



Essex County
Fire & Rescue Service

Annual Plan Update

Performance & Data

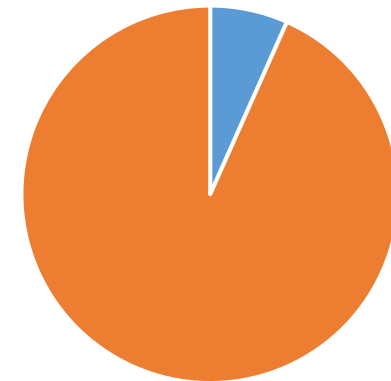
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Annual Plan Summary

Fire and Resuce Plan Area	Completed	In progress	Grand Total
Be transparent, open and accessible	1	5	6
Collaborate with our partners		5	5
Develop and broaden the roles and range of activities undertake by the Service		1	1
Help the vulnerable to stay safe		3	3
Improve safety on our roads		1	1
Make best use of resources	1	15	16
Prevention, Protection and Response		6	6
Promote a positive culture in the workplace	1	6	7
Grand Total	3	40	45

Activities by Status



■ Completed ■ In progress



Essex County
Fire & Rescue Service

Completed Activities

Full details of completed activity are provided within Appendix A to this report

- AP202122-11: Deliver next phase of Operational training strategy – Phase3 Core Skills Assessment Programme (CSAP), Watch Managers, Crew Managers and Station Managers as assessors and verifiers
- AP202122-34: Medium Term Financial Plan (MTFP) savings plan re profiled
- AP202122-46: Work with key stakeholder to review and develop the response strategy in line with IRMP 2020 – 2024 and other key strategies.



Essex County
Fire & Rescue Service

Emerging Activity for Consideration

Full details of emerging activity are provided within Appendix B to this report

- Data Quality Phase 1
- Tablet Roll Out Full Business Case
- Digital and Data: Infrastructure and Security: Backup
- Digital and Data: Network: Design and Procurement
- Digital and Data: Voice



Essex County
Fire & Rescue Service

Change to Activity Description

Full details of activity description changes are provided within Appendix C to this report

Original Description	Proposed New Description
AP202122-25: We will work with Essex Police to gain accreditation for our Fire Investigation work	We will work with regional and National FRS's, to explore opportunities for collaboration ensuring we meet the new ISO standard for Fire Investigation.



Activities – Prevention Protection and Response

Task Name	Progress	Start Date	Due Date
*AP202122-02: Converting SWF, Great Baddow and Waltham Abbey from DC to OC and ensuring the continuation of service at Dovercourt	In progress		31/07/2022
AP202122-05: Implementation of new mobilising system	In progress	01/04/2021	30/09/2022
*AP202122-04: Ensure the Service moves towards compliance with the National Operational Guidance (N.O.G).	In progress	24/08/2020	01/09/2022
*AP202122-01: Review and strengthen MTA response: deliver training to all front line crews in initial response to MTA	In progress	01/09/2019	30/09/2021
*AP202122-44: 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	In progress	01/08/2019	31/03/2022
*AP202122-03: Further develop our Ops assurance and debrief process to be able to demonstrate learning and adherence to policy and procedures	In progress		01/06/2021



Essex County
Fire & Rescue Service

Activities – Improve Safety on the Road

Task Name	Progress	Start Date	Due Date
AP202122-06: Identification and monitoring of the work that the Fire Service does to deliver against the Vision Zero programme, both internally and externally	In progress	01/04/2021	31/03/2022



Help the vulnerable to stay safe

Task Name	Progress	Start Date	Due Date
AP202122-07: All tall clad building have been audited and actions taken to make safer as per the requirements of the Building risk review	In progress		31/12/2021
AP202122-08: To have delivered the post Grenfell action plan and associated improvements	In progress		31/12/2021
*AP202122-45: HMICFRS Recommendations - The service should evaluate its prevention work, so it understands the benefits better.	In progress	01/04/2020	01/01/2022



Promote a positive culture in the workplace

Task Name	Progress	Start Date	Due Date
AP202122-09: To develop an approach to direct entry & accelerated development ('fast track') to support revised Leadership Resourcing & Development arrangements. Specifically we will identify programmes which will ensure that we have strength & depth of capa	In progress	01/09/2021	31/03/2022
AP202122-10: Review outcomes of positive action approach to whole-time recruitment and set out recommendations for continuous improvement	In progress	01/07/2021	31/03/2022
AP202122-11: Deliver next phase of Operational training strategy – Phase 3 Core Skills Assessment Programme (CSAP), Watch Managers, Crew Managers and Station Managers as assessors and verifiers	Completed		30/06/2021
AP202122-13: Update the learning management system by replacing the existing competency recording system	In progress	01/02/2021	31/12/2021
AP202122-14: On call development programme: Streamline on boarding Reduce number of temporary positions Introduction of reduced hours contracts Complete the on valuing on call project	In progress	01/01/2021	31/03/2022
*AP202122-15: Implement applicant tracking system to have a more efficient and effective on boarding and recruitment process	In progress		31/03/2022
AP202122-12: BA facilities – complete refurb of 4 BA facilities across our estate aligned to our Operational Training Strategy	In progress		15/05/2022



Essex County
Fire & Rescue Service

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

Task Name	Progress	Start Date	Due Date
AP202122-16: Reduce risk in rural areas through the increase in Home Safety Checks by operational crews	In progress	01/05/2021	01/03/2022



Be transparent, open and accessible

Task Name	Progress	Start Date	Due Date
AP202122-17: Review Prevention and Protection functions to align with respective strategies	In progress		31/10/2021
AP202122-19: Public and partner perception survey – Conduct a quantitative and credible assessment of ECFRS perceived value to our public and partners	In progress		28/02/2022
AP202122-20: Develop and Deliver our Partnership/Partner engagement strategy	In progress		31/03/2022
*AP202122-21: Review and revise our Policy Framework. All policies to include a people impact assessment.	In progress	28/05/2021	31/03/2022
AP202122-22: Improve access to Performance Information across the service, taking a self-service approach. To include replacing the Business Intelligence Reporting tool	In progress	01/01/2021	30/09/2021
*AP202122-46: Work with key stakeholder to review and develop the response strategy in line with IRMP 2020 – 2024 and other key strategies.	In progress		31/10/2021
AP202122-46: Work with key stakeholder to review and develop the response strategy in line with IRMP 2020 – 2024 and other key strategies.	Completed	01/06/2020	30/06/2021



Collaborate with our partners

Task Name	Progress	Start Date	Due Date
AP202122-23: To deliver the outcomes of any wave 2 Collaboration activity as detailed within the collaboration Board action plan	In progress	02/08/2020	31/03/2022
AP202122-25: We will work with Essex Police to gain accreditation for our Fire Investigation work	In progress		01/08/2021
AP202122-26: To work with Essex Police to implement the outcomes of a full business case on the shared use of Dovercourt fire station	In progress		31/03/2021
AP202122-27: Explore shared facilities with the Ambulance Service	In progress		31/03/2022
*AP202122-24: HMICFRS Recommendations - The service should make sure it participates in a programme of cross-border exercises, sharing the learning from these exercises.	In progress		31/12/2021



Make best use of our resources

Task Name	Progress	Start Date	Due Date
AP202122-28: Procure & 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	In progress		31/03/2022
AP202122-29: Undertake a Review of specialist water rescue assets to ensure that our provision is fit for purpose	In progress		31/03/2022
*AP202122-30: Complete full business case for Lexden site and implement the third phase of the programme to begin relocation	In progress	01/04/2021	
AP202122-31: Development of estates strategy	In progress		30/09/2021
AP202122-32: Develop and deliver Full Business Case for training facilities to inc hot fire facilities and commission development based upon recommendation	In progress	01/06/2021	31/12/2021
AP202122-33: Review car schemes to ensure efficiency and value for money	In progress	01/04/2021	31/12/2021



Make best use of our resources

Task Name	Progress	Start Date	Due Date
AP202122-34: Medium Term Financial Plan (MTFP) savings plan re profiled	Completed	01/03/2021	31/03/2022
AP202122-35: 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	In progress	01/06/2021	31/12/2021
AP202122-36: Roll out of new managed workwear solution for uniform staff to improve efficiencies.	In progress		28/02/2022
AP202122-37: Review the current process for payment of expenses, identify any streamlining to improve efficiencies.	In progress	03/02/2021	01/04/2022
AP202122-38: 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	In progress	01/04/2021	31/03/2022
AP202122-39: To improve the accessibility and usability of our external website by replacing with a new product	In progress		31/03/2021



Make best use of our resources

Task Name	Progress	Start Date	Due Date
AP202122-40: 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 & share information. Empowering and enabling colleagues to be digital by default.	In progress	31/07/2021	
AP202122-41: Carry out an options appraisal of incident command technical solutions	In progress		31/03/2022
*AP202122-42: Commence data warehouse design and phase one of data strategy to deliver new reporting platform	In progress	01/04/2021	31/03/2022
AP202122-43: Delivery of phase 2 of CFRMIS to include the transfer of data between Prevention, Protection and response functions	In progress	01/04/2021	31/08/2021

Appendix A - Closure Statements

Current Annual plan activity name / description	AP202122-11: Deliver next phase of Operational training strategy – Phase3 Core Skills Assessment Programme (CSAP), Watch Managers, Crew Managers and Station Managers as assessors and verifiers
Activity Director	Colette Black
Activity Lead	Paul Chipperfield

Executive Summary
<p>The Core Skills Assurance programme (CSAP) was designed and delivered as part of the Operational Training project initiated in 2019 to provide assurance of operational competency to all our stakeholders.</p> <p>CSAP phase 1 was entitled 'refresh and reinforce' and was a rollout of the planned schedule and content of core skill training that would be assessed in phase 2. Phase 2 rollout commenced in 2020 and each firefighter undertook a formal assessment of operational competence. CSAP Phase 3 design and delivery began in 2021, having received SLT approval to become a business as usual annual development and assessment rolling programme.</p> <p>Internal Train the Trainer, Assessor and Verifier courses have been delivered to CM, WM and SM's respectively to ensure that local stations can deliver quality training and exercises, supporting the objectives of the operational training project and in turn the operational element of the People strategy.</p>

Evidence of benefits impact
<p>A full benefits realisation review of the overall training project is currently underway. Benefits related to CSAP, train the trainer, assessor and verifier training include increased local drilling and training supported by the new Group Trainers, a reduced requirement for development plans following training delivery and increased support of local development (evidenced in LRS portfolios).</p>

Activity start date	Activity Closure date
5/6/2019	30/9/2021

Recommended for ELT discussion	ELT Date
YES No	31/3/2021

Outcomes of ELT Discussion	
CIB Approved	Sign off date
YES No	

Current Annual plan activity name / description	AP202122-34: Medium Term Financial Plan (MTFP) savings plan re profiled
Activity Director	Neil Cross
Activity Lead	Amanda De Margary

Executive Summary
<p>An updated MTFS was prepared in Q1 of the 2021-22 financial year. This showed an improved position compared to the previously reported MTFS (details within report).</p> <p>Going forward the MTFS will be aligned to the annual budget process which will mean:</p> <ul style="list-style-type: none"> • An MTFS will be included within the Final Annual Budget Paper which will be presented to the Essex PFC Panel as part of the formal budget approval process • A quarterly MTFS update will be prepared. These will be presented in the Strategic Board as appropriate (e.g. Sept 21 – Budget Setting)

Evidence of benefits impact
<p>The updated MTFS was presented at the June 21 Strategic Board (attached to the annual plan documentation).</p> <p>The MTFS will be reviewed on a Quarterly basis in line with reforecasting. Key dates for review are July/October & January. Discussions about long term savings will be on going with SLT/ELT and budget holders.</p>

Activity start date	Activity Closure date
01 March 2021	30 June 2021

Recommended for ELT discussion	ELT Date
YES No	

Outcomes of ELT Discussion	
CIB Approved	Sign off date
YES No	

Current Annual plan activity name / description	AP202122-46: Work with key stakeholder to review and develop the response strategy in line with IRMP 2020 – 2024 and other key strategies.
Activity Director	ACFO Bruin
Activity Lead	AM Fenwick

Executive Summary	
<p>To develop a new Response Strategy to inform managers and employees of the strategic aims and objectives of Response in supporting the following Service objectives:</p> <ul style="list-style-type: none"> • We will provide a resilient, timely and effective response when risks become incidents. • We will use our resources flexibly, efficiently and effectively in line with the Medium-Term Financial Plan. • We will use our assets (people, property, appliances) to support sustainable communities and promote wellbeing. • Our leaders will demonstrate trust and honesty, listening to others to support an open and inclusive culture. <p>Our Response Strategy will underpin the priorities of our Fire and Rescue Plan, using the resources outlined in our Integrated Risk Management Plan.</p> <p>Following various stakeholder engagement sessions, the draft was submitted to the Strategic Governance Board on the 28th of June and subsequently formerly approved.</p>	

Evidence of benefits impact	
<p>The Strategy outlines how we will provide a resilient, timely and effective response when risks become incidents requiring emergency response.</p> <p>It is therefore essential that our people – from our Service Leadership Team through to all our operational sites, Control, and support teams – understand the strategy and what it means for them, our Service, and our communities.</p> <p>Therefore, we are putting a clear communications plan to ensure that:</p> <ul style="list-style-type: none"> • We deliver clear messages to our colleagues on what the strategy is, what it means in reality and how they fit within it at our Service. • We reassure our people that our resources are being used appropriately – and that this is not part of ‘downgrading’ our response. • We outline the benefits of the strategy as part of the broader context. • We ensure our leaders have what they need to be always open and honest. • We engage with our colleagues first – creating opportunities for them to have two-way conversations. • We challenge disinformation around the strategy. 	

Activity start date	Activity Closure date
01/06/2020	30/06/2021

Recommended for ELT discussion	ELT Date
YES No	

Outcomes of ELT Discussion	
CIB Approved	Sign off date
YES No	

Appendix B New / Emerging activity

Annual plan activity name	D&D Programme: Data Quality Phase 1
Activity Director	Sarah Taylor
Activity Lead	Steve Taylor
IRMP Priority <i>Select as many as that are relevant</i>	<input type="checkbox"/> People <input type="checkbox"/> Response <input type="checkbox"/> Prevention <input type="checkbox"/> Protection <input checked="" type="checkbox"/> Technology <input checked="" type="checkbox"/> Performance Monitoring
Fire and Rescue Plan Priority <i>Select one</i>	<input checked="" type="checkbox"/> Be transparent, open and accessible <input type="checkbox"/> Collaborate with our partners <input type="checkbox"/> Develop and broaden the roles and range of activities undertaken by the Service <input type="checkbox"/> Help the vulnerable to stay safe <input type="checkbox"/> Improve safety on our roads <input checked="" type="checkbox"/> Make best use of resources <input checked="" type="checkbox"/> Prevention, Protection and Response <input checked="" type="checkbox"/> Promote a positive culture in the workplace

Executive Brief on the new activity

The D&D programme was further defined during Q1 and this activity has been identified for 21/22.

Aim is to increase quality of data leading to better outcomes in source systems and higher confidence in analysis and insight.

Key Deliverables and Milestones for 2021-22 Annual Plan

Develop a data quality framework (December 2021)
 Define a data quality improvement approach for each master dataset (March 2022)

Expected start date

September 2021

Expected delivery date

March 2022

CIB Approved

YES | No

Sign off date

Annual plan activity name	Tablet Rollout to Operational Colleagues (Wholetime and On Call)
Activity Director	Karl Edwards
Activity Lead	Sarah Taylor
IRMP Priority <i>Select as many as that are relevant</i>	<input checked="" type="checkbox"/> People <input checked="" type="checkbox"/> Response <input type="checkbox"/> Prevention <input type="checkbox"/> Protection <input checked="" type="checkbox"/> Technology <input type="checkbox"/> Performance Monitoring
Fire and Rescue Plan Priority <i>Select one</i>	<input type="checkbox"/> Be transparent, open and accessible <input type="checkbox"/> Collaborate with our partners <input type="checkbox"/> Develop and broaden the roles and range of activities undertaken by the Service <input type="checkbox"/> Help the vulnerable to stay safe <input type="checkbox"/> Improve safety on our roads <input checked="" type="checkbox"/> Make best use of resources <input checked="" type="checkbox"/> Prevention, Protection and Response <input checked="" type="checkbox"/> Promote a positive culture in the workplace

Executive Brief on the new activity
<p>Concept and outline business case taken to Service Leadership Team on 13 July 2021.</p> <p>Full business case and detailed costings now being prepared. May result in further activity this year or next.</p>

Key Deliverables and Milestones for 2021-22 Annual Plan
<p>Full business case</p> <ul style="list-style-type: none"> • Detailed justification • Detailed device specifications • Detailed costings • Approach to procurement and distribution • Comms planning • Present for final decision

Expected start date	Expected delivery date
August 2021	November 2021

CIB Approved	Sign off date
YES No	

Annual plan activity name	D&D Programme: Infrastructure and Security: Backup
Activity Director	Sarah Taylor
Activity Lead	Andreas McLennan
IRMP Priority <i>Select as many as that are relevant</i>	<input type="checkbox"/> People <input type="checkbox"/> Response <input type="checkbox"/> Prevention <input type="checkbox"/> Protection <input checked="" type="checkbox"/> Technology <input type="checkbox"/> Performance Monitoring
Fire and Rescue Plan Priority <i>Select one</i>	<input type="checkbox"/> Be transparent, open and accessible <input type="checkbox"/> Collaborate with our partners <input type="checkbox"/> Develop and broaden the roles and range of activities undertaken by the Service <input type="checkbox"/> Help the vulnerable to stay safe <input type="checkbox"/> Improve safety on our roads <input checked="" type="checkbox"/> Make best use of resources <input type="checkbox"/> Prevention, Protection and Response <input type="checkbox"/> Promote a positive culture in the workplace <input type="checkbox"/> Be transparent, open and accessible

Executive Brief on the new activity
<p>The D&D programme was further defined during Q1 and this activity has been identified for 21/22.</p> <p>Aim is to reduce costs and increase resilience.</p>

Key Deliverables and Milestones for 2021-22 Annual Plan
<p>Replacement back up solution</p> <ul style="list-style-type: none"> • Scope • Piloting • Confirmed decision on solution • Implementation

Expected start date	Expected delivery date
June 2021	December 2021

CIB Approved	Sign off date
YES No	

Annual plan activity name	Digital and Data: Network: Design and Procurement
Activity Director	Sarah Taylor
Activity Lead	Andreas McLennan
IRMP Priority <i>Select as many as that are relevant</i>	<input type="checkbox"/> People <input type="checkbox"/> Response <input type="checkbox"/> Prevention <input type="checkbox"/> Protection <input checked="" type="checkbox"/> Technology <input type="checkbox"/> Performance Monitoring
Fire and Rescue Plan Priority <i>Select one</i>	<input type="checkbox"/> Be transparent, open and accessible <input type="checkbox"/> Collaborate with our partners <input type="checkbox"/> Develop and broaden the roles and range of activities undertaken by the Service <input type="checkbox"/> Help the vulnerable to stay safe <input type="checkbox"/> Improve safety on our roads <input checked="" type="checkbox"/> Make best use of resources <input checked="" type="checkbox"/> Prevention, Protection and Response <input type="checkbox"/> Promote a positive culture in the workplace

Executive Brief on the new activity
<p>The D&D programme was further defined during Q1 and this activity has been identified for 21/22.</p> <p>Aim is to improve connectivity across the service, resilience for the Service and performance for end users in Service locations. Delivery of the Network will complete in financial year 2022/23.</p>

Key Deliverables and Milestones for 2021-22 Annual Plan
<ul style="list-style-type: none"> • Contract Network Specialist (July 2021) • Define requirements for replacement WAN • Determine procurement route and commence procurement activity • Select solution and supplier • Commence implementation • (In parallel) interface with New Mobilisation System project to meet the network requirements

Expected start date	Expected delivery date
June 2021	March 2022

CIB Approved	Sign off date
YES No	

Annual plan activity name	Digital and Data: Voice
Activity Director	Sarah Taylor
Activity Lead	Andreas McLennan
IRMP Priority <i>Select as many as that are relevant</i>	<input type="checkbox"/> People <input checked="" type="checkbox"/> Response <input type="checkbox"/> Prevention <input type="checkbox"/> Protection <input checked="" type="checkbox"/> Technology <input type="checkbox"/> Performance Monitoring
Fire and Rescue Plan Priority <i>Select one</i>	<input type="checkbox"/> Be transparent, open and accessible <input type="checkbox"/> Collaborate with our partners <input type="checkbox"/> Develop and broaden the roles and range of activities undertaken by the Service <input type="checkbox"/> Help the vulnerable to stay safe <input type="checkbox"/> Improve safety on our roads <input checked="" type="checkbox"/> Make best use of resources <input checked="" type="checkbox"/> Prevention, Protection and Response <input type="checkbox"/> Promote a positive culture in the workplace

Executive Brief on the new activity
<p>The D&D programme was further defined during Q1 and this activity has been identified for 21/22.</p> <p>Aim is to replace Skype for Business telephony with Teams, renew PA equipment on station and implement audio visual conferencing capabilities across Service locations.</p>

Key Deliverables and Milestones for 2021-22 Annual Plan
<ul style="list-style-type: none"> • Complete procurement and contract supplier • Purchase telephone handsets and PA equipment • Purchase audio visual equipment • Configure and implement handsets and PA equipment at Service locations (by November 21) • Implement audio visual equipment at Service locations (by March 22)

Expected start date	Expected delivery date
June 2021	March 2022

CIB Approved	Sign off date
YES No	

Appendix C - Changes to Annual Plan Activity

Current Annual plan activity name / description	AP202122-25: We will work with Essex Police to gain accreditation for our Fire Investigation work
Activity Director	Moira Bruin
Activity Lead	Chris Parker

New Annual plan activity name / description
<p>We will work with regional and National FRS's, to explore opportunities for collaboration ensuring we meet the new ISO standard for Fire Investigation. This will entail meetings with other FRS's and partners to ascertain the details required to provide a detailed options paper to SLT. As part of this phase, collaboration with Essex Police will be required to ensure that collaboration will be maintained and where possible improved.</p>

Reason for change and impact
<p>ISO 17020 is a standard of required for investigators. This impacts on ECFRS in regard to Fire Investigation and has a current achievement date of Oct 2023. In order to achieve this standard, there are several options available which are required to be scoped to provide an informed decision on the most effective, financially sustainable and best value option.</p> <p>In the determination of the best option, it may transpire that a more cost effective, hence better use of public funds, option is provided by collaboration with another provider of a Quality Management System than Essex Police. Benefits and issues will form part of the delivered Options paper to ensure an informed decision is made.</p> <p>During the scoping phase, there will be an impact on the allocated officer's BAU due to the work required. This impact will also carry over into the implementation phase with the creation of various documents and processes in order to ensure that the requirements of the accrediting body are met.</p>

Key Deliverables and Milestones for 2021-22 Annual Plan
<p>Options paper for decision – November 2021 T1 Fire Investigation Course – SFJ L2 accreditation achieved by April 2022</p>

Activity start date	Activity delivery date

CIB Approved	Sign off date
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YES	No	
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