

Essex County Fire and Rescue Service



Annual Plan 2021-22 Closure

ABOUT

The Annual Plan is produced to set a clear direction on the Service's 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).

This report provides End of Year status for 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:

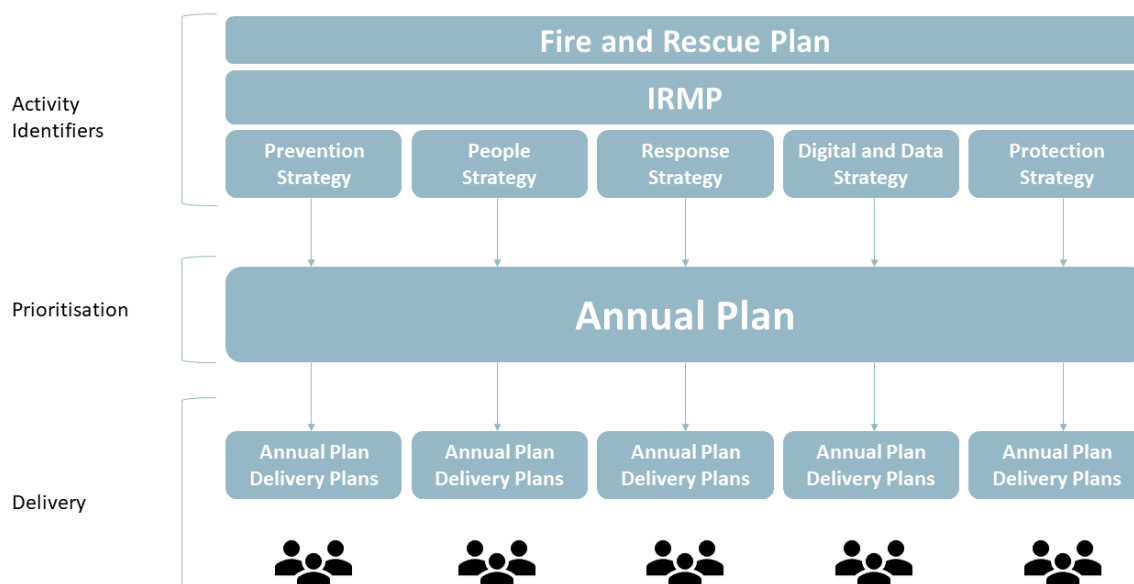
- Prevention, protection and response.
- Improve safety on our roads.
- Help the vulnerable to stay safe.
- Promote a positive culture in the workplace.
- Develop and broaden the roles and range of activities undertaken by the Service.
- Be transparent, open and accessible.
- Collaborate with our partners.
- 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 throughout 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 22/23 Annual Plan

Where work has either not been started or requires more time to be completed we will roll the activity over into the 2022/23 Annual Plan. These are highlighted within the document and Appendix A provides a summary of the activity.

Portfolio of Change

During the life cycle of the Annual Plan a new Portfolio of Change has launched. These are larger pieces of work that fall within Programmes or Projects. Several activities within the 2021/22 Annual Plan were sub activities within the Portfolio of Change. We have highlighted these tasks within this document, including the project/programme it falls within.

Summary of Activity in 2021/22

Fire and Rescue Plan Area	Complete	Roll over to 2022/23 Annual Plan	Portfolio of Change	Total
Prevention, Protection and Response	9	2	2	13
Improve safety on our roads	1			1
Help the vulnerable to stay safe	1		1	2
Promote a positive culture in the workplace	4	1	2	7
Develop and broaden the roles and range of activities undertaken by the Service	1			1
Be transparent, open and accessible	3	2	1	6
Collaborate with our partners	4	1	1	6
Make best use of our resources	9	3	5	16
Grand Total	31	10	12	53

Closed Activities

Prevention, protection, and response

Task Name	Status
Further develop our Ops assurance and debrief process to be able to demonstrate learning and adherence to policy and procedures	<p>A Power App has been developed for all operational staff to be able to feedback from all incidents and exercises. Over the border agencies can provide feedback via a Microsoft form.</p> <p>A PowerBI dashboard has been developed to support the Operational Assurance department by drawing information from the PowerApp and the Microsoft form. This allows the team to access the up to date information and learning in a quick and user friendly way.</p>
Procurement of a new control system	The Service carried out a procurement exercises within 2021/22 to identify the requirements for a new control system and full tender process. Motorola were identified as the successful supplier and procurement of the solution was concluded in Q4 2021/22. The implementation of the new control system falls within the Portfolio of Change.
Increase the number of HFSV carried out by operational crews as detailed in the Prevention delivery plan	<p>Training in carrying Home Fire Safety Visits was undertaken by crews in Q1 2021/22.</p> <p>Crews began delivering Home Fire Safety Visits started in Q2. These have been reported through the Monthly and Quarterly performance report and monitored within the Station Manager PBI dashboard.</p> <p>These will continue to be reported in the 2022/23 performance reports.</p>
Distribute and resource of Prevention activities in line with the risk identified in HARM tool.	<p>The HARM model has informed station plans to identify risk within the communities they serve.</p> <p>Resource allocation and tasking is based on the risk outline within the model and undertaken by operational community risk.</p> <p>Within 2021/22 ECFRS have further developed their Risk methodology with the Essex Centre of Data and Analytics. This new model replaces HARM and continues to underpin the resource and risk Identification.</p>
Adoption of a person-centred Approach to Prevention as detailed in the Prevention delivery Plan	<p>Essex Fire and Rescue has adopted and implemented the NFCC Person Centre approach framework. This has formed the basis of the Prevention Strategy 2020-24.</p> <p>ECFRS has further adopted the person-centred framework to all prevention activities and is not restricted to Home Safety Fire Visits.</p>

	We have also expressed an interest in leading the person centre framework for the NFCC.
Implement performance measures that enable scrutiny of activity against the RBIP	Performance targets were generated and published in Q1 2021/22 and have been reported against (with gap to target) in monthly and quarterly performance reporting.
Implement an out of hours fire safety officer process.	This is resourced on a rota by members of the protection team and from the Flexi Officer Rota Bank
Deliver a communications strategy that effectively delivers enhanced communications with the business community.	The Strategy has been produced, approved, and published.
HMICFRS Recommendations - The service should evaluate its prevention work, so it understands the benefits better.	An evaluation strategy and framework was developed in response to the 2018 HMICFRS inspection. This framework has now been embedded across prevention and was assessed as part of our last inspection. This will now become part of BAU, with the flexibility built in which will allow us to respond to any recommendations from future inspections.

Improve safety on our roads.

Task Name	Status
Identification, monitoring and evaluation of the work that the Fire Service does to support SERP to deliver against the Vision Zero programme, both internally and externally	The Vision Zero strategy was published released in the Q3 2021/22. The last quarter of 2021/22 was focused on scoping out how ECFRS could support the project moving forwards and assisting with the communication of its release. We are now able to move forward with our identified deliverables across 2022/2023. There is an activity on the next Annual plan to monitor the progress of this.

Help the vulnerable to stay safe.

Task Name	Status
All tall clad building have been audited and actions taken to make safer as per the requirements of the Building risk review	

Promote a positive culture in the workplace.

Task Name	Status
Deliver next phase of Operational training strategy – Phase3 Core Skills Assessment Programme (CSAP), Watch Managers, Crew Managers and Station Managers as assessors and verifiers	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>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>
<p>Update the learning management system by replacing the existing competency recording system</p>	<p>The TASK system was replaced and pdrPro and Learnpro has been implemented and rolled out to the service. The closure report for the project was approved at the Digital and Data Strategy Board in December 2021.</p> <p>A User Group has been established to continue to monitor benefits realisation, system improvements and development of the remaining planners.</p>
<p>On call development programme: Streamline on boarding Reduce number of temporary positions Introduction of reduced hours contracts Complete the on valuing on call project</p>	<p>The On Call Development programme is currently in the closure stage. As part of this programme the onboarding has been streamlined, the number of temporary positions has been reduced. The Closure document will make a number of recommendations for the continuous improvement of the On Call provision to be delivered as BAU</p>
<p>Review outcomes of positive action approach to whole-time recruitment and set out recommendations for continuous improvement</p>	<p>In May 2021 we conducted a 1 year internal review of the positive action approach and followed this up in November 2021 with an external AFSA review</p>

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

Task Name	Status
Reduce risk in rural areas through the increase in Home Safety Checks by operational crews	<p>Significant work has taken place in relation to this activity. Targets have been developed for all command areas to ensure the service has an incremental approach to meeting the National Average. These targets will be fully embedded in the 22/23 target setting paper.</p> <p>A PowerBI Dashboard has been developed to enable greater scrutiny and analysis.</p> <p>The project commissioned by the Essex Centre for Data Analytics will be utilised in line with the new targets to enable operational crews to self-generate activity based on risk profiling.</p>

Be transparent, open, and accessible.

Task Name	Status
Review Prevention and Protection functions to align with respective strategies	<p>Full reviews of both functions were undertaken. A full re-structure within Prevention has now aligned staffing to the pillars of the strategy, ensuring focus and efficiency of delivery.</p> <p>Within Protection proactive recruitment has enabled key functions to now be resourced ensuring that we can meet the requirements laid out in the strategy.</p>
* Work with key stakeholder to review and develop the response strategy in line with IRMP 2020 – 2024 and other key strategies.	Following various stakeholder engagement sessions, the draft was submitted to the Strategic Governance Board on the 28th of June and subsequently formerly approved.
Improve access to Performance Information across the service, taking a self-service approach. To include replacing the Business Intelligence Reporting tool	<p>In April 2021 the Performance and Data team decommissioned the legacy reporting tool BIRT, replaced with a functional reporting database (NeRF) as part of a project under the same name.</p> <p>Organisation and automation of data allowed for creation of a suite of dashboards supplying data from key business systems providing managers one source to find key data and support them in managing their teams.</p>

Collaborate with our partners.

Task Name	Status
*Develop and deliver Cross border exercising programme with neighbouring FRS's	<p>The service has participated in 18 cross boarder exercises for the year April 21 – April 22. These have been organised and undertaken by stations. Exercises will continue to be undertaken 2022/23.</p> <p>Operational Community Risk have met with KFRS to develop and since agreed a cross border working SLA which will be embedded within the 13/16 arrangements.</p>
To work with Essex Police to implement the outcomes of a full business case on the shared use of Dovercourt fire station	Following approval of the business case, the service is now awaiting a detailed time line from Essex Police Estates which will be attached and reported on which will include ECFRS Estates and Communication teams
Explore shared facilities with the Ambulance Service	<p>East of England Ambulance Service Trust (EEAST) have engaged and identified several Fire stations that they would like to use as response posts.</p> <p>They have submitted the proposed list and the phased approach of implementation that aligns response post location needs throughout the county. The first new response post is at Frinton Fire Station</p>
Explore opportunities to develop Women's Forum with Essex Police	Along with Essex Police we play an active role in the Emergency Services Women's Network. We continue to work closely with Essex Police, and EEAST running a tri-service event for International Women's Day. We have had guest speakers from Essex Police at ECFRS Women's Forum.

Make best use of our resources.

Task Name	Status
Development of the estates strategy	<p>The Estates Strategy was approved at the December 2021 Strategic Board with the agreement that this would then form the progression of the more detailed plan and business cases to take each of these aspects forward.</p> <p>Each of these current activities are currently listed within the forward plan for Strategic Board so that the service can clearly see what the timeline for progression is.</p> <p>Equally the strategy is being formed into the new Programme Management Board so that regular updates and reporting on progress can be monitored and reviewed.</p>
Medium Term Financial Strategy (MTFS) savings plan re profiled	<p>The MTFS is reviewed, updated and reported quarterly starting Q1 of the 2021-22 financial year.</p> <p>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. The MTFS is to be approved on an annual basis by the PFCC. • A quarterly MTFS update will be prepared. These will be presented in the Strategic Board as appropriate (e.g. Sept 21 – Budget Setting)
Review the expenses process to mitigate the risk and improve efficiencies.	<p>A review of the Expenses process has been undertaken and a recommendation for a new system has been made.</p> <p>Requirements for the new system have been created.</p> <p>Implementation of a new system will form part of the Portfolio of Change in 2022-23.</p>
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	<p>As part of the work undertaken to improve Performance Information, dashboards have been developed for Watch, Station and Group Managers giving them visibility of their local risk information allowing them to quickly see whether the information is up to date.</p>

	<p>CRFMIS has been further developed to contain local risk information for the stations.</p> <p>Finally, a Station Audit dashboard has been produced allowing the Station Audit team a one stop shop to access all of the critical information that they need to carry out audits.</p>
*Commence data warehouse design and phase one of data strategy to deliver new reporting platform	<p>We have rolled out Power BI to the Service replacing our previous reporting tool BIRT.</p> <p>The reporting database that underpins this is a on premises SQL database built using data warehousing principles.</p> <p>Alongside this the Service has engaged with a Microsoft Partner to develop a Data Lakehouse on the Microsoft Azure platform.</p> <p>This will form the central data store for all Service and Open Data to provide future analytical products for the Service and our partners. This is currently in User Acceptance Testing</p>
Delivery of phase 2 of CFRMIS to include the transfer of data between Prevention, Protection and Response functions	<p>Phase 2 of the CFRMIS project was delivered within Q1 of 2021/22, delivering additional activities including Safeguarding on 4th May 2021 and Ops Policy and operational crews on 28th July 2021.</p> <p>As part of BAU activity of the System and Data team, a further review of the Ops Policy and Operation Crew functionality has taken place. Refreshed modules are due to be rolled out in Q1 of 2022/23</p>
Develop year 1 Digital and Data Strategy including migration from Skype to Teams, and Network design and procurement	<p>The Service completed its migrations from Skype to Teams in Q3 of 2021/22.</p> <p>We have engaged with a supplier for our new internet circuit and implementation has begun across the service.</p> <p>Procurement of the new SD WAN has begun and will be implemented as part of the Portfolio of Change in 2022/23.</p>
Carry out an options appraisal of incident command technical solutions	<p>This work was completed within Q2 of 2021/22. The Service rolled out a PowerApp solution replacing the old Vector system that was out of support.</p> <p>This system is much more user friendly, training has been rolled out and the system is now in use and installed in both ICUs.</p>
Undertake a Review of specialist water rescue assets to ensure that our provision is fit for purpose	

Portfolio of Change

Prevention, protection, and response.

Task Name	Project/Programme
*Converting SWF, Great Baddow and Waltham Abbey from DC to OC and ensuring the continuation of service at Dovercourt	On Call Conversion Project (PPR space)
*To deliver the National Operational Guidance (N.O.G) changes to policy and training aligned to ensure the Service is able to adopt all N.O.G by end of 2022	National Operational Guidance Project (PPR space)

Help the vulnerable to stay safe.

Task Name	Project/Programme
To have delivered the post Grenfell action plan and associated improvements	Grenfell Action Plan Project (PPR space)

Promote a positive culture in the workplace.

Task Name	Project/Programme
*BA facilities – complete refurb of 4 BA facilities across our estate aligned to our Operational Training Strategy	Estates Programme
*Implement applicant tracking system to have a more efficient and effective on boarding and recruitment process	Applicant Tracking Project (App Modernisation Space)

Be transparent, open, and accessible.

Task Name	Project/Programme
Review and revise our Policy Framework. All policies to include a people impact assessment.	Policy Framework Project (people space)

Collaborate with our partners.

Task Name	Project/Programme
To deliver the outcomes of any wave 2 Collaboration activity as detailed within the collaboration Board action plan	Collaboration Programme

Make best use of our resources.

Task Name	Project/Programme
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	Workforce Management Project (App Modernisation)
* Complete full business case for Lexden site and implement the third phase of the programme to begin relocation	Estates Programme

Develop and deliver Full Business Case for training facilities to including hot fire facilities and commission development based upon recommendation	Training facilities relocation project (Estates Programme)
To improve the accessibility and usability of our external and internal website by replacing with a new product	Website Replacement Project (App Modernisation Programme)
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.	Intranet Replacement Project (App Modernisation Programme)

Rolled Over Activity

Prevention, Protection and Response.

Task Name	Status
*Review and strengthen MTA response: deliver training to all front-line crews in initial response to MTA	Rollover
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.	Rollover

Promote a positive culture in the workplace.

Task Name	Status
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	Rollover
Review outcomes of positive action approach to whole-time recruitment and set out recommendations for continuous improvement	Rollover

Be transparent, open, and accessible.

Task Name	Status
Public and partner perception survey – Conduct a quantitative and credible assessment of ECFRS perceived value to our public and partners	Rollover
Develop and Deliver our Partnership/Partner/Business engagement strategy	Rollover

Collaborate with our partners.

Task Name	Status
We will work with regional and National FRS's, to explore opportunities for collaboration ensuring we meet the new ISO standard for Fire Investigation.	Rollover

Make best use of our resources.

Task Name	Status
Review car schemes to ensure efficiency and value for money	Rollover
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	Rollover
Roll out of new managed workwear solution for uniform staff to improve efficiencies.	Rollover

Appendix A

Rolled Over Activity Details

Annual plan activity name	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.
Activity Director	Chris Parker
Activity Lead	Ian Adams

Executive Brief on why activity needs to roll over
A quality assurance framework has been set up within the protection department that ensures consistency across the delivery of inspections. We are in the process of developing our assurance programme to incorporate operational crews that will undertake the new level 3 training. This however has been delayed due to issues in procuring a training provider. We now have a proposed start date of Aug 22.

Key Deliverables and Milestones for 2022-23 Annual Plan

Expected delivery date

Annual plan activity name	To develop an approach to direct entry & accelerated development ('fast track') to support revised Leadership Resourcing & Development arrangements.
Activity Director	Colette Black
Activity Lead	Steve Tovey

Executive Brief on why activity needs to roll over

Activity is dependent on NFCC position and relating documentation. NFCC work on Direct Entry has not yet concluded or delivered. Our work will commence once there is an update from NFCC

Key Deliverables and Milestones for 2022-23 Annual Plan

Review of NFCC position on direct entry
Recommendations around direct entry options to be explored
SLT Paper and decision around ECFRS approach to Direct Entry

Expected delivery date

December 2022

Annual plan activity name	Public and partner perception survey – Conduct a quantitative and credible assessment of ECFRS perceived value to our public and partners
Activity Director	Emily Cheyne
Activity Lead	Emily Cheyne

Executive Brief on why activity needs to roll over

A paper detailing the Public and partner perception survey is due to go to SLT on the 17 May 2022. Following the this the survey will run. The results of the survey will help inform the Communications Strategy and Partnership Strategy

Key Deliverables and Milestones for 2022-23 Annual Plan

SLT Paper
 Survey Launched
 Results Analysed

Expected delivery date

Annual plan activity name	Develop and Deliver our Partnership/Partner/Business engagement strategy
Activity Director	Emily Cheyne
Activity Lead	Emily Cheyne

Executive Brief on why activity needs to roll over

Strategy can only be produced once the results of the Survey have been analysed.

Key Deliverables and Milestones for 2022-23 Annual Plan

Expected delivery date

Annual plan activity name	We will work with regional and National FRS's, to explore opportunities for collaboration ensuring we meet the new ISO standard for Fire Investigation.
Activity Director	Chris Parker
Activity Lead	Ian Adams

Executive Brief on why activity needs to roll over
<p>The NFCC Fire Standard was not published on 31st March 2022. ECFRS has committed to the Networked Fire Service Partnership project and working with 4 other FRS to gain ISO 17020. An SLT update paper will be submitted detailing the project scope and outcomes.</p> <p>We continue with our plan to align to the ISO standards for FI. In addition to this, we are looking to improve our FI delivery model within ECFRS and are exploring options which will inform the structure of this model.</p>

Key Deliverables and Milestones for 2022-23 Annual Plan
<ul style="list-style-type: none"> • SLT Paper • Sign ISO 17020 agreement with Networked Fire Service Partnership • Gain ISO 17020 Accreditation • Work towards a dedicated Fire Investigation Team in Essex

Expected delivery date
June 2023

Annual plan activity name	Review car schemes to ensure efficiency and value for money
Activity Director	Neil Cross
Activity Lead	Amanda De Margary

Executive Brief on why activity needs to roll over
A specification is being worked through to determine the type of service that the service may consider purchasing. This will provide an indicative pricing of the costs of vehicles (if purchased) to aid in the comparison of the financial review of the car schemes.

Key Deliverables and Milestones for 2022-23 Annual Plan
A financial review of the car schemes along with a supporting business case of the proposed route forward.

Expected delivery date
March 2023

Annual plan activity name	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
Activity Director	Neil Cross
Activity Lead	Amanda De Margary

Executive Brief on why activity needs to roll over

The service has produced a balance budget for 2022-23. Work has begun on reviewing the how to capture and determine savings and efficiencies within the service. This is important to develop this work alongside changes in the innovation and change team, as this will also be a key area in determining savings and efficiencies. This work is currently on going.

Key Deliverables and Milestones for 2022-23 Annual Plan

A savings and efficiency tracker will be implemented and owned by the Finance Team. This will collate information on savings and efficiencies that have/ are being derived through the Innovation and Change program / budget process. This will also be complimented by a formal process to document savings and efficiencies that have arisen through the procurement activity.

Expected delivery date

It is expected that a formal report is to be taken to the PMB Board by November 2022.

Annual plan activity name	Roll out of new managed workwear solution for uniform staff to improve efficiencies.
Activity Director	Karl Edwards
Activity Lead	Jayne Moore

Executive Brief on why activity needs to roll over

ECFRS utilised a joint framework agreement with other Fire & Rescue Service for the procurement of new workwear. We have been collectively challenging the supplier with regards to extended delivery times and most recently have been advised that this will be prolonged further, due to the current Global issues affecting freight into the UK. ECFRS are now looking at alternative arrangements and equally reviewing an interim plan that will allow us to continue to supply workwear whilst a new supplier arrangement is sourced.

Key Deliverables and Milestones for 2022-23 Annual Plan

Sourcing of a new supplier through an agreed workwear framework. Interim arrangement for continued supply of workwear to meet current demand.

Expected delivery date

November 2022

Roll Over Activity

Annual plan activity name	*Review and strengthen w response: deliver training to all front-line crews in initial response to MTA
Activity Director	Chris Parker
Activity Lead	Neil Fenwick James Palmer

Executive Brief on why activity needs to roll over

To complete all staff training and eLearning, delays experienced in completion rates and uploading of eLearning documentation. Provide training schedule and recording method

Key Deliverables and Milestones for 2022-23 Annual Plan

- Delivery of training to all staff (uniformed and non uniformed)
- Record of all training
- Programme of exercises

Expected delivery date

September 2022