

## Changes to Annual Plan Activity

<b>Current Annual plan activity name / description</b>	AP2022025: Roll out of new managed workwear solution for uniform staff to improve efficiencies
<b>Activity Director</b>	Director of Corporate Services
<b>Activity Lead</b>	Steve Foster

<b>New Annual plan activity name / description</b>
Begin procurement for new workwear solution for uniformed staff

<b>Reason for change and impact</b>
<p>Following review of the contract and the withdrawal of the main supply form the agreement it was determined that the Service has no option but to withdraw from the contract and the collaboration with Kent FRS. The main reason for this was the failure of the supplier to offer gender specific and maternity workwear.</p> <p>The decision was put forward to the Director of Corporate services who approved the approach at a meeting if the Workwear and undress uniform working group on the 10th August.</p> <p>Communications around the difficulties with the contract and the contractual nature of the engagement has meant it has not been possible to inform the wider Service until the standstill period and any legal challenges had been raised. It was decided at the appropriate time by the work wear group chaired by the director corporate services to issue a service wide comms on the 30th August.</p> <p>The impact will be a delay in the provision of new workwear, meaning the existing routes to market will continue.</p>

<b>Associated Risk and Mitigation</b>
<p>The current supply is still available however, this is not through a call off contract or managed service meaning the Service is at the risk of the market in terms of costs and lead times.</p> <p>The Service has purchased enough current stock to ensure continued provision of replacements as necessary.</p>

<b>Key Deliverables and Milestones for 2022-23 Annual Plan</b>
<p>The delivery of the action point AP2022025: Roll out of new managed workwear solution for uniform staff to improve efficiencies, will not be possible this year.</p> <p>The procurement will begin for a new supplier through the YPO framework, once the user specification has been reviewed and published to the framework providers.</p>

<b>Activity start date</b>	<b>Activity delivery date</b>
TBC	TBC once the ITT returns are received and the lead times established

<b>CIB Approved</b>	<b>Sign off date</b>
YES   No	

# New Annual Plan Activity

<b>Annual plan activity name</b>	Bespoke Station Plans - Bespoke station plans aligned to group delivery plans to be generated focusing on local risk and need to ensure our workforce is targeting it's work to areas of it's community most in need. All station plans will have measurable ta
<b>Activity Director</b>	ACFO Parker
<b>Activity Lead</b>	AM Palmer
<b>IRMP Priority</b> <i>Select as many as that are relevant</i>	<input type="checkbox"/> People <input checked="" type="checkbox"/> Response <input checked="" type="checkbox"/> Prevention <input checked="" type="checkbox"/> Protection <input type="checkbox"/> Technology <input checked="" type="checkbox"/> Performance Monitoring
<b>Fire and Rescue Plan Priority</b> <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 undertake by the Service <input checked="" 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 <input type="checkbox"/> Be transparent, open and accessible

<b>Executive Brief on the new activity</b>	
<p>Bespoke station plans aligned to group delivery plans to be generated focusing on local risk and need to ensure our workforce is targeting it's work to areas of its community most in need. All station plans will have measurable targets" created</p> <p>This will support the service with aligning resources and activity to risk and ensure activity is targeted in the most appropriate areas.            It will also enable us to measure performance against those key indicators that are identified and align activity to the P,P and R strategies.</p>	

<b>Expected start date</b>	<b>Expected delivery date</b>
<b>July 2022</b>	<b>January 2023</b>

<b>CIB Approved</b>	<b>Sign off date</b>
<b>YES   No</b>	

<b>Annual plan activity name</b>	Business Engagement - Develop a business engagement plan linked to the protection strategy that demonstrates planned engagement themes and method as well as KPI's to measure and evaluate success
<b>Activity Director</b>	Chris Parker
<b>Activity Lead</b>	Ian Adams
<b>IRMP Priority</b> <i>Select as many as that are relevant</i>	<input type="checkbox"/> People <input type="checkbox"/> Response <input type="checkbox"/> Prevention <input checked="" type="checkbox"/> Protection <input type="checkbox"/> Technology <input type="checkbox"/> Performance Monitoring
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<b>Executive Brief on the new activity</b>

<b>Expected start date</b>	<b>Expected delivery date</b>

<b>CIB Approved</b>	<b>Sign off date</b>
YES   No	

<b>Annual plan activity name</b>	Collaboration Register - Formulation of a collaboration register that incorporates all collaboration activity happening from across the service (including collaboration outside of Blue light partners e.g. Essex Centre of Data Analytics)
<b>Activity Director</b>	Moira Bruin
<b>Activity Lead</b>	Tracy King
<b>IRMP Priority</b> <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 type="checkbox"/> Technology <input type="checkbox"/> Performance Monitoring
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### Executive Brief on the new activity

Collaboration Register - Formulation of a collaboration register that incorporates all collaboration activity happening from across the service (including collaboration outside of Blue light partners e.g. Essex Centre of Data Analytics)

Contributes to HMICFRS area of improvement:-

The service should assure itself that it makes the most of **collaboration opportunities** and that they are value for money.

The first step to understanding if our collaboration opportunities are value for money is to ensure we have visibility of all our collaborations across the Service.

<b>Expected start date</b>	<b>Expected delivery date</b>
Commenced in Q3 2022/23	End Q1 2023/24
<b>CIB Approved</b>	<b>Sign off date</b>
YES   No	

<b>Annual plan activity name</b>	"Crewing Policy - creation and implementation of a single crewing policy."
<b>Activity Director</b>	ACFO Parker
<b>Activity Lead</b>	AM Palmer
<b>IRMP Priority</b> <i>Select as many as that are relevant</i>	<input checked="" type="checkbox"/> People <input checked="" type="checkbox"/> Response <input checked="" type="checkbox"/> Prevention <input checked="" type="checkbox"/> Protection <input type="checkbox"/> Technology <input checked="" type="checkbox"/> Performance Monitoring
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<b>Executive Brief on the new activity</b>	
<p>"Crewing Policy - creation and implementation of a single crewing policy."</p> <p>This activity will amalgamate all our current policies that link to crewing of fire appliances into a single one-stop shop for crewing. This will ensure all staff are clear around the most appropriate course of action to take to ensure availability and coverage. It will seek to remove duplication and ambiguity and create clear and precise direction.</p> <p>This will lead to increased availability and reduction in costs.</p>	

<b>Expected start date</b>	<b>Expected delivery date</b>
<b>June 2022</b>	<b>December 2023</b>

<b>CIB Approved</b>	<b>Sign off date</b>
<b>YES   No</b>	

<b>Annual plan activity name</b>	Cross Border Risk Information - Ensure that crews have access to cross border risk information from LFB
<b>Activity Director</b>	Chris Parker
<b>Activity Lead</b>	Neil Fenwick
<b>IRMP Priority</b> <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 type="checkbox"/> Technology <input type="checkbox"/> Performance Monitoring
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<b>Executive Brief on the new activity</b>	
<p>Currently all our risks information within 10km of the border is shared with Cambs, Herts and Suffolk via RD. Poris 4 &amp; 5 risks have been shared with Kent. We are in the process of sharing all risk information with London. This will be completed by the end of next week (26/09) the latest.</p> <p>Kent only want sites that are PORIS score 4 or 5 shared with them – RD has been updated to reflect this.</p> <p>Currently we have no risk information from London. – Ashley ash emailed Gary Sandford (He is the contact on RD) on 12/09/2022 to try and get a conversation started with someone. Conversations were had in 2020, but no progress has been made. We have formally written to LFB asking for their information and Chris parker is aware.</p>	

<b>Expected start date</b>	<b>Expected delivery date</b>
<b>Commenced in April 2022</b>	<b>31/03/2023</b>

<b>CIB Approved</b>	<b>Sign off date</b>
<b>YES   No</b>	

<b>Annual plan activity name</b>	Effective recording of training
<b>Activity Director</b>	Colette Black
<b>Activity Lead</b>	Kay Shelley/Marc Diggory
<b>IRMP Priority</b> <i>Select as many as that are relevant</i>	<input checked="" type="checkbox"/> People <input type="checkbox"/> Response <input type="checkbox"/> Prevention <input type="checkbox"/> Protection <input type="checkbox"/> Technology <input type="checkbox"/> Performance Monitoring
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<b>Executive Brief on the new activity</b>
<p>Effective recording of training - Implement process improvements to effectively recording technical and professional training</p> <p>Contributes to HMICFRS area of improvement:-</p> <p>The service needs to assure itself that all staff are appropriately trained for their role. It needs to ensure all staff keep their skills up to date and have a consistent method of recording when they have received training.</p> <p>Specifically to have a consistent approach to training staff in their managerial duties, such as safeguarding, equality, diversity and inclusion, and absence management.</p>

<b>Expected start date</b>	<b>Expected delivery date</b>
Q2 2022/23	Q4 2022/23

<b>CIB Approved</b>	<b>Sign off date</b>
YES   No	

<b>Annual plan activity name</b>	MTA Training for support staff - Provide MTA training to support staff
<b>Activity Director</b>	Chris Parker
<b>Activity Lead</b>	Neil Fenwick
<b>IRMP Priority</b> <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 type="checkbox"/> Technology <input type="checkbox"/> Performance Monitoring
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<b>Executive Brief on the new activity</b>	
<p>Exercises planned for the later half Q3 2022 – this will be held at service locations across the organisation and real time exercising. Previous opportunities for support staff have not been taken up by many staff although invite went to everyone.</p> <p>This will incorporate the training online with Run Hide Tell from the NPCC and elearning package that is described in the previous activity “Widen MTA exercising - Widen MTA exercising across workforce Inclusion of support staff during MTA /CBRN (Chemical, Biological, Radiological and Nuclear) &amp;CT related incidents as casualties”</p> <p>The Home Office training package around PREVENT has already been adopted by ECFRS in 2016 and will be refreshed as part of the activity for all staff.</p>	

<b>Expected start date</b>	<b>Expected delivery date</b>
<b>Commenced in April 2022</b>	<b>31/03/2023</b>

<b>CIB Approved</b>	<b>Sign off date</b>
<b>YES   No</b>	



<b>Annual plan activity name</b>	Review effectiveness of prevention partnerships and strategy, Ongoing through the Prevention and Protection Governance Board
<b>Activity Director</b>	Chris Parker
<b>Activity Lead</b>	Ian Adams
<b>IRMP Priority</b> <i>Select as many as that are relevant</i>	<input checked="" type="checkbox"/> People <input type="checkbox"/> Response <input checked="" type="checkbox"/> Prevention <input type="checkbox"/> Protection <input type="checkbox"/> Technology <input checked="" type="checkbox"/> Performance Monitoring
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<b>Executive Brief on the new activity</b>

<b>Expected start date</b>	<b>Expected delivery date</b>

<b>CIB Approved</b>	<b>Sign off date</b>
YES   No	

<b>Annual plan activity name</b>	Implementation of pulse surveys to assess understanding of values and code of ethics and develop
<b>Activity Director</b>	Colette Black/Jac Thorold
<b>Activity Lead</b>	Katherine Hills
<b>IRMP Priority</b> <i>Select as many as that are relevant</i>	<input checked="" type="checkbox"/> People <input type="checkbox"/> Response <input type="checkbox"/> Prevention <input type="checkbox"/> Protection <input type="checkbox"/> Technology <input type="checkbox"/> Performance Monitoring
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<b>Executive Brief on the new activity</b>
<p>The Service values remain alongside the Core code of conduct. Check these are understood and evidenced.</p> <p>Pulse surveys can provide in the moment feedback to key activity to check for awareness and ensure that we are demonstrating them. They also provide opportunity for action planning based on the feedback.</p> <p>Contributes to HMICFRS area of improvement:-</p> <p>The service should make sure all staff understand and demonstrate its values.</p>

<b>Expected start date</b>	<b>Expected delivery date</b>
Q4 2022/23	Q2 2023/24

<b>CIB Approved</b>	<b>Sign off date</b>
YES   No	

<b>Annual plan activity name</b>	Flexible use of on call-creation and implementation of more flexible approaches to utilising on-call staff, e.g. greater use of on-call to on-call ASWs and methods to utilise more dynamic use of on-call resources to maximise on-call appliance availability
<b>Activity Director</b>	ACFO Parker
<b>Activity Lead</b>	AM Palmer
<b>IRMP Priority</b> <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 type="checkbox"/> Technology <input type="checkbox"/> Performance Monitoring
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<b>Executive Brief on the new activity</b>
<p>Flexible use of on call-creation and implementation of more flexible approaches to utilising on-call staff, e.g. greater use of on-call to on-call ASWs and methods to utilise more dynamic use of on-call resources to maximise on-call appliance availability"</p> <p>At any time the service has multiple appliances off the run but has on-call staff attached to those stations that are available to work. This is linked to the crewing policy.</p> <p>This will ensure that we give staff the opportunity to crew fire appliances to respond to emergencies but equally gives us more resources to be able to target to Prevention and Protection activity. There will be increased costs to the response budget but the benefit will be increased coverage and faster response times.</p>

<b>Expected start date</b>	<b>Expected delivery date</b>
<b>August 2022</b>	<b>March 2023</b>

<b>CIB Approved</b>	<b>Sign off date</b>
<b>YES   No</b>	

<b>Annual plan activity name</b>	Develop a strategic approach and process to understand the skills needed to carry specific roles in specific locations to deliver the CRMP
<b>Activity Director</b>	Colette Black
<b>Activity Lead</b>	Jac Thorold
<b>IRMP Priority</b> <i>Select as many as that are relevant</i>	<input checked="" type="checkbox"/> People <input type="checkbox"/> Response <input type="checkbox"/> Prevention <input type="checkbox"/> Protection <input type="checkbox"/> Technology <input type="checkbox"/> Performance Monitoring
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### Executive Brief on the new activity

There is a strategic workforce plan in place that is linked to their CRMP that sets out current and future skills requirements and addresses capability gaps

The Q2 update for the SWP includes proposals to improve our operational effective by anticipating and prioritising training at key locations. First consistent succession planning for corporate roles completed.

Contributes to HMICFRS area of improvement:-

The service should make sure its workforce plan takes full account of the necessary skills and capabilities to carry out the IRMP.

### Key Deliverables and Milestones for 2022-23 Annual Plan

Update to the TAP process to support skill gap risks  
Succession planning in Corporate roles to be progressed  
CPD review

<b>Expected start date</b>	<b>Expected delivery date</b>
Q2 2022/23	Q1 2023/24

<b>CIB Approved</b>	<b>Sign off date</b>
YES   No	

<b>Annual plan activity name</b>	Resource Management Unit - create and implement a resource management unit to enable more effective utilisation of resources.
<b>Activity Director</b>	Chris Parker
<b>Activity Lead</b>	Neil Fenwick
<b>IRMP Priority</b> <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 checked="" type="checkbox"/> Performance Monitoring
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#### Executive Brief on the new activity

To implement a central Resource Management Unit managing all operational availability 24/7 in Wholetime, On-Call, Control and Flexi-Duty officers to meet the needs of the Service operationally.

#### Key Deliverables and Milestones for 2021-22 Annual Plan

- Allocation of Project Sponsor, Project Manager and Senior User.
- Scope identified and areas of the service that will be impacted.
- Identification of those departments that are to be involved and the interdependencies.
- Current Central Resourcing Team identified as users and can identify benefits – current and future.
- Awaiting first draft of Crewing Policy from Response.
- First meeting of the project group on 13<sup>th</sup> September.

<b>Expected start date</b>	<b>Expected delivery date</b>
Commenced in August 2022	31/03/2023
<b>CIB Approved</b>	<b>Sign off date</b>
YES   No	

<b>Annual plan activity name</b>	Develop a partnership with Norfolk FRS for Safeguarding Services
<b>Activity Director</b>	Chris Parker
<b>Activity Lead</b>	Ian Adams Donna Bentley
<b>IRMP Priority</b> <i>Select as many as that are relevant</i>	<input checked="" type="checkbox"/> People <input type="checkbox"/> Response <input checked="" type="checkbox"/> Prevention <input type="checkbox"/> Protection <input checked="" type="checkbox"/> Technology <input type="checkbox"/> Performance Monitoring
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<b>Executive Brief on the new activity</b>
Norfolk FRS have contacted the Assistant Director Prevention Protection and Safeguarding to understand if the opportunity is possible to engage in the Shared Service model led by ECFRS for a collaborative partnership also adopted with Cambridgeshire for Safeguarding.

<b>Key Deliverables and Milestones for 2021-22 Annual Plan</b>
Regional Collaboration with Essex Cambridgeshire and Norfolk for a combined Safeguarding Strategy and resourcing to risk to keep the vulnerable safe in the communities.

<b>Expected start date</b>	<b>Expected delivery date</b>
Meeting planned October 2022	TBC

<b>CIB Approved</b>	<b>Sign off date</b>
YES   No	

<b>Annual plan activity name</b>	SSRI process review to understand why SSRI's aren't reviewed within target and what barriers can be lifted.
<b>Activity Director</b>	Chris Parker
<b>Activity Lead</b>	Neil Fenwick
<b>IRMP Priority</b> <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 type="checkbox"/> Technology <input type="checkbox"/> Performance Monitoring
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#### Executive Brief on the new activity

This needs to be a root and branch assessment starting at station and to ascertain why watches aren't keeping up to date with the planner. Once this is addressed, any centralised processes can be changed to accommodate any findings from the completion of reviews and the time it is taking.

#### Key Deliverables and Milestones for 2021-22 Annual Plan

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<b>Expected start date</b>	<b>Expected delivery date</b>
Commenced in April 2022	23/12/2022

<b>CIB Approved</b>	<b>Sign off date</b>
YES   No	

<b>Annual plan activity name</b>	SSRI process improvements implemented and all SSRIs up to date
<b>Activity Director</b>	Chris Parker
<b>Activity Lead</b>	Neil Fenwick
<b>IRMP Priority</b> <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 type="checkbox"/> Technology <input type="checkbox"/> Performance Monitoring
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#### Executive Brief on the new activity

This is currently under review to identify where improvements need to be made and how to shorten the current process with stations and Central Ops department.

The process at station level and within the central operations Department needs to be understood and the activity of the Operations and Community Risk Managers brought into one process so that improvements can be identified and ensuring watches undertake reviews in a timeframe

#### Key Deliverables and Milestones for 2021-22 Annual Plan

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<b>Expected start date</b>	<b>Expected delivery date</b>
Commenced in April 2022	31/03/2023

<b>CIB Approved</b>	<b>Sign off date</b>
YES   No	



<b>Staff Survey -</b>	Staff Survey – training for managers
<b>Activity Director</b>	Colette Black
<b>Activity Lead</b>	Katherine Hill
<b>IRMP Priority</b> <i>Select as many as that are relevant</i>	<input checked="" type="checkbox"/> People <input type="checkbox"/> Response <input type="checkbox"/> Prevention <input type="checkbox"/> Protection <input type="checkbox"/> Technology <input type="checkbox"/> Performance Monitoring
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<b>Executive Brief on the new activity</b>
<p>Training will be delivered to managers to empower them to talk to staffing groups to understand the survey feedback and facilitate sessions to further capture their needs and identify actions.</p> <p>Contributes to the HMICFRS area of improvement –</p> <p>The service should make sure issues identified through its staff survey are appropriately addressed and that actions taken are communicated to staff in a timely way.</p> <p>This will be included in the overall project plan for the 2022 survey and managers briefed of their role and responsibility in the effectiveness of this key work</p>

<b>Key Deliverables and Milestones for 2022-23 Annual Plan</b>
Included in the People Insights Project Plan

<b>Expected start date</b>	<b>Expected delivery date</b>
Q3 2022/23	Q4 2022/23

<b>CIB Approved</b>	<b>Sign off date</b>
YES   No	