

Essex County Fire and Rescue Service



Annual Plan 2020-21 Closure Report

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.

This report provides End of Year status' of all the activities identified in the 2020 – 2021 Annual Plan

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:

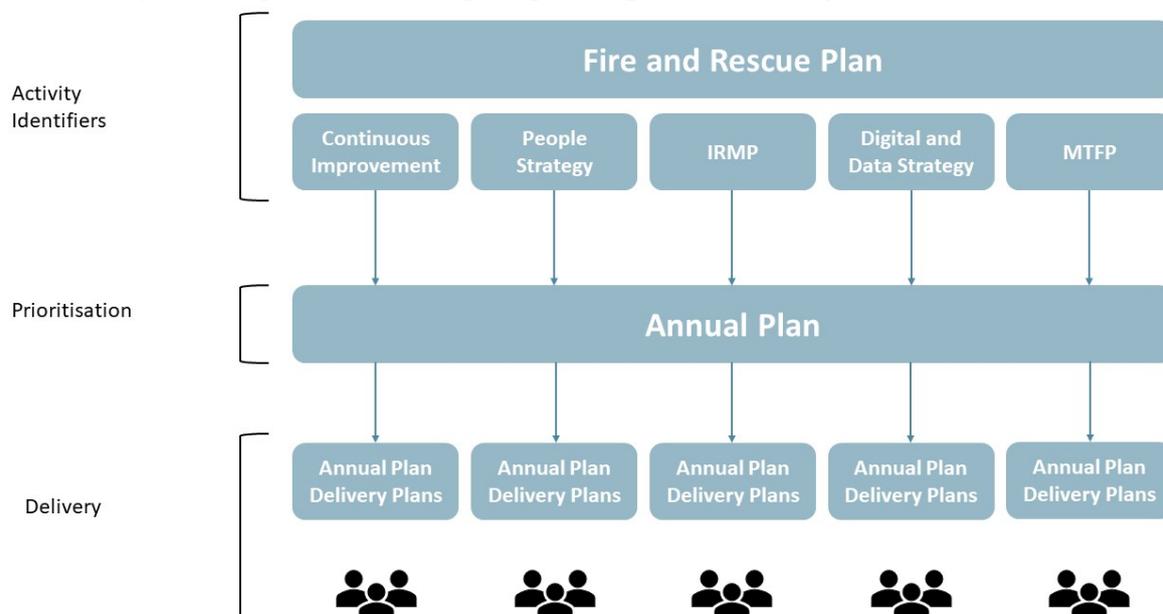
- Prevention, protection and response
- Improve safety on our roads
- Help the vulnerable to stay safe
- Promote a positive culture in the workplace
- Develop and broaden the roles and range of activities undertaken by the Service
- Be transparent, open and accessible
- Collaborate with our partners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



Closure of the Plan

Updates against the plan have been monitored through out the year to ensure progress is made against The Plan.

Where activities have been closed, responsible owners are required to provide closure statements confirming the work that has been completed and whether follow up work will be adopted within the 2021/22 Annual Plan or Business As Usual (BAU).

'Rolled Over' Activities into 21/22 Annual Plan.

Where work has either not been started or requires more time to be complete we will roll the activity over into the 2021/22, these are highlighted within the document and Appendix A provides a summary of the activity.

Summary of Activity in 2020/21

Fire and Rescue Plan Area	Complete	Roll Over to 2021/22 Annual Plan	Total
Prevention, Protection and Response	8	6	14
Help the vulnerable to stay safe	1	1	2
Promote a positive culture in the workplace	12	2	14
Collaborate with our partners	4	1	5
Be transparent, open and accessible		1	1
Make best use of our resources	8	2	10
Grand Total	33	13	46

Completed Activity

Prevention, protection, and response.

Task Name	Closure Statement
Conduction research and work with employees, to understand, make and implement recommendations to improve the recruitment and retention of on call firefighters	Recruitment process improved and time to hire reduced. On-call development programme underway.
To undertake the development of specification and tendering for a new mobilising and communications system with a contract awarded by 31st March 2021	The Tender process for the new Control system is underway and contracts are due to be awarded in May 2021. This activity will be closed on the 2020/21 Annual Plan and a new activity for the implementation has been included in the 2021/22 Annual Plan.
Use operation data to review the key station policy for the service	The key station policy was reviewed and approved at SLT in December 2020.
Undertake a tender process to formalise the annual review of the IRMP to understand the impact of implementation	This was achieved and final report was received in September 2020. This work has been used in the review of the Strategic Assessment of risk which will inform the annual review of the IRMP.
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	Protection strategy developed and implemented and the surge funding has been allocated to ensure adequate spend of the money. Returns have been submitted to Home office.
Complete the delivery of actions contained within the HMICFRS Improvement Plan for Technical Fire Safety.	The HMICFRS action protection improvement plan has delivered the key outcomes. The plan has been peer reviewed by Herts. The actions and continual improvement has now moved into BAU.
Deliver Prevention and Protection messages using a range of platforms to encourage greater interactions with our communities	Comms plan developed for both department aligned to the NFCC plans and our own internal action plans and delivery plan to ensure consistent messages.
Creation of Area Community Action Plans for our operational staff, owned by Group Managers incorporating Response, Community Safety and Staff competence (4.1.7 from the 2020 Annual Plan)	The development of the plans has taken 9 months and consisted of the review of operational and community risk within the respective command areas. The data and intelligence have been supplied via the Strategic Assessment of Risk (SAoR), risk profiles from our partners, SSRI and Tactical Fire Plans, Data and Performance Management and the HARM model. There has been consistent stakeholder engagement with Data and Performance Management, the Group Managers and the

	<p>Prevention and Protection teams.</p> <p>The North East group is being launched along with a pilot to evaluate how the plans can work in conjunction with the HARM model to focus on an area of risk and reduce the potential for harm and vulnerability. This is taking place in April 2021 and the remainder of the plans will be launched in the three Groups. From this point the plans will become BAU within the Groups and utilised to support the targeted delivery of operational and community risk reduction activity. The plans are a fluid document, with their content and use being monitored and formative feedback used to improve their development.</p>
--	--

DRAFT

Help the vulnerable to stay safe.

Task Name	Closure Statement
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.	The Prevention strategy was approved at Strat board and has been designed and returned to the service. A departmental plan has been developed in response to deliver against this.

Promote a positive culture in the workplace.

Task Name	Closure Statement
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.	Delivery of our operational training plan continues to be on track.
Develop the next generation of talent management approach as detailed in the People Strategy Action Plan	In line with the People Strategy, this new approach has been launched. Inclusive approach responds to feedback received, is linked to our Workforce Planning and the NFCC Leadership Framework.
Improvements to the Recruitment, Assessment, Selection and On-Boarding as detailed within the People Strategy Action Plan	Actions completed as described in the People Strategy Action Plan. Of note, is the culture of positive action in recruitment tested for our recruitment of whole-time firefighters. This is delivering results and good practice will now be rolled into other areas of recruitment.
Flexible benefits	<p>Salary Finance launched on the 16th December 2020. This provides employees with access to money insights including budgeting tips and tools, affordable loans, advances on earned pay and simple savings. During the first month more than 100 employees visited Salary Finance's website and it has already helped colleagues who have used its services to save an average of £3,411.</p> <p>A SharePoint Site has been created to showcase all discounts available to employees: Employee Benefits - Discounts - All Items (sharepoint.com) (to be promoted).</p> <p>Benefits Booklet – updated and published on the intranet here Company Magazine (pagetiger.com)</p> <p>All benefits are listed under an Employee Benefits and Support Schemes Tile on the intranet Employee Benefits & Support Schemes</p>

<p>Wellbeing Policy</p>	<p>Wellbeing Policy drafted by the NFCC People Policy Panel workstream of the NFCC People Programme. Consultation took place with all recognised trade unions within Phase 2 of the Policy Schedule. Agreement reached to adopt the policy within Essex Fire and launched in January 2021.</p> <p>Comms ECFRS News New and updated People Policies: how they affect you (essex-fire.gov.uk)</p> <p>The policy supports colleagues' health and wellbeing, provides training in good management practices, promotes a culture of open communication about health and wellbeing and addresses work-related stress.</p>
<p>Wellbeing: Mental Health Awareness</p>	<p>Improve access to resources:</p> <ul style="list-style-type: none"> • Wellbeing pocket size card – provides signposting for support both internal / external. • Introduced Wellbeing Wednesday – raising awareness of how to look after your own mental • Aligned and supported and been part of National campaigns, suicide awareness, blue light services, mind, NHS every mind matters, domestic abuse • Introduced Workplace Wellbeing Hub, interactive and informative social media site. • Bitesize webinars to support mental wellbeing/health <p>Launch Wellbeing policy Launch Financial wellbeing – Salary Finance On going training programme (MHFA) programme for workplace mental health first aiders.</p>
<p>Review the current Annual Leave policy and work with employees to agree a revised approach to manage TOIL.</p>	<p>Annual Leave Policy was consulted upon within Phase 1 of the Policy Schedule. Agreement reached and policy launched:</p> <p>Comms ECFRS News New and updated People Policies: how they affect you (essex-fire.gov.uk)</p> <p>Further work scheduled to agree principles for TOIL to be delivered.</p>
<p>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 be</p>	<p>The Workforce Plan was presented to SLT in April 2020 and outlined the requirements to meet our planned and forecasted requirements specifically at this point with regards to Wholetime Firefighter recruitment. The full Workforce Plan which articulated the wider needs of the Service in relation to all aspects of attrition and recruitment requirements, including the needs of</p>

	<p>succession planning were presented in September 2020 and signed off at the ECFRS Strategic Board. It was agreed at the Strategic Board that updates and progress against the Workforce Plan would be presented at Performance and Resources Board.</p> <p>A further update was provided to SLT in January 2020 and then Performance and Resources Board.</p> <p>Action plan items: Leadership Resourcing and Succession: building future leaders. Governance of Leadership Resourcing and Succession Planning, Career Pathways, Building External Resource Pipelines and Achieving agility.</p> <p>The Workforce Plan was published here People Strategy</p>
<p>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.</p>	<p>The Performance and Data team have implemented a number of Power BI dashboards for Station Managers, Finance, Prevention and Protection, to improve performance and begin to provide assurance of productivity of our staff. This platform has been built with "data warehousing" principles, joining together data from many systems into one platform to provide a holistic view of Performance. The continuation of this work will fall under the data insights project.</p>
<p>We will deliver the fair, kind and inclusive workstream of the People Strategy .</p>	<p>We are continuing to deliver the fair, kind and inclusive workstream of the People Strategy. Feedback from our staff survey reflected an increased level of assurance in this field.</p>
<p>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</p>	<p>We have commissioned a Learning and Development Programme for a 4 year period. The programme allows for 125 leaders to be developed each year.</p>
<p>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</p>	<p>We have delivered year 1 of our cultural development plan. We are on track to deliver year 2.</p>

Collaborate with our partners.

Task Name	Closure Statement
<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>ECFRS have also continued to develop ideas for new projects or activities for the next phase of the Collaboration programme, known as 'Wave 2'.</p> <ul style="list-style-type: none"> • Delivery of a number of Estates sharing projects has been progressed through a newly formed 'Estates Collaboration Programme Board', which has membership from all three emergency services. • It has a ratified terms of reference, and is Jointly chaired by DCFO Rick Hylton ECFRS and DCC Pippa Mills from Essex Police. <p>The board and members have driven a number of collaborations workstreams including</p> <ul style="list-style-type: none"> • An agreed full business case for Essex Police to build a new Police station on the ECFRS Dovercourt site. • Explored joint options and opportunities around specialist training. • Developing and agreeing the specification for a full business case for ECFRS Fleet workshops on an EP Estate • Initiated opportunities for EEAST to collaboratively use ECFRS sites aligning to their property transformation agenda.
<p>Formalise the internal compliance processes and role, including the scheduling of Audits and monitoring of progress against actions</p>	<p>A Financial Accounting and Compliance Manager has been recruited into the team. This has given dedicate resource relating to the Internal Audit Process which includes close monitoring of the Audits and Progress.</p>
<p>Progress the shared use of estates from the Local Business Case (4.3.1 from 2020 Annual plan)</p>	<p>ECFRS have continued to develop ideas for new projects or activities for the next phase of the Collaboration programme, known as 'Wave 2' below are some of the focused Estates based ideas and progress updates.</p> <ul style="list-style-type: none"> • Delivery of a number of Estates sharing projects has been progressed through a newly formed 'Estates Collaboration Programme Board', which has membership from all three emergency services. • It has a ratified terms of reference, and is Jointly chaired by DCFO Rick Hylton ECFRS and DCC Pippa Mills from Essex Police. <p>The board and members have driven a number of collaborations workstreams including</p> <ul style="list-style-type: none"> • An agreed full business case for Essex Police to build a new Police station on the ECFRS

	<p>Dovercourt site.</p> <ul style="list-style-type: none"> • Explored joint options and opportunities around specialist training. • Developing and agreeing the specification for a full business case for ECFRS Fleet workshops on an EP Estate <p>Initiated opportunities for EEAST to collaboratively use ECFRS sites aligning to their property transformation agenda.</p>
<p>Provide ongoing support to our partners during the COVID-19 Pandemic</p>	<p>Throughout the pandemic, the Service has continued to deliver against our statutory duties, been there for our communities, and adapted to ensure we continue to reach, protect and make our communities safer.</p> <p>We've supported partners to keep our communities safe. From driving ambulances, training ambulance drivers, moving hospital beds, setting up vaccination centres, volunteering at vaccination centres and distributing and collecting testing kits in areas where variants have been detected.</p>

DRAFT

Make best use of our resources.

Task Name	Closure Statement
<p>Continue to deliver the ICT Transformation Programme (4.4.1 from 2020 Annual Plan) including:</p>	<p>The ICT Remediation and Optimisation Programme will be closed at 31 March 2021. Projects in the ICT Remediation and Optimisation Programme successfully delivered or closing by end March 2021:</p> <ul style="list-style-type: none"> • SAN replacement • UED (including a widened laptop rollout thanks to Covid) • Windows 10 • VDI replacement • O365 adoption <p>These projects have delivered improved ICT that meets the needs of the Service today. On 15 March 2021, PFCC approved the Digital and Data Strategy, which replaces the ICT Remediation and Optimisation Programme, and will deliver a modernised digital and data landscape, including focus on digital skills improvement, enabling and empowering through technology and information, and enterprise class networks and platforms.</p>
<p>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.</p>	<p>A Financial template has been created, to show the incremental financial impact of a project. The innovation and change team are to incorporate this into any Project PID.</p>
<p>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)</p>	<p>Upgrades to both the 4i Mobilising system and Incident Recording System was completed in September 2020.</p>
<p>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)</p>	<p>Due to continued issues with 4i, and as a consequence not being able to integrate ERB a decision was made to pause continued investment in ERB. ERB can currently be used, but focus is on providing a product which will be able to work with the new mobilising system and provide the Service with greater assurance on compliance with the working time directive.</p>
<p>HMICFRS Recommendations - The service should ensure that its business continuity plans are tested and reviewed. (4.4.9 from 2020-21 Annual Plan)</p>	<p>Over the past year we have incorporated new policy, process and plan templates into all areas of the Service, including appropriate training and exercising materials to support annual reviewing, testing and validation of the plan. Some of these plans have been implemented due to COVID-19 and have identified areas of good practice as well</p>

	as areas for improvement in future versions. This processes is now embedded across all areas of the Service and has become part of the annual BAU cycle for responsible managers.
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.	Tranche one review has been completed. The second tranche has been started, split into two main parts – Attraction and Employer of Choice, which includes a new on-boarding process, alternatives for hour/ways of working and more accessible pathways; and Valuing On-call which focuses on communication, engagement, motivation and training.
Delivery of the Community Risk Information System Project (4.4.3 from 2020 Annual Plan)	CFRMIS was implemented for the core functions of Prevention and Protection and went live on 1st September 2020. All work pertaining to Protection and most of the work pertaining to Prevention is now recorded in CFRMIS and we are able to report on that work. Support is in place for people using the system. We are now working to implement CFRMIS for use in the Safeguarding team, Ops Policy and ultimately by operational crews to record the work they do for Prevention and Protection which will be delivered under Business As Usual.
Competence Recording - Deliver the strategic solution to recording of firefighter competence.	Our new competency recording system will be in use from 1 April 2021.

Rolled Over Activity

Fire and Resuce Plan Area	Activity
Prevention, protection, and response.	Ensure the Service moves towards compliance with the National Operational Guidance (NOG).
Prevention, protection, and response.	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.	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.	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.	HMICFRS Recommendations - The service should ensure it has an effective system for staff to use debriefs and improve operational learning.
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.
Help the vulnerable to stay safe.	HMICFRS Recommendations - The service should evaluate its prevention work, so it understands the benefits better.

Promote a positive culture in the workplace.	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.
Promote a positive culture in the workplace.	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.
Be transparent, open and accessible	Design and Implement a Policy Framework for the organisation.
Collaborate with our partners.	Progress the joint fleet services work stream from the Local Business Case (4.2.1 from 2020 Annual Plan).
Make best use of our resources.	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 best use of our resources.	On Call Conversion for South Woodham Ferrers, Great Baddow and Waltham Abbey (4.4.6 from 2020 Annual Plan).

Rolled over activities Detail.

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

Key Deliverables and Milestones for 2021-22 Annual Plan
<p>Implementation of the following:</p> <ul style="list-style-type: none"> 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	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	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

DRAFT

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	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
<p>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.</p> <p>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.</p>

Key Deliverables and Milestones for 2021-22 Annual Plan
<p>Debrief policy currently in consultation for 6 week period with rep bodies due to end March 2021.</p>

Expected delivery date
<p>April 2021</p>

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	HMICFRS Recommendations - The service should evaluate its prevention work, so it understands the benefits better.
Activity Director	Moira Bruin
Activity Lead	Jim Palmer

Executive Brief on why activity needs to roll over
Due to an unforeseen delay in the restructure, we have been unable to secure the evaluation post we wanted to. This is being delivered in May 2021. This role is a specialist role and in order to deliver an effective evaluation tool we need to deliver the restructure and bring in a specialist. We have delivered some aspects of this activity and are still measuring the impact of our provision on customers and we have recently commissioned ECDA to carry out an analytical piece of work on accidental dwelling fires which will support the evaluation moving forward.

Key Deliverables and Milestones for 2021-22 Annual Plan
<ol style="list-style-type: none"> 1) Consult on Restructure for Prevention 2) Deliver the new structure including recruitment of an evaluation post 3) Scope an evaluation framework 4) Deliver and implement the evaluation framework across prevention. 5) Review the effectiveness of the evaluation.

Expected delivery date
<p>1 and 2: 30th June 2021</p> <p>3: 31st August 2021</p> <p>4: 30th November 2021</p> <p>5: 31st March 2022</p>

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	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.

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	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
---	------------

**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	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	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.