

Essex County Fire and Rescue Service



Annual Plan 2021-22

ABOUT

The Annual Plan is produced in order to set a clear direction on the Services' strategic priorities for the year; ensuring that budgeted resources are aligned with priorities and are being utilised effectively and efficiently.

The Annual Plan also provides assurance to the PFCC Performance and Resources Board that the service is delivering against the priorities identified in the Fire and Rescue plan.

This report is structured based on priorities identified within the Fire and Rescue Plan. Each priority has several associated activities. The Plan also provides links to the Service's Integrated Risk Management Plan (IRMP).

Introduction

Essex County Fire and Rescue Service is in the third year of its current 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 services in Essex.

These priorities are:

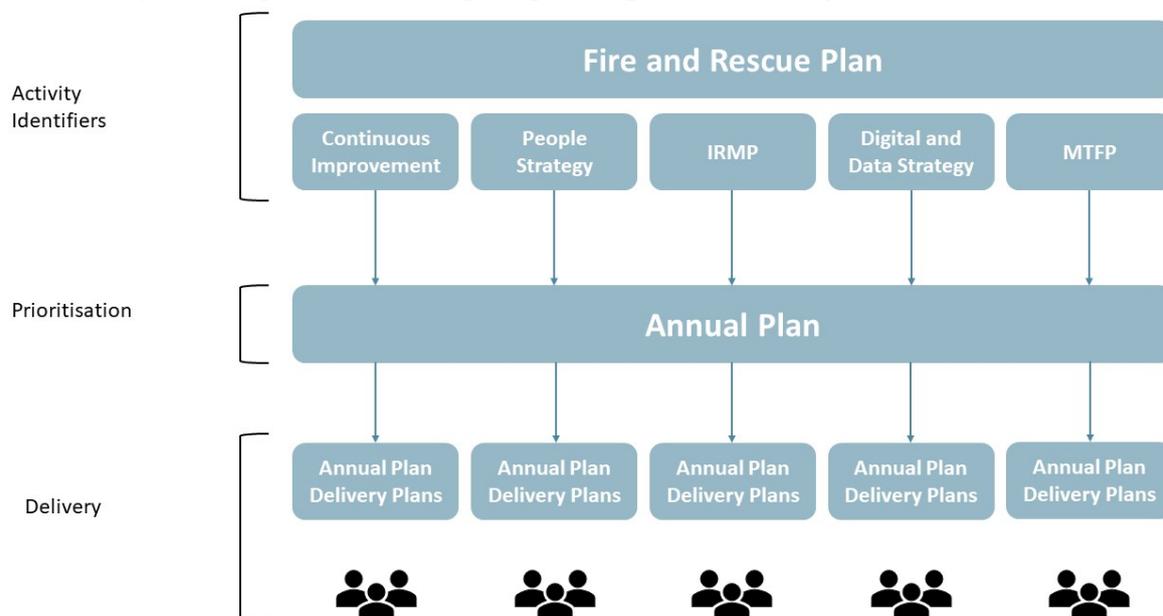
- Prevention, protection and response.
- Improve safety on our roads.
- Help the vulnerable to stay safe.
- Promote a positive culture in the workplace.
- Develop and broaden the roles and range of activities undertaken by the Service.
- Be transparent, open and accessible.
- Collaborate with our partners.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

The Annual Plan is an essential part of our accountability to the PFCC in providing assurance that the Service is 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 mechanisms that identify emerging activities, risks and trends that the Service needs to prioritise to achieve continuous improvement. These include:

- Continuous Improvement (internal and external audits, Peer Reviews, HMICFRS Inspections)
- Integrated Risk Management Plan
- Digital and Data Strategy
- 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 Annual Plan provides a central location for prioritising and monitoring progress against all activity streams.



Creation of the plan

The Annual Plan is the means by which the Service is able to prioritise key activities for the year. This allows the Service to commit resources, both financial and staff, for the new financial year.

The Service Leadership Team (SLT) convened in November 2020 to review the activities due to be delivered in 2021-22. The output from this session was provided to the Extended Leadership Team (ELT) to provide feedback and advise of any additional activities for inclusion. Based upon this, the ELT formed a task and finish group to review the activities and update as required. This Plan represents the output of the task and finish group.

‘Rolled Over’ Activities from 20/21 Annual Plan.

Activities with a * against them have been ‘rolled over’ from the 2020-21 Annual Plan. This document contains a statement for each of these activities, why they have been rolled over and estimated completion dates.

Delivery and Governance of the Annual Plan

Following the creation of the Plan, meetings will be conducted with relevant members of the Extended Leadership Team with the responsibility for delivering an activity.

The goal of these meetings will be to identify milestones and commit appropriate resources.

The Delivery Plans will be created in Microsoft Teams Planner. Progress must be updated by the assigned ELT member throughout the duration of the delivery timeline. Progress against the plan will be reported quarterly.

A highlight report will be generated from the planner and issued to the Continuous Improvement Board (CIB). CIB will meet quarterly to provide challenge and review progress against the plan. CIB will also provide approval for any exception reports where a new activity has been identified, or the removal of an activity from the plan.

The highlight report will be delivered to the Police Fire Crime Commissioner via the Performance and Resource Board for assurance and scrutiny purposes.

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.



Annual Plan Summary

Prevention, protection, and response.

Task Name	IRMP Links
*Review and strengthen MTA response: deliver training to all front-line crews in initial response to MTA	<ul style="list-style-type: none"> • People • Response
*Converting SWF, Great Baddow and Waltham Abbey from DC to OC and ensuring the continuation of service at Dovercourt	<ul style="list-style-type: none"> • People • Response
Further develop our Ops assurance and debrief process to be able to demonstrate learning and adherence to policy and procedures	<ul style="list-style-type: none"> • Response • Performance monitoring and management framework
*To deliver the National Operational Guidance (NOG) changes to policy and training aligned to ensure the Service is able to adopt all NOG by end of 2022	<ul style="list-style-type: none"> • Response
Implementation of new mobilising system	<ul style="list-style-type: none"> • Response • Technology • Performance monitoring and management framework
Increase the number of HFSV carried out by operational crews as detailed in the Prevention delivery plan	<ul style="list-style-type: none"> • Prevention • Performance monitoring and management framework
Distribute and resource of Prevention activities in line with the risk identified in HARM tool.	<ul style="list-style-type: none"> • Prevention • Performance monitoring and management framework
Adoption of a person-centred Approach to Prevention as detailed in the Prevention delivery Plan	<ul style="list-style-type: none"> • Prevention • Performance monitoring and management framework
Ensure the protection department resources are aligned to allow a robust Quality Assurance process that ensures consistency of approach in line with the Protection strategy across: Allocation of tasks, quality of audit, consistency of enforcement activity.	<ul style="list-style-type: none"> • Protection • Performance monitoring and management framework
Implement performance measures that enable scrutiny of activity against the RBIP	<ul style="list-style-type: none"> • Protection • Performance monitoring and management framework

Implement an out of hours fire safety officer process.	<ul style="list-style-type: none"> • Protection
Deliver a communications strategy that effectively delivers enhanced communications with the business community.	<ul style="list-style-type: none"> • Protection
*The service should ensure it has effective systems in place to reliably understand the operational capabilities of resources available to respond to incidents	<ul style="list-style-type: none"> • Response • Technology • People • Performance monitoring and management framework

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Improve safety on our roads.

Task Name	IRMP Links
Identification, monitoring and evaluation of the work that the Fire Service does to support Safer Essex Road Partnership (SERP).to deliver against the Vision Zero programme, both internally and externally	<ul style="list-style-type: none"> • Prevention • Performance monitoring and management framework
To lead and conduct a full review of P2W in conjunction with Safer Essex Road Partnership (SERP).	<ul style="list-style-type: none"> • Prevention
To review the delivery of the Community Speed Watch Function	<ul style="list-style-type: none"> • Prevention

Help the vulnerable to stay safe.

Task Name	IRMP Links
All tall clad building have been audited and actions taken to make safer as per the requirements of the Building risk review	<ul style="list-style-type: none"> • Prevention • Protection • Response
To have delivered the post Grenfell action plan and associated improvements	<ul style="list-style-type: none"> • Prevention • Protection • Response • Technology

Promote a positive culture in the workplace.

Task Name	IRMP Links
To develop an approach to direct entry and accelerated development ('fast track') to support revised Leadership Resourcing and Development arrangements. Specifically, we will identify programmes which will ensure that we have strength and depth of capacity	<ul style="list-style-type: none"> • People • Performance monitoring and management framework
Review outcomes of positive action approach to whole-time recruitment and set out recommendations for continuous improvement	<ul style="list-style-type: none"> • People • Performance monitoring and management framework
Deliver next phase of Operational training strategy – Phase3 Core Skills Assessment Programme (CSAP), Watch Managers, Crew Managers and Station Managers as assessors and verifiers	<ul style="list-style-type: none"> • People • Performance monitoring and management framework
*BA facilities – complete refurb of 4 BA facilities across our estate aligned to our Operational Training Strategy	<ul style="list-style-type: none"> • People • Response
Update the learning management system by replacing the existing competency recording system	<ul style="list-style-type: none"> • People • Technology
On call development programme: Streamline on boarding Reduce number of temporary positions Introduction of reduced hours contracts Complete the on valuing on call project	<ul style="list-style-type: none"> • People
*Implement applicant tracking system to have a more efficient and effective on boarding and recruitment process	<ul style="list-style-type: none"> • People • Technology

Develop and broaden the roles and range of activities undertaken by the Service.

Task Name	IRMP Links
Reduce risk in rural areas through the increase in Home Safety Checks by operational crews	<ul style="list-style-type: none"> • Prevention

Be transparent, open, and accessible.

Task Name	IRMP Links
Review Prevention and Protection functions to align with respective strategies	<ul style="list-style-type: none"> • Prevention • Protection • Response
*Develop a Response strategy to ensure that we have the right resources available at the right time to meet our response standards and our resources are aligned to risk	<ul style="list-style-type: none"> • Response • Performance monitoring and management framework
Public and partner perception survey – Conduct a quantitative and credible assessment of ECFRS perceived value to our public and partners	<ul style="list-style-type: none"> • People • Performance monitoring and management framework
Develop and Deliver our Partnership/Partner/Business engagement strategy	<ul style="list-style-type: none"> • Prevention • Protection • Response
Review and revise our Policy Framework. All policies to include a people impact assessment.	<ul style="list-style-type: none"> • Performance monitoring and management framework
Improve access to Performance Information across the service, taking a self-service approach. To include replacing the Business Intelligence Reporting tool	<ul style="list-style-type: none"> • Performance monitoring and management framework

Collaborate with our partners.

Task Name	IRMP Links
To deliver the outcomes of any wave 2 Collaboration activity as detailed within the collaboration Board action plan	<ul style="list-style-type: none"> • People • Performance monitoring and management framework
*Develop and deliver Cross border exercising programme with neighbouring FRS's	<ul style="list-style-type: none"> • Response • Performance monitoring and management framework
We will work with Essex Police to gain accreditation for our Fire Investigation work	<ul style="list-style-type: none"> • Prevention • Protection
To work with Essex Police to implement the outcomes of a full business case on the shared use of Dovercourt fire station	<ul style="list-style-type: none"> • Response
Explore shared facilities with the Ambulance Service	<ul style="list-style-type: none"> • People • Response • Performance monitoring and management framework
Explore opportunities to develop Women's Forum with Essex Police	<ul style="list-style-type: none"> • People

Make best use of our resources.

Task Name	IRMP Links
Procure and implement a new Availability Management System, including capturing business requirements and improving ways of working. New solution should contain working time directive compliance monitoring and reporting tool to be HSE complaint	<ul style="list-style-type: none"> ● People ● Response Technology ● Performance monitoring and management framework
Undertake a Review of specialist water rescue assets to ensure that our provision is fit for purpose	<ul style="list-style-type: none"> ● Response
*Complete full business case for fleet workshops relocation and implement the third phase of the programme to begin relocation	<ul style="list-style-type: none"> ● People ● Prevention ● Protection ● Response ● Performance monitoring and management framework
Identify options for relocation of USAR should decision be taken to sell Lexden site	<ul style="list-style-type: none"> ● People ● Response
Development of the estates strategy	<ul style="list-style-type: none"> ● Performance monitoring and management framework
Develop and deliver Full Business Case for training facilities to including hot fire facilities and commission development based upon recommendation	<ul style="list-style-type: none"> ● People ● Response
Review car schemes to ensure efficiency and value for money	<ul style="list-style-type: none"> ● People
Medium Term Financial Plan (MTFP) savings plan re profiled	<ul style="list-style-type: none"> ● People ● Prevention ● Protection ● Response ● Technology ● Performance monitoring and management framework
Demonstrate a clear link between the use of funds and productivity from inputs – outputs – outcome to enable the service to report on cashable/ efficiency savings and increases in productivity	<ul style="list-style-type: none"> ● Performance monitoring and management framework
Role out of new managed workwear solution for uniform staff to improve efficiencies.	<ul style="list-style-type: none"> ● Prevention ● Protection ● Response
Review the expenses process to mitigate the risk and improve efficiencies.	<ul style="list-style-type: none"> ● People
We are assured that risk information is up to date and we have a system which gives visibility to monitor and is accessible to all	<ul style="list-style-type: none"> ● Prevention ● Protection ● Response

	<ul style="list-style-type: none"> • Performance monitoring and management framework
To improve the accessibility and usability of our external and internal website by replacing with a new product	<ul style="list-style-type: none"> • Technology • Performance monitoring and management framework
New Intranet - A digital hub for transparent communication. The first place that colleagues go to, to seek information. A central location for employees to find and share information. Empowering and enabling colleagues to be digital by default.	<ul style="list-style-type: none"> • People • Technology
Carry out an options appraisal of incident command technical solutions	<ul style="list-style-type: none"> • Technology
*Commence data warehouse design and phase one of data strategy to deliver new reporting platform	<ul style="list-style-type: none"> • People • Prevention • Protection • Response • Technology • Performance monitoring and management framework
Delivery of phase 2 of CFRMIS to include water section and transfer of data between Prevention, Protection and Response functions	<ul style="list-style-type: none"> • People • Prevention • Protection • Response • Technology • Performance monitoring and management framework
Develop year 1 Digital and Data Strategy including migration from Skype to Teams, and Network design and procurement	<ul style="list-style-type: none"> • Technology

Rolled over activities.

Annual plan activity name	HMICFRS Recommendations - The service should make sure it participates in a programme of cross-border exercises, sharing the learning from these exercises.
Activity Director	Moira Bruin
Activity Lead	Danny Bruin

Executive Brief on why activity needs to roll over

The proposal for ECFRS to schedule and run 4 cross border High Rise and Escape Hood exercises requires the activity to roll over due to this being an ongoing programme scheduled over a 24 month period. The ECFRS High Rise and Escape Hood cross border exercises will also support learning following the Grenfell Tower report. ECFRS have purchased emergency escape hoods and plan distribute them to operational staff during summer of 2020. Staff will have the opportunity to train with emergency escape hood as part of this training programme.

Key Deliverables and Milestones for 2021-22 Annual Plan

The High Rise and Escape Hood cross border exercises will address two of the HMICFRS's Area for Improvement:

1. Responding to National risk:
'The service should make sure it participates in a programme of cross-border exercises, sharing the learning from these exercises.'
2. Responding to fires and other emergencies:
'The service should ensure it has an effective system for staff to use debriefs and improve operational learning.'

Expected delivery date

Sub Tasks	Assigned To	Start
Cross Border High Rise planning SW command	SW command GM, Station Manager, Risk Manager, Ops Assurance, L&D	March 2021
Set objectives, roles and responsibilities	Emergency Planning, Ops Assurance, SW Command GM	March 2021
Cross Border High Rise and Escape Hood exercise SW command	SW command GM, Station Manager, Risk Manager, Ops Assurance, L&D	May 2021
Structured debrief	Ops Assurance	June 2021
Cross Border High Rise and Escape Hood exercise report	Ops Assurance	July 2021
Cross Border High Rise planning NW command	NW command GM, Station Manager, Risk Manager, Ops Assurance, L&D	October 2021

Set objectives, roles and responsibilities	Emergency Planning, Ops Assurance, NW Command GM	October 2021
Cross Border High Rise and Escape Hood exercise NW command	NW command GM, Station Manager, Risk Manager, Ops Assurance, L&D	November 2021
Structured debrief	Ops Assurance	November 2021
Cross Border High Rise and Escape Hood exercise report	Ops Assurance	January 2022

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Annual plan activity name	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.
Activity Director	Karl Edwards
Activity Lead	Natasha Mistry

Executive Brief on why activity needs to roll over

To understand the full scope and requirements of the Data Management Programme an exercise was undertaken in 2020 by a specialist supplier to develop and produce a Programme Definition Document which included a Business Case.

The purpose of both documents was to provide a comprehensive baseline of what should be achieved as part of the programme, including requirements, scope, objectives, and financials.

Key Deliverables and Milestones for 2021-22 Annual Plan

During quarter one, approval will be sought, via the ECFRS Senior Leadership Team then the Police Fire Crime Commissioner in order to initiate the Data Warehouse Programme as part of the Digital and Data Strategy.

Implementing and replacing a Data Warehouse is a multi-year programme which forms part of the Digital & Data Strategy.

Indicative dates on the deliverables and milestones will be proposed following approval to commence the Data Warehouse Programme.

Expected delivery date

As the replacement of the Data Warehouse will be a multiyear programme the expected delivery dates will be provided following the endorsement of the Data & Digital Strategy.

Annual plan activity name	HMICFRS Recommendations - The service should ensure it has an effective system for staff to use debriefs and improve operational learning
Activity Director	Dave Bill
Activity Lead	Danny Bruin

Executive Brief on why activity needs to roll over

The debrief policy has been reviewed and is aligned to National Operational Guidance. It is now out for consultation with rep bodies and due for closure end of March 2021.

The Operational Assurance department designed several improvements to the operational debrief process allowing monitoring officers to complete records on scene using iPads. Other changes include the introduction of a cross border debrief template for operational personnel to complete following a cross border incident to enhance learning opportunities.

Key Deliverables and Milestones for 2021-22 Annual Plan

Debrief policy currently in consultation for 6 week period with rep bodies due to end March 2021.

Expected delivery date

April 2021

Annual plan activity name	HMICFRS Recommendations - The service should ensure that its procedures for responding to terrorist-related incidents are understood by all staff and are well tested.
Activity Director	Moira Bruin
Activity Lead	Neil Fenwick

Executive Brief on why activity needs to roll over

This activity is progressing well. There has been a change of Special OPs personnel. Awareness training, equipment and exercising is currently being rolled out, but is not yet complete.

Key Deliverables and Milestones for 2021-22 Annual Plan

An SLT paper based on the actions from the HMICFRS report and detailing the direction of travel is programmed for the middle of February.

Two areas will be covered:

Phase 1- What the service has in place, what is being achieved now, training and awareness.

Phase 2- Reviewing the services logistics and equipment around MTA which includes the purchase and supply of appropriate equipment.

Expected delivery date

Action completion by Q2 2021.

Annual plan activity name	Progress the joint fleet services work stream from the Local Business Case (4.2.1 from 2020 Annual Plan)
Activity Director	Rick Hylton
Activity Lead	Jon Wilson

Executive Brief on why activity needs to roll over

There was an unsuccessful outcome of the procurement exercise to find a specialist supplier to develop the joint fleet full business case at the Essex Police (EP) site in Boreham, as set out in 4.2.1 from 2020 Annual Plan.

Approval was sort via the relevant ECFR and Essex Police governance routes, then the PFCC, via the Emergency Service Collaboration Strategic governance board, to progress using a framework contract to develop a full business case for an Essex County Fire and Rescue Service (ECFRS) fleet workshop at the Essex Police Boreham site

Key Deliverables and Milestones for 2021-22 Annual Plan

Specification agreed after consultation with EP *	08/02/2021
Direct award completed with contractor *	07/03/2021
Full business completed and signed off **	18/07/2021

* key dates will fall cross annual plans 2020/2021 but are relevant to this rollover document.

**Please note these are indicative dates on the deliverables as the supplier who is yet to be confirmed will need to confirm our expected dates will be met.

Expected delivery date

Full business completed and signed off **	18/07/2021
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**Please note these are indicative dates on the deliverables as the supplier who is yet to be confirmed will need to confirm our expected dates will be met.

Annual plan activity name	Implement candidate led, intuitive on-line application and tracking system that links up to core HR system to provide efficient and effective workflows and better experience for candidates and hiring managers
Activity Director	Karl Edwards
Activity Lead	Natalie Quickenden

Executive Brief on why activity needs to roll over

The existing Civica solution for recruitment including the e-recruit module and applicant tracking system is not sufficient to support our needs for firefighter recruitment. It is also very limited in its functionality and is not flexible/adaptable without significant development costs. The Athena system that was procured several years ago only enables us to manager firefighter recruitment activity and it doesn't link to Civica. It would also need development to enable us to manage all recruitment, and there are potential procurement risks associated with this.

Key Deliverables and Milestones for 2021-22 Annual Plan

To identify, procure and implement a single recruitment/applicant tracking solution that enables us to achieve efficiencies through all attraction, assessment, selection and onboarding activities and give a better candidate experience.

Expected delivery date

September 2021

Annual plan activity name	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
Activity Director	Moira Bruin
Activity Lead	Neil Fenwick

Executive Brief on why activity needs to roll over

Systems are still being developed with dependencies on other workstreams and functions within the Service in particular the Response Strategy. The activity is not complete and should roll over.

Key Deliverables and Milestones for 2021-22 Annual Plan

The implementation of the Operational Availability Management tool will be completed, ensuring that there is greater accessibility and oversight of all operational availability.

The Electronic Rota Book will be reviewed, and a product implemented that enables greater accessibility and oversight of on call availability.

The Response Strategy will be completed by June which will detail the objectives, future planning, and delivery of the Response directorate.

Expected delivery date

Autumn 2021

Annual plan activity name	Design and Implement a Policy Framework for the organisation
Activity Director	Rick Hylton
Activity Lead	Tracy King, Lucy Clayton

Executive Brief on why activity needs to roll over

Work has been undertaken to begin designing a policy framework however when the first national lock down began due to the COVID 19 pandemic the Performance and Data Team were part way through the recruitment of a Policy Officer to provide the resource necessary to roll this out across the Service.

Shortly after lockdown began and due to the changes in the way we were working the Performance and Data Team undertook an exercise to priorities essential pieces of work and task that could be postponed.

The Policy Framework was a postponed task but still considered as an important future development for the Service to ensure policy is owned, developed, written, reviewed and consulted on consistently. As a result of the decision recruitment to the Policy Officer post was paused at shortlisting stage and work on the draft framework was also paused.

Key Deliverables and Milestones for 2021-22 Annual Plan

Recruit to Policy Officer Post – April 2021
 Draft a Policy Framework – April to May 2021
 Approve Policy Framework – June 2021
 Create Policy Register of all know policy's in organisation – May 2021
 Analyse Policy's using Framework (to understand resource required from all policy authoring departments) – June to December 2021
 Work with policy authors across the service to educate on the policy framework and the requirements going forward - June to December 2021
 Begin implementation of Framework – January 2022

Expected delivery date

January 2022

Annual plan activity name	Work with key stakeholder to review and develop the response strategy in line with IRMP 2020 – 2024 and other key strategies
Activity Director	Moira Bruin
Activity Lead	Neil Fenwick

Executive Brief on why activity needs to roll over

This element of the annual plan has been started and to date has included two workshops with stakeholders and a workshop with senior managers. An early draft for consideration and feedback has been shared to SLT.

Anticipated completion timescales and ensuring involvement from all stakeholders and consideration of equality, diversity and inclusion means the activity must roll over.

Key Deliverables and Milestones for 2021-22 Annual Plan

March 2021 – Completion of draft version of strategy.
 March – April 2021 Rep body consultation
 May 2021- Review and approval by SLT

Expected delivery date

Delivery date of completed strategy June 2021.

Annual plan activity name	Ensure the Service moves towards compliance with the National Operational Guidance (NOG).
Activity Director	Moira Bruin
Activity Lead	Danny Bruin

Executive Brief on why activity needs to roll over

ECFRS is attached to a regional project to adopt National Operational Guidance. The document creation within this project is expected to be complete in June 2022.

ECFRS is completing a Strategic Gap Analysis, this is being completed alongside the project. The Strategic Gap Analysis will be complete May 2020.

Full National Operational Guidance compliance will be complete when all the documentation is complete and in service, when the actions from the Strategic Gap Analysis actions have been completed. This full compliance is hard to estimate due to complexity.

Key Deliverables and Milestones for 2021-22 Annual Plan

Implementation of the following:

March 2021 – New risk policy

March 2021 – Fires in Buildings product pack

April 2021 – Incident Command Product pack

May 2021 – Environmental Protection Product pack

June 2021 - BA product Pack

July 2021 - Performing rescues product pack

August 2021 – Hazardous material product pack

Sept 2021 – Water rescue and flooding product pack

October 2021 – Health Hazards product pack

November 2021 – Fires in Buildings under construction product pack

December 2021 - Operations Product pack

December 2021 Subsurface, height, structures and confined space product pack

Expected delivery date

Total National Operational Guidance compliance is expected to be completed in full within 4 years with its current speed of delivery and resources.

Annual plan activity name	On Call Conversion for South Woodham Ferrers, Great Baddow and Waltham Abbey (4.4.6 from 2020 Annual Plan)
Activity Director	Moira Bruin
Activity Lead	Matt Stalker

Executive Brief on why activity needs to roll over

The OCCP surpassed original timescales. The project has been reviewed and new timescales mean that the activity needs to roll over. Following the review, there has been a change of SRO and Programme Manager.

Key Deliverables and Milestones for 2021-22 Annual Plan

We will retire the Day Crewing system at each of the below stations:

- Waltham Abbey
- South Woodham Ferrers
- Great Baddow

In doing so, each station will have achieved the following as an indicator that the Station is ready to start transition to on-call

- The Stations will have an appropriate and competent management structure in place.
- Number of personnel sufficient to provide adequate availability.
- Sufficient drivers and other specialisms (i.e. ICS Competent)
- Have station succession plans in place to ensure long-term sustainability of Stations going forward.

Expected delivery date

The above deliverables and milestones will be achieved in the 2021-22 Annual Plan. It must be understood however that the transitional arrangements for each Station, including on-going support from W/T personnel, will continue after this period.

Annual plan activity name	We have plans to refurbish all BA facilities across our estate. In 2020/21, we are planning to complete BA refurbishments at Orsett, and Grays, Southend and South Woodham Ferrers.
Activity Director	Colette Black
Activity Lead	

Executive Brief on why activity needs to roll over
The pandemic has meant that contractors have not been as easily available to completed planned works.

Key Deliverables and Milestones for 2021-22 Annual Plan
<p>Orsett Hot fire facility upgrade is complete. Internal SWAH at STC scheduled for Jan 21, external scheduled for Aug 21. Phase 1 - Grays/Southend/South Woodham completes April 2021. Phase 2 - Braintree/Brentwood/Chelmsford completes June 2021. Phase 3 - Clacton/Harlow/Saffron Waldon completes October 2021.</p>

Expected delivery date
Completion October 2021.