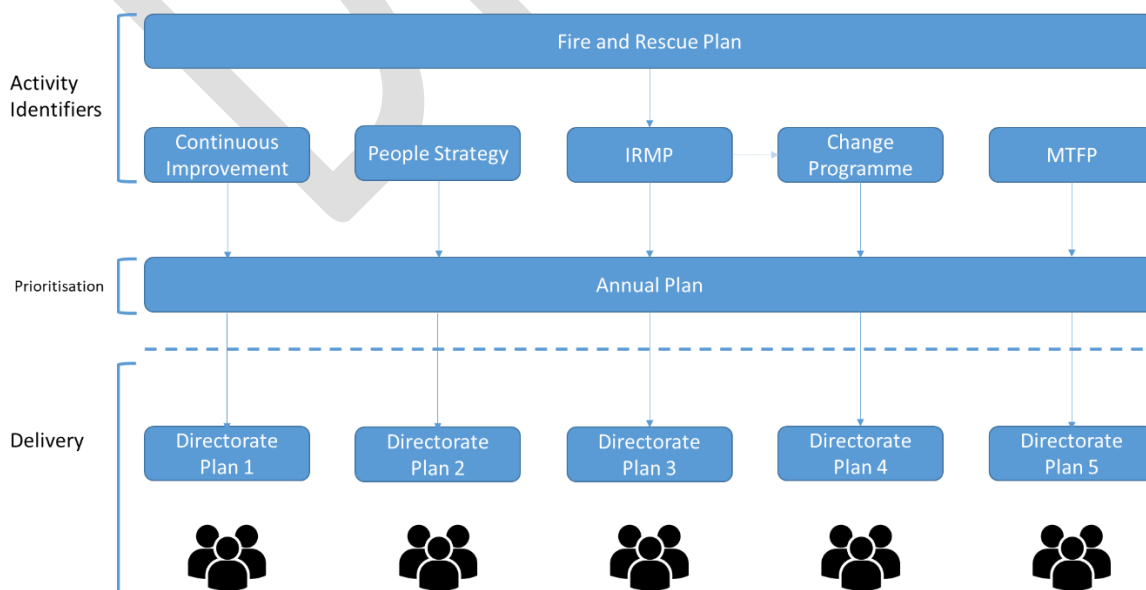
This document, the Annual Plan, is an essential part of our accountability to the PFCC in delivering assurance that the service is working towards delivering against the priorities set out in the Fire and Rescue Plan.

In addition to the Fire and Rescue Plan the Service has 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.



During the formation of the Annual Plan 2020-21 the World Health Organization declared Coronavirus (COVID-19) as a Pandemic. This virus requires a concerted response from emergency services, military and social care agencies in the UK to protect and shield the most vulnerable of our communities. Fire and Rescue Services nationally widened their remit, to protect and build resilience in the UK's National Health Service (NHS) whilst still responding to fire-related incidents.

ECFRS has stepped up during this pandemic, providing vital support to regional and local efforts to protect the vulnerable in Essex, as well as responding to possible COVID-19 incidents alongside the East of England Ambulance Service. We have also noticed changes in the trends of incidents that we attend as a Service and have adapted our community safety messages as a result of this.

In light of this, the activities listed in this plan will continuously be reviewed to ensure that we are continuing to make Essex a safe place to live, work and travel in these constantly changing times.

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 Continuous Improvement board drop in session will occur one month before the board to provide support in the recording of progress against the Annual Plan.

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 the 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.

Detail of the Annual Plan

The Annual plan provides a high level summary of the activities due to be completed within 2019/2020. Additional details can be found in Appendix A of this document and through the Annual Plan Sharepoint site.

Annual Plan Summary

Prevention, protection and response

Activity Area	Directorate
Complete the delivery of actions contained within the HMICFRS Improvement Plan for Technical Fire Safety.	Operations
To embed the Protection Strategy into the organisation, including allocation of the Government surge funding in regard to high rises and roll out of the Risk Based Inspection Programme	Operations
HMICFRS Recommendations - The service should ensure it has an effective system for staff to use debriefs and improve operational learning	Operations
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	Operations
HMICFRS Recommendations - The service should ensure that its procedures for responding to terrorist-related incidents are understood by all staff and are well tested.	Operations
HMICFRS Recommendations - The service should make sure it participates in a programme of cross-border exercises, sharing the learning from these exercises.	Operations
Work with key stakeholder to review and develop the Response Strategy in line with IRMP 2020 – 2024 and other key strategies.	Operations
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)	Operations
Delivery of Prevention and Protection messages using a range of platforms to encourage greater interactions with our communities	Operations
Undertake a tender process to formalise the annual review of the IRMP to understand the impact of implementation	Risk and Future Development
Use operation data to review the key station policy for the service	Risk and Future Development
To undertake the development of specification and tendering for a new mobilising and communications system with a contract awarded by 31 st March 2021	Deputy Chief Fire Officer

Help the vulnerable to stay safe

Activity Area	Directorate
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.	Operations
HMICFRS Recommendations - The service should evaluate its prevention work, so it understands the benefits better.	Operations

Promote a positive culture in the workplace

Activity Area	Directorate
Formalise the internal compliance processes and role, including the scheduling of Audits and monitoring of progress against actions	Corporate Services
Develop and implement the ECFRS Workforce Plan. The strategic 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 and so on, which will help identify risks and contingency actions.	Corporate Services
Conduction research and work with employees, to understand, make and implement recommendations to improve the recruitment and retention of on call firefighters	Corporate Services
Review the current Annual Leave policy and work with employees to agree a revised approach to manage TOIL.	Corporate Services
We have plans to refurbish all BA facilities across our estate. In 202/21, we are planning to complete BA refurbishments at Orsett, and Grays, Southend and South Woodham Ferrers. These timelines are currently being reviewed to take account of the pandemic.	People Values and Culture
<p>HMICFRS Recommendations - The service should assure itself that its workforce is productive.</p> <p>We will develop a tool that allows stations to ensure that they are directing their capacity towards activity that will meet our plans.</p>	Deputy Chief Fire Officer
We will deliver the continued development of our culture. The details of this is set out in our Continued Cultural Development Plan. In 2020/21, we will deliver year 1-2 of the plan.	People Values and Culture

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 the commissioning of a 4 year leadership development programme, training and succession planning.	People Values and Culture
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
<p>We will promote a fair, kind and inclusive workplace. The details of this are in our People Strategy Action Plan. In 2020/21 we will deliver:</p> <ul style="list-style-type: none"> • We will ensure that we have clear data around workforce diversity to make effective analysis possible. • We will increase our efforts to ensure that we attract and retain a diverse workforce. • We will continue to inform and educate our people via Dignity in our Workplace facilitate sessions and neurodiversity education. • We will increase the voice of our people via Staff Networks and will work to ensure that these influence and inform our connection with the community and the services we provide 	People Values and Culture

Be transparent, open and accessible

Activity Area	Directorate
Design and Implement a Policy Framework for the organisation, ensuring that there is an organisation wide policy register and clear and consistent process for policy writers to follow when reviewing/updating/creating new a policy.	Deputy Chief Fire Officer

Collaborate with our partners

Activity Area	Directorate
Provide ongoing support to our partners during the COVID-19 Pandemic	CIT
<p>HMICFRS Recommendations - The service should assure itself that it makes the most of collaboration opportunities and that they are value for money.</p> <p>The Service will be exploring collaborative approaches to a number of corporate, ICT and property functions including data disposal, device refresh, cleaning, grounds maintenance, specialist PPE and first aid supplies.</p>	Corporate Services

Progress the joint fleet services work stream from the Local Business Case to include obtaining outline planning permission and delivery of full business case by 31 st March 2021	Deputy Chief Fire Officer
Progress the shared use of estates from the Local Business Case (4.3.1 from 2020 Annual plan). This will involve the evaluation of current arrangements, identifying new opportunities for shared use and progress the use of Dovercourt Station.	Risk and Future Development

Make best use of our resources

Activity	Directorate
Design the MTFP Efficiency and Effectiveness savings plans, including standardising the Business Case Template that captures the impact of projects on the MTPF, identification of cost savings initiatives and continued monitoring.	Corporate Services
Continue to deliver the ICT Transformation Programme (4.4.1 from 2020 Annual Plan) including: SAN Replacement, User End Devices, Windows Server and SQL Server 2008, Windows 10, Office 365 Adoption, Infrastructure Migration to Cloud, Telephony Migration to Teams, Network Improvements, Data Warehouse programme and Business Intelligence and Digital Strategy (Working Smarter)	Corporate Services
Competence Recording - Deliver the strategic solution to recording of firefighter competence.	People, Values and Culture
Continue to deliver against the On Call Development Programme (4.2.7 for 2020 Annual Plan), including review of tranche 1 of the programme, and the planning and agreement of the tranches 2 and 3.	Risk and Future Development
HMICFRS Recommendations - The service will have ensured that its business continuity plans are tested and reviewed. (4.4.9 from 2020-21 Annual Plan)	Risk and Future Development
The implementation of the Operational Availability Management tool will be completed, ensuring that there is greater accessibility and oversight of all operational availability (4.4.8 from 2020 Annual Plan)	Risk and Future Development
On Call Conversion for South Woodham Ferrers, Great Baddow and Waltham Abbey (4.4.6 from 2020 Annual Plan)	Operations
Delivery of the Community Risk Information System Project (4.4.3 from 2020 Annual Plan)	Operations
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.	Operations
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)	Deputy Chief Fire Officer

Appendix A

Annual Plan Area	Annual Plan Activity	Sub Tasks
Prevention, Protection and Response	Area Plans (Community Action Plans owned by Group Managers incorporating Response, Community Safety and Staff competence) (4.1.7 from the 2020 Annual Plan)	Develop content and share with stakeholders for interim plan.
		Align to Prevention Strategy and associated documents.
		Deliver an interim Group Operational and Community Risk Plan 2019/ 20.
		Develop measures and reporting framework.
		Identify the best ways to reduce or mitigate identified risks, including by changing the perceptions and behaviours of people and communities.
		Consider the fire and rescue service role in reducing a broad spectrum of risks, beyond fire, including those that relate to health, safety, well-being and social cohesion.
		Develop an evaluation framework to understand the impact of the activity.
		Review the current NFCC CRP project and outcomes.
		Develop and training plan to enable our people to deliver the product.
		Produce a standardised set of tools for station based personnel enabling a consistent method of identification, assessment and risk mitigation strategies.
		Consultation with stakeholders and Rep Bodies. This will also include previewing with Community Safety Partnerships and HUB's
		Recognise and support localised delivery in partnership with organisations and voluntary services to meet needs of local communities and realise benefits.
		Review formative and summative evaluations to ensure adoption of the best ways to reduce or mitigate risks.
Prevention, Protection and Response	Deliver Prevention and Protection messages using a range of platforms to encourage greater interactions with our communities	Project Closure
		Develop delivery plan for Protection messages
		Develop delivery plan aligned to NFCC prevention campaigns
		Develop a reporting tool to track message receipt
		Research Delivery Platforms and reach
		Objective setting
		Develop a business engagement plan
Evaluate message effectiveness		

Prevention, Protection and Response	Formalise the IRMP review process	Go out to tender for statistical analysis of 2019-20 operational calls
		Provide data to organisation
		Identify successful organisation
		Receive baseline report
		Provide report and summary of baseline report to P&R
		Identify an additional work/scenarios from baseline report
		Review Strategic Assessment of Risk and provide recommendations on whether any changes to current IRMP are required Strategic Board
Prevention, Protection and Response	HMICFRS Recommendations - The service should ensure it has effective systems in place to reliably understand the operational capabilities of resources available to respond to incidents	Review of Key Stations
		Review CRT Function
		Mixed Crewing Policy Update
		OAM Project
		Phase III - OAM Pilot (ERB maintained) + SMS
		Update ERB
		Update and review of Officer Cover
		Review Strategic Cover
		Move of CRT into Control
		Phase IV - OAM (ERB not used)
		Phase V - CRT & Control requirements
		Implementation of Exec and Principle Officer Cover
		Phase II - ERB>OAM (OAM not used)
		Phase I - OAM Core
		Phase VI - OAM integration with Remsdaq 4i
		Update CRT / capacity
		Phase VII - Wholetime & Day Crewed reqs.
Phase VIII - Integration with other systems		
Project Closure		

Prevention, Protection and Response	HMICFRS Recommendations - The service should ensure that its procedures for responding to terrorist-related incidents are understood by all staff and are well tested.	Special Operations move from Policy to Response
		Identification of kit and agree managed solution
		Reintroduction of NILO meetings
		Identification of training requirements
		Review of current team and locations
		Develop training programme with L&D
		National and Regional NR training including NILO Training
		Multi-agency training completion annually
		Using NFCC JOPS to increase training
		Identification of Exercising frequency and location
		Identification of future manager for special Ops
Line management change over for SM		
Prevention, Protection and Response	Review of the response strategy	Develop Engagement Plan
		Setting of review outline, resourcing and parameters
		Focus groups and interviews
		Develop delivery plan and feedback
		Objective setting around review
		Review of command structure and stations
		Develop a communications plan
		Develop strategy in line with service strategy
		Agree consultation plan
		Evaluate message effectiveness
Approval of review		
Prevention, Protection and Response	Review the key station policy for the service	Review key station policy based on data provided in 2019
		Review key station policy with new data from IRMP review
		Complete further work identifying Station availability at Station that impact most on delivery of the Service's response standards
		Identify local resourcing solutions to key station ensure availability

Help the vulnerable to stay safe	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.	Consultation
		Draft Strategy
		Agenda for Strategic board sign off
		Research National and regional best practice
		Agenda for SLT sign off
		Implement Strategy
Help the vulnerable to stay safe	HMICFRS Recommendations - The service should evaluate its prevention work, so it understands the benefits better.	Objective Setting
		Review Current Evaluation Framework
		Develop an evaluation framework for all areas of Prevention
		Develop a reporting tool and frequency
		Develop a KPI that enables evaluation to be measured
		Monitor effectiveness of prevention work
Promote a positive culture in the workplace	Formalise the internal compliance processes and role, including the scheduling of Audits and monitoring of progress against actions	Communicate new proposed structure to finance team
		Write JD/PS for compliance role
		Prepare Job Evaluation
		Advertise & recruit to role
		Successful candidate to establish internal compliance measures
		Successful candidate to establish connection with internal/external auditors

Promote a positive culture in the workplace	People Strategy - deliver the People Strategy.	We will ensure compliance with mandatory training
		We will launch our Leadership Community
		We will adopt the NFCC Leadership Framework and Core Learning Pathway.
		We will offer development opportunities that link to each element of the framework and pathway
		We will develop our succession planning approach so that we are developing people with potential to fill key roles
		We will plan, commission and run departmental training plans.
		We will begin an interim programme that offers the potential for mindset shift – 360 feedback, coaching and solution focussed thinking
		We will plan, commission and run the Core Learning Pathway.
		We will ensure appraisal offer is differentiated as part of enabling people to develop their career options
		We will relaunch our coaching offer with internal and external coaches
		We will commission a 4 year leadership development programme that introduces managers to a people centre philosophy that prioritises positive behaviours, staff motivation, engagement and personal accountability
		We will review the training that we consider to be mandatory
		Promote a positive culture in the workplace
We will complete work to embed our values in all policies and processes.		
We will maintain active participation in Your Voice Action and Engagement Groups which will contribute to organisational development.		
We will develop a process to support improved completion of people impact assessments for all new policies, policy updates and projects.		
We will relaunch our coaching offering and extend the offer throughout the Service.		
We will drive high-performing teams by developing tools and methodologies to enable performance conversations.		
We will relaunch our values and, through Your Voice Engagement and Action Group, build behaviours that underpin these. These will be linked to the national leadership framework.		

		<p>We will consult our employee networks on community engagement opportunities and service delivery changes to ensure we make informed decisions and capture a range of views and ideas to maximise opportunities.</p> <p>We will review and process re-engineer employee lifecycle 'points of frustration' to embed smooth processes</p> <p>We will explore community-based recruitment routes to reconnect with our social purpose through wider inclusivity.</p> <p>We will run an engagement survey and follow up to Everyone Matters.</p> <p>We will develop and implement tools to identify and nurture high performing individuals for our talent pool.</p> <p>We will work alongside station management to ensure station Open Days are able to attract a diverse range of people from the surrounding community.</p>
Promote a positive culture in the workplace	Work with Staff to agree a revised TOIL Policy	Commence work on TOIL policy adopting AL guiding principles
		Submit draft Policy to SLT
		Commence consultation with representative bodies
		Implement Policy
	Complete review and update of Annual Leave Policy	
Promote a positive culture in the workplace	Work with staff to improve the recruitment and retention of on call firefighters	Retention: monitor through monthly reporting
		Recruitment: Make recommendations to SLT
		Retention: Review exit survey results and report to SLT
		Recruitment: Set out commitments in People Strategy 2020-24
		Recruitment: Research and benchmark good practice eg NFCC

<p>Promote a positive culture in the workplace</p>	<p>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. In 2020/21 we will:</p>	<p>4 x Group Trainers continue to support Crew, Watch and Station Managers, to deliver greater levels of station-based training, through locally led development</p> <p>Phase 2 of Core Skills Assurance Programme will be 100% complete</p> <p>A full suite of on line training products will have been produced</p> <p>100% of Station Managers will be verifiers</p> <p>Our Competency Recording system will have been reviewed and updated.</p> <p>100% of Crew Managers will have completed 'Train the Trainer'</p> <p>Refurbishment of BA facilities will be underway</p> <p>100% of Watch Managers will be assessors</p> <p>Use of the Fire Service College has been fully evaluated and a decision made about how we best deliver whole time basic skills courses going forward</p>
<p>Be transparent, open and accessible</p>	<p>Design and Implement a Policy Framework for the organisation</p>	<p>Approve Policy Framework</p> <p>Create Policy Register of all know policies in organisation</p> <p>Draft a Policy Framework</p> <p>Analysis Policies using Framework</p> <p>Recruit to Policy Officer Post</p> <p>Begin implementation of framework</p>
<p>Collaborate with our partners</p>	<p>HMICFRS Recommendations - The service should assure itself that it makes the most of collaboration opportunities and that they are value for money.</p>	<p>Data Wiping Disposal / Networks / hardware / device re-fresh / ICCS /Tranman / MDT</p> <p>Cleaning / Access Control / Grounds Maintenance / waste / water hygiene / Utilities /</p> <p>Temp/Agency Staff - Occ Health / Specialist PPE / First Aid Supplies</p>
<p>Collaborate with our partners</p>	<p>Progress the shared use of estates from the Local Business Case (4.3.1 from 2020 Annual plan)</p>	<p>Provide business cases as appropriate to the Strategic Governance Board</p> <p>Continued progression of Dovercourt Fire Station</p> <p>Evaluate effectiveness of current arrangements of Police Drop-ins</p> <p>Identify new opportunities for shared estate</p>

Make best use of our resources	Design the MTFP Efficiency and Effectiveness savings plans	SLT members have been issued with a Cost Savings Initiatives Schedule, and to Co-ordinate conversations with the respect team member budget holders. The findings from this will be presented back.
		Capturing the MTFP Savings that have already been Committed to in the 2020-21 Budget
		Create a Standard Business Case Template that captures the impact of projects on the MTFP. This will be used in all project justifications.
		Cost Savings Activities to Commence
		Cost Saving Priorities & Areas of Work be defined following on the feedback received.
Make best use of our resources	ICT Transformation Programme (4.4.1 from 2020 Annual Plan)	SAN Replacement
		User End Devices
		Windows Server and SQL Server 2008
		Windows 10
		Office 365 Adoption
		Data Warehouse
		Infrastructure Migration to Cloud
		Telephony Migration to Teams
		Digital Strategy (Working Smarter)
		Business Intelligence
Network Improvements		

Make best use of our resources	On Call Development Programme (4.2.7 for 2020 Annual Plan)	On-Call Development Programme - SLT Tranche 1 review and tranche 2 planning workshop
		On-Call Development Programme - Tranche 1 review (Programme Board)
		On-Call Development Programme - Tranche 2 - Approach and workstreams submitted and agreed by SLT
		On-Call Development Programme - Tranche 2 - Workstream and leads confirmed
		On-Call Development Programme - Tranche 1 - Gateway review undertaken by PMO Manager & Prg Manager
		Day Duty Officer Riding Project - Business as usual Implementation Plan agreed
		Day Duty Officer Riding Project - Closure Report drafted & submitted Programme Board for approval
		On-Call Liaison Officer Pilot - Business as usual proposal business case submitted to SLT for approval
		On-Call Development Programme - Tranche 2 - Workstream planning workshops delivered by Leads
		On-Call Liaison Officer Pilot - Closure Report drafted & submitted to Programme Board for approval
		On-Call Liaison Officer Pilot - Business as usual implementation options submitted to Programme Board for approval
		Day Duty Officer Riding Project - Closure Report submitted to SCB for formal closure approval
		On-Call Liaison Officer Pilot - Closure Report submitted to SCB for formal closure approval
		Day Duty Officer Riding Project - Business as usual plan implemented
		On-Call Development Programme - Tranche 1 - Gateway review report submitted to SCB
		On-Call Development Programme - Tranche 2 - Gateway review report submitted to SCB
		On-Call Development Programme - Tranche 2 - Gateway review undertaken by PMO Manager & Prg Manager
On-Call Development Programme - Tranche 3 - Approach and workstreams submitted and agreed by SLT		

		On-Call Development Programme - Tranche 3 - Workstream and leads confirmed
		On-Call Development Programme - Tranche 3 - Workstream planning workshops delivered by Leads
		On-Call Development Programme - Tranche 2 review (Programme Board)
		On-Call Development Programme - SCB Tranche 2 review and tranche 3 planning workshop
		On-Call Development Programme - Tranche 2 - Programme & workstream delivery plans submitted for Programme Board approval
Make best use of our resources	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)	Phase III - OAM Pilot (ERB maintained) + SMS
		Phase IV - OAM ERB not used)
		Phase V - CRT & Control requirements
		Phase II - ERB>OAM (OAM not used)
		Phase I - OAM Core
		Phase VI - OAM integration with Remsdaq 4i
		Phase VIII - Integration with other systems
		Phase VII - Wholetime & Day Crewed reqs.
		Project Closure

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