

Essex County Fire and Rescue Service



First Draft - Annual Plan 2022-23

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:

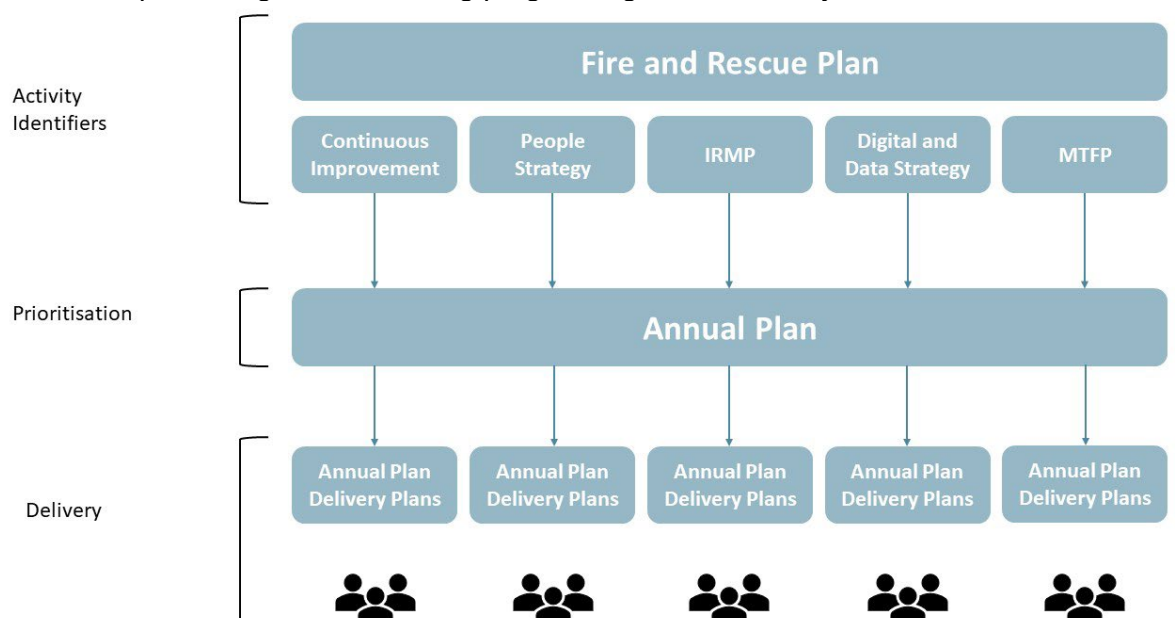
- Prevention, protection, and response.
- Improve safety on our roads.
- Help the vulnerable to stay safe.
- Promote a positive culture in the workplace.
- Develop and broaden the roles and range of activities undertaken by the Service.
- Be transparent, open, and accessible.
- Collaborate with our partners.
- 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 several 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 how the Service can prioritise key activities for the year. This allows the Service to commit resources, both financial and staff, for the new financial year.

The Service also runs a Change Portfolio which prioritises the larger programmes and projects to deliver organisational change. Both the Change Programme and Annual Plan have separate governance models as detailed below:



The Extended Leadership Team (ELT) convened in November 2021 to review the activities due to be delivered in 2022-23. The output from this session has been categorised as either “Run the Business” activity which has been included on the Annual Plan, or “Change the Business” work which falls within the Change Portfolio.

Underpinning all the activities in the Annual Plan is a strong ethos of efficiency savings and collaboration whilst being cognisant of improving our performance and our culture. This work will be further supported with the ongoing work within the Service to identify, track and monitor efficiencies (AP2022011).

This Plan represents the output of the work identified as “Run the Business” by ELT.

The Portfolio of change can be viewed in Appendix A

‘Rolled Over’ Activities from 21/22 Annual Plan.

Activities with a * against them have been ‘rolled over’ from the 2021-22 Annual Plan. This document contains a statement for each of these activities, why they have been rolled over and estimated completion dates.

Rolled over activity from 2021/22 Annual plan that forms part of the Portfolio of Change will not be included within this Annual Plan.

Delivery and Governance of the Annual Plan

The Annual Plan 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.

Each cohort of our Leadership Development Programme forms an action learning set, these action learning sets are available, where appropriate, to support the ELT with delivery of the plan.



Annual Plan Summary

Activities agreed within the plan

Task Name	Responsible Person
<p>AP2022001 Frontline Technology: identifying opportunities for digital and data to improve frontline service delivery, including ESN readiness, then implementing products/services affordable within the prescribed budget.</p> <p>Aim to ensure the service is at the front line of technological innovations and is supporting the safety of crews and the delivery of the digital and data strategy.</p> <p>Definition of Done: Solution(s) implemented, technology being used to deliver measurable safety, efficiency, and productivity savings. A published process for identifying and selecting new technologies.</p>	<p>Area Manager / Assistant Director Response</p>
<p>AP202202 Review and refresh the Protection Risk Based Inspection Process, and align resources to meet delivery targets</p> <p>Undertake a review of the RBIP and ensure data reflects our counties risk profile. Develop a deliver a plan to get the RBIP back on track by the end of this annual plan period.</p> <p>Definition of done: RBIP is refreshed within CFMIS and number of visits meets or exceeds target</p>	<p>Area Manager / Assistant Director Prevention and Protection</p>
<p>AP202203 Re-structure of Fire Protection to support the additional resource requirements of new legislation and National Fire Standards</p> <p>This is essential to meet the demands of the new Fire Safety Act and Building Safety Regulator</p> <p>Definition of done: Restructure signed off and implemented</p>	<p>Area Manager / Assistant Director Prevention and Protection</p>
<p>AP202204 Work with our partners to prioritise access to person centred vulnerability data</p> <p>This is needed to improve efficiency of the delivery of prevention activity, targeting our activity to those most at need.</p> <p>Definition of done: access to additional datasets owned by our partners to help us identify risk posed at a more granular level</p>	<p>Area Manager / Assistant Director Prevention and Protection</p>
<p>*AP202205 Support the county wide Vision Zero initiative</p> <p>ECFRS works towards a reputation of safety champion within Road Safety.</p> <p>Definition of done: Delivery of the 11 identified activities to support Vision Zero</p>	<p>Area Manager / Assistant Director Prevention and Protection</p>

<p>AP202206 Culture – Involved and Valued Delivery of ‘building high performing teams’ approach</p> <p>Utilise maturity model to identify current state and aspired future state. Agree approach to building high performing teams that are accountable and empowered and focussed on service delivery Roll out approach across Service</p> <p>Definition of done: Analysis complete, approach agreed and roll out delivered</p>	<p>Assistant Director HR</p>
<p>AP202207 Culture – Involved and Valued</p> <p>Launch Implement and Embed NFCC Core code of Ethics, *(including appropriate measurements)</p> <p>Definition of done: Embedding evidenced in business as usual processes, policies, and ways of working.</p>	<p>Assistant Director HR</p>
<p>AP202208 Resourcing Improve Resources and Talent experiences</p> <p>Improve Resourcing and Talent experiences. End to End overhaul of our recruitment experience so that internal and external clients and candidates are confident in our ability to post, assess and select into our vacancies and support our succession plans. Improve support to hiring managers and candidates. Positive action will be embedded in all recruitment and talent experience.</p> <p>Definition of done: AFSA and other proposals actioned and shared Production of recruitment dashboard including status and feedback</p>	<p>Assistant Director HR</p>
<p>* AP202209 Resourcing To develop an approach to direct entry and build on accelerated development ('fast track') to support revised Leadership Resourcing and Development arrangements.</p> <p>Specifically, we will identify programmes which will ensure that we have strength and depth of capacity</p> <p>Definition of done Agreed approach is implemented as per the needs of the Service (SWP and associated capability requirements)</p>	<p>Assistant Director HR</p>
<p>AP2022010 Develop a suite of performance measures and business processes aligned to the delivery of the response strategy</p> <p>Aim is to ensure we are delivering and efficient effective service to our communities.</p> <p>Definition of done: KPIs developed and published in dashboards that enable us to effectively demonstrate that we are making efficiency gains</p>	<p>Area Manager / Assistant Director Response</p>
<p>AP2022011 Clear working processes for tracking the benefits - efficiency effectiveness and / or economic benefits of all projects</p> <p>Definition of done: Process documented and embedded within the service</p>	<p>Assistant Director for Finance</p>

<p>AP2022012 Annual Plan process review</p> <p>To review the creation of the Annual Plan to realign the planning timeline so the first draft of the plan is ready for the budget setting cycle.</p> <p>Definition of done: First draft of Annual plan published and used by ELT/SLT as part of their budget planning process</p>	<p>Assistant Director for Performance, Improvement and Change</p>
<p>AP2022013 Carry out gap analysis and develop action plans for any Fire Standards published.</p> <p>Definition of done: Gap analysis undertaken for all published fire standards supported with action plans, visible to the organisation</p>	<p>Assistant Director for Performance, Improvement and Change</p>
<p>AP2022014 Review the strategic objective of the "Fit for the Future" work rolled out by the NFCC, to create a position statement and action plan for ECFRS.</p> <p>Definition of done: Position statement published with supporting action plan</p>	<p>Area Manager / Assistant Director Assurance</p>
<p>*AP2022015 Public and partner perception survey – Conduct a quantitative and credible assessment of ECFRS perceived value to our public and partners</p> <p>Definition of done: Survey carried out and findings from the survey analysed and shared.</p>	<p>Assistant Director for Corporate Communication</p>
<p>*AP2022016 Develop and Deliver our Partnership/Partner engagement strategy</p> <p>Definition of done: Strategy approved and published</p>	<p>Assistant Director for Corporate Communication</p>
<p>AP2022017 Network Improvements: Implement transport circuit and establish SD WAN service</p> <p>Better ICT performance across the estate and improved user experience to efficiency</p> <p>Definition of Done: Network installed and working</p>	<p>Head of ICT</p>
<p>AP2022018 Develop an assurance process for all operational activity and risk information</p> <p>Aim to ensure that there is a framework for assurance of all operational activity.</p> <p>Definition of done: Service is working to an assurance framework and evidenced based assurance is available and auditable.</p>	<p>Area Manager / Assistant Director Assurance</p>

<p>AP2022019 Review and revise the organisational risk management process across all areas of risk, including operational risk SAOR, CRMP, strategic risks and future S M L term emerging risks</p> <p>Mitigate current and future risk through proportionate risk treatment plans in a structured process whilst seeking opportunities for collaboration and early prevention and protection initiatives.</p> <p>Definition of done: A clear risk management process is published, which identifies and triages new and emerging risks.</p>	<p>Area Manager / Assistant Director Assurance</p>
<p>AP2022020 Review of the Flexi Duty Rota including the recall to duty provision and specialist officer number</p> <p>HMICFRS requirements and response strategy</p> <p>A Flexi Duty Rota that is resilient</p> <p>Definition of done: A flexi duty rota that has a greater resilience and that has a capability to conform to the operational needs of the service</p>	<p>Area Manager / Assistant Director Operation Change & Policy</p>
<p>AP2022021 Culture – Involved and valued Build our Service Employee Relations capability - “raise the bar on ER” to support our ambitions for continuous improvement and fair culture</p> <p>Develop the Service capability to support positive/effective performance management disciplinary, grievance, attendance</p> <p>Definition of done: Changes to ER toolbox/resources and practices implemented.</p>	<p>Assistant Director HR</p>
<p>AP2022022 Fair, Kind, and Inclusive workplace</p> <p>We will continue to develop a fair, kind, and inclusive workplaces. This includes embedding people impact assessments, seeking inclusive employers accreditation and acting on recommendations, enabling senior sponsorship of all staff networks, taking positive action and developing our dignity at work champions.</p> <p>Definition of done; Every policy and process will have a people impact assessment. We have achieved inclusive employers accreditation and have acted on the recommendations. Each staff network has an active senior sponsor. We are signposting colleagues to well-developed dignity at work champions. We are using positive action for every piece of recruitment and development.</p>	<p>Assistant Director HR</p>
<p>AP2022023 Creation of a single crewing policy</p> <p>Consolidation of multiple policies that currently are used to crew appliances into a single standalone policy on crewing.</p> <p>Definition of done: Consultation and implementation of a single policy that is clear and guides managers on the most appropriate way to resource an appliance and the associated prioritisation.</p>	<p>Area Manager / Assistant Director Response</p>
<p>AP2022023 Control Restructure</p> <p>Restructure of the control room staffing at watch and officer level, to be able to provide a more resilient system in order that this key function is able to operate effectively and efficiently.</p> <p>Definition of done: Control restructure consulted on and implemented consistent crewing and officer levels at all times. If this is effective it will</p>	<p>Area Manager / Assistant Director Response</p>

lead to a reduction in overtime and recall to duty costs and increased levels of training for control room staff.	
<p>*AP2022024: We will work with regional and National FRS's, to explore opportunities for collaboration ensuring we meet the new ISO standard for Fire Investigation.</p> <p>Definition of Done: ISO standard for fire investigation has been achieved</p>	Area Manager / Assistant Director Prevention and Protection
<p>*AP2022025: Roll out of new managed workwear solution for uniform staff to improve efficiencies</p> <p>Definition of done: new workwear is rolled out to operational staff</p>	Engineering Manager
<p>AP2022026: Increase the number of Home Safety Checks by Operational Crews</p> <p>Aim to ensure an increase in Home Safety Visits targeted at the right people with a view to making them safer in the home</p> <p>To ensure that operational crews are delivering the appropriate number of HFSV, to enable us to reach the national average by Dec 31st and sustain those numbers into the next annual plan period.</p> <p>Definition of done: number of visits undertaken per month by 31st December 2022 are in line with us achieving the national target</p>	Area Manager / Assistant Director Prevention and Protection

Appendix A

		DIGITAL & DATA	COSMOS PROGRAMME	ON-CALL PROGRAMME	Independent Projects*
PROGRAMMES		<p>SRC: KARL EDWARDS DIGITAL & DATA PROGRAMME PgM: PMI</p>		<p>SRC: KARL EDWARDS APP MODERNISATION PROGRAMME PgM: PMI</p>	
			<p>CONTROL PROGRAMME PgM: PG</p>	<p>EMERGENCY SERVICES MOBILE COMMUNICATIONS PROGRAMME (ESMCP) PgM: MS</p>	
				<p>SRC: MOIRA BRUIN ON-CALL PROGRAMME PgM: **</p>	
	START UP				
	INITIATION	<p>S: EMILY CHEYNE 1. Intranet Replacement Project PM: ET/KB</p> <p>S: KARL EDWARDS 1. Frontline Technology Project PM: ET/KB</p> <p>S: KARL EDWARDS 2. Infrastructure & Security Project PM: KB</p> <p>S: TRACY KING 3. Data Insights Project PM: ET</p>	<p>S: JAC THOROLD 2. Application Tracking System (ATS) Project PM: DM</p> <p>S: JIM PALMER 4. Workforce Management Project PM: DM</p> <p>S: DANNY BRUIN 6. OSHENS Project PM: DM</p>	<p>S: NEIL CROSS 3. Expenses Project PM: DM</p> <p>S: EMILY CHEYNE 5. Website Replacement Project PM: KB</p> <p>S: JON DOHERTY 7. Water Services Project PM: **</p>	<p>S: COLETTE BLACK 1. Wethersfield Training Centre Relocation Project PM: CC</p>
DELIVERY	<p>S: KARL EDWARDS 4. Network Project PM: ET</p> <p>S: KARL EDWARDS 5. Data Quality Project PM: ST</p> <p>S: KARL EDWARDS 6. Devices Project PM: KB</p> <p>S: KARL EDWARDS 7. Voice Project PM: ET</p>			<p>S: MOIRA BRUIN 1. Attraction & Employer of Choice PM: **</p> <p>S: MOIRA BRUIN 2. On-Call Conversion Project PM: LT***</p> <p>S: RICK HYLTON 3. National Operational Guidance Project PM: SB</p>	
CLOSURE	<p>S: KARL EDWARDS 8. Competency Management System (CMS) Project PM: DM</p>	<p>S: KARL EDWARDS 1. 4i & IRS Upgrade Project PM: PG</p>	<p>S: COLETTE BLACK 1. Valuing On-Call PM: **</p>	<p>*That don't sit under a programme of work. ** No resource allocated to this role currently. *** Subject to change.</p>	