

Essex County Fire and Rescue Service



Annual Plan 2022-23 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 2022 – 2023 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:

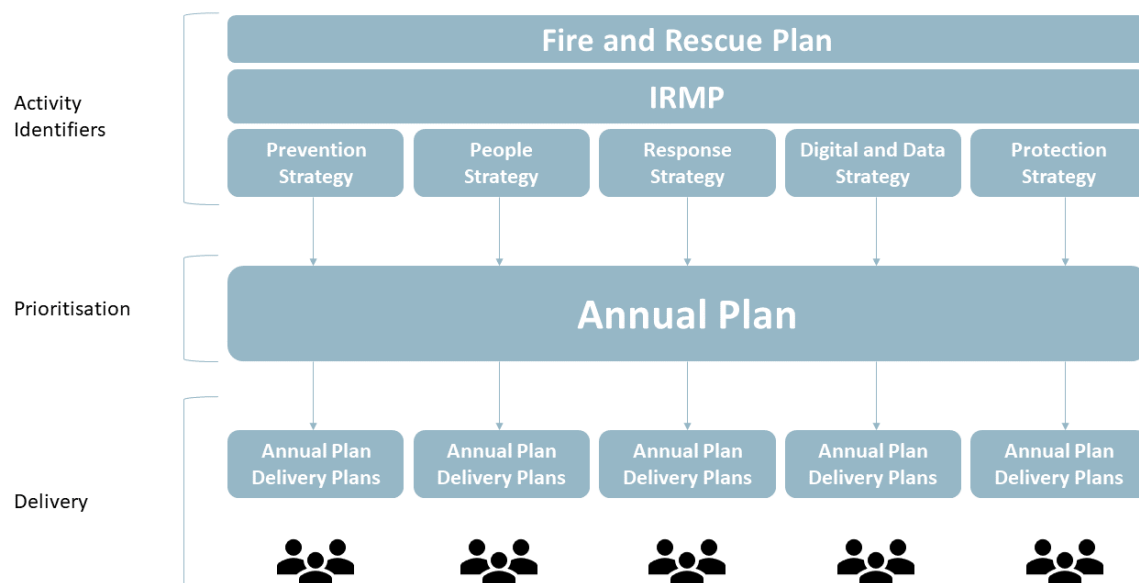
- Prevention, protection and response.
- Improve safety on our roads.
- Help the vulnerable to stay safe.
- Promote a positive culture in the workplace.
- Develop and broaden the roles and range of activities undertaken by the Service.
- Be transparent, open and accessible.
- Collaborate with our partners.
- 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 2023/24 Annual Plan or Business As Usual (BAU).

Following this the Extended Leadership Team meet and review the closure report to find assurance that the “definition of done” has been met and the work has been completed.

Assurance meetings are also held with the Deputy Chief Fire Officer to ensure activities are closed when deliverables are met.

‘Rolled Over’ Activities into 23/24 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. We have highlighted these tasks within this document.

Summary of Activity in 2022/23

Complete	Roll over to 23/24 Annual Plan	Portfolio of Change	Total
27	12	6	45

Closed Activities (following assurance)

- AP2022030 Survey analysis training - 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.
- AP2022043 MTA Training for support staff - Provide MTA training to support staff.
- AP2022027: Review and strengthen MTA response: deliver training to all front line crews in initial response to MTA.
- AP2022022 Fair, Kind, and Inclusive workplace.
- AP2022021 Culture – Build our Service Employee Relations capability - “raise the bar on ER” to support our ambitions for continuous improvement and fair culture.
- AP2022010 Develop a suite of performance measures and business processes aligned to the delivery of the response strategy.
- AP2022008 Resourcing Improve Resourcing and Talent experiences.
- AP2022034 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
- AP2022035 Widen MTA exercising across workforce Inclusion of support staff during MTA /CBRN (Chemical, Biological, Radiological and Nuclear) &CT related incidents as casualties exercise players has further enhanced the understanding provided.
- AP2022011 Clear working processes for tracking the benefits - efficiency effectiveness and / or economic benefits of all projects MTFS.
- AP2022009 Resourcing: To develop an approach to direct entry and build on accelerated development ('fast track') to support revised Leadership Resourcing and Development arrangements.
- AP2022007 Culture – Involved and Valued
- AP2022012 Annual Plan process review.
- AP2022040 Establish a permanent On-Call support and development team. Structuring this team to maximise support opportunities for On Call Colleagues, addressing the key objectives of Retention, Recruitment, and Response.
- 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.
- AP2022018 Develop an assurance process for all operational activity and risk information.
- AP2022023 Control Restructure.
- 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.
- AP2022013 Assure gap analysis and action plans for Fire Standards published.
- *AP202205 Support the county wide Vision Zero initiative.
- AP2022003 Re-structure of Fire Protection to support the additional resource requirements of new legislation and National Fire Standards.
- AP2022002 Review and refresh the Protection Risk Based Inspection Process, and align resources to meet delivery targets.

- AP2022045 Prevention Strategy Effectiveness - Review effectiveness of prevention partnerships and strategy, Ongoing through the Prevention and Protection Governance Board.
- AP2022038 SSRI Process - SSRI process review to understand why SSRI's aren't reviewed within target and what barriers can be lifted.
- AP2022042 Safeguarding Services - Develop partnership with Norfolk FRS for safeguarding Services
- AP2022046 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.

Closed Activities (awaiting assurance)

- AP2022029 Pulse survey- Implementation of pulse surveys to assess understanding of values and code of ethics and develop action plan to address gaps.

Rolled Over Activities

Significant work has been undertaken for all activities within this section, due to changing timescales work will continue into the 2023/24 financial year and will continue to be monitored within the Annual Plan.

- AP2022004 Work with our partners to prioritise access to person centred vulnerability data.
- AP2022006 Culture – Delivery of ‘building high performing teams’ approach.
- AP2022033 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).
- AP2022026: Increase the number of Home Safety Checks by Operational Crews.
- *AP2022025: Roll out of new managed workwear solution for uniform staff to improve efficiencies.
- AP2022036 Cross Border Risk Information - Ensure that crews have access to cross border risk information from LFB
- AP2022032 Effective recording of training - Implement process improvements to effectively recording technical and professional training
- AP2022017 Network Improvements: Implement transport circuit and establish SD WAN service.
- *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.
- AP2022020 Creation of a single crewing policy
- AP2022041 Flexible use of oncall-creation & implementation of more flexible approaches to utilising oncall staff, e.g. greater use of oncall to oncall ASWs & methods to utilise more dynamic use of oncall resources to maximise oncall appliance availability
- AP2022039 SSRI Process Improvements - SSRI process improvements implemented and all SSRIs up to date

Portfolio of change

- *AP2022016 Develop and Deliver our Partnership/Partner engagement strategy
- AP2022001 Frontline Technology
- AP2022044 Resource Management Unit - create and implement a resource management unit to enable more effective utilisation of resources.
- AP2022031 Required skills assessment - Develop a strategic approach and process to understand the skills needed to carry specific roles in specific locations to deliver the CRMP
- *AP2022015 Public and partner perception survey – Conduct a quantitative and credible assessment of ECFRS perceived value to our public and partners.
- AP2022028 Review of the Flexi Duty Rota including the recall to duty provision and specialist officer numbers.

Rolled Over Activities Details

Annual plan activity name	AP2022004 Work with our partners to prioritise access to person centred vulnerability data
Activity Director	ACFO Chris Parker
Activity Lead	AM Ian Adams

Executive Brief on why activity needs to roll over

Having reviewed the Live Safer Pillar of the Prevention Function there remains a gap in the Vulnerability Data shared by Adult and Social care and the partnership arrangements in place. Therefore, a decision with ELT to Roll Over to ensure this area is aligned to influencing the most vulnerable persons requiring a HFSC and the Operational Response Crews having the quality and quantity of HFSC referrals.

Key Deliverables and Milestones for 2023-24 Annual Plan

ECFRS Prevention Continues to expand, engage, and develop opportunities to access wider partnership data. This will continue to be BAU, to ensure that ECFRS can prioritise interventions to those most at risk.

In 2022 ECFRS launched the ADF Model, which was cocreated with the Essex Centre of Data Analytics, this initiative has developed an interactive modelling tool combining powerful data sets including ECFRS Incident Data, ECC Social Care Flags, IMD and Mosaic Data.

In Feb 2023, ECFRS Hosted the First Prevention Partnership Tree Event to foster new and maintain existing partnerships and access to data. A new initiative to drive data sharing.

Implementation of the Risk Based Revisit – of previous silver and gold referrals from 2017 with the ability to identify the changing needs and increasing risk within the community post covid 19 and Cost of Living Crisis

In addition, during 2022 ECFRS Prevention launched the New NFCC Online Home Fire Safety Tool Assessment to seek increased referrals.

Provision of data from ECFRS to partners – CSP Reports, Dashboards, Open Data and Rolling Programme of CSP Deep Dives.

In addition, ECFRS has designed and implemented the Deliberate Fires Model, to assist in targeting our delivery and for the first-time merges Essex Police and ECFRS data to understand risk profiles and vulnerable areas.

In addition to these projects ECFRS Prevention seek additional Partnerships with seek new data opportunities, initiatives remain ongoing but include the following partners:

- Mid & South Essex NHS – sharing of data and Home from Hospital
- North GP and Pharmacy Pilots to target vulnerable residents.
- Ongoing work with Care Agencies across Essex

- Warmer Places Work following Cost of Living Crisis
- BOC
- Data Sharing and Activity Project with Uttlesford CVS (UCAN)
- Joint working and shadowing project with Southend and Rochford PCN
- Essex Police DA Referrals
- ECFRS Safeguarding Referrals – including Ambulance.

Area of Improvement

- Adult and Social Care Data Sharing Agreement linked to the Partnership Register to identify vulnerability and deliver HFSCs.

Rationale

Not meeting National Average and linked to AP2022026: Increase the number of Home Safety Checks by Operational Crews
 HFSC Check Dashboard Implemented and evaluated.

Expected delivery date
September 2023

Current Activity Status
Not Started In Progress

Activity start date	Activity delivery date
May 2023	September 2023

Annual plan activity name	AP2022026: Increase the number of Home Safety Checks by Operational Crews
Activity Director	Chris Parker
Activity Lead	Ian Adams – Will Newman

Executive Brief on why activity needs to roll over

The Prevention Strategy was agreed in 2021 and runs until 2024. In April 2022, ECFRS Prevention set a target for the service to deliver 12888 visits to the public.

Operational Crews were set an overall target of 438 per month, a figure which was agreed by all GMs. The following breakdown was agreed and set:

North West: 36 per month (9 per watch)
 South West: 180 per month (9 per watch)
 North East: 72 per month (9 per watch)
 South East: 150 per month (9 per watch)

In addition to these figures, a station managers dashboard was created and the Central Prevention Team and OCR worked with stations to identify their preference into how visits were allocated throughout the year based on ongoing consultation. Into 2023, performance will be added to Station Audits and a new prevention dashboard will be launched to measure targets and performance.

The process for referrals and allocations of visits were overseen by a fortnightly Prevention Allocation Oversight Meeting – which took a systems approach to allocations, risk, system generation of referrals and deployment of OCR assets to generate increased referrals in particular areas.

In 2022, the Risk Based Revisit was implemented by ECFRS and endorsed by the NFCC as good practice to return to Gold and Silver Visits following COVID 19 and Cost of Living – these visits have been allocated to Operational Crews to deliver.

In 2022, Stations had referrals from partners, RBRV, referrals from the NFCC Online HFS Assessment, Self-Referrals to deliver to the public.

Performance has been overseen by Monthly reporting

In all points of 2022/23 Central Prevention and OCR allocated 15% additional visits to ensure that stations could reach the 438 monthly target. Performance of stations was affected with Summer Fires, Adverse Weather and Planning around industrial Action.

For financial year – ECFRS delivered a total of 8,127 visits (crossing the threshold), this was for all resources with a breakdown of

Safe Well / Safeguarding Visits = 5,146
 Home Fire Safety Checks (Crews) = 2,981
 Total =8,127

Due to business continuity being implemented for 5 months in the SAW team the impact saw a reduction in the numbers completed.

Analysis from the operational Person-Centred Approach Risk Based Revisits saw a return of over 50% of referrals.

Key Deliverables and Milestones for 2023-24 Annual Plan
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Definitions of Done

- Implementation of Power BI dashboard down to watch level to track and monitor watch activity. (Launches May 2023)
- Assure Performance through Station Audits via Assurance Team
- Restructure of Operational and Community Risk commences 16th May to move the following resources to Prevention to increase activity on HFSC.
- X1 Station Manager
- X2 Watch Manager
- X 8 FTE the Community Safety Officers
- 2 Tri Service Officers across to the Prevention Team
- Evaluate all delivery roles in the Home Safety Pillar to generate efficiency to do more HFSC to exceed the National Average.
- Implement an ICT Strategy to move towards a booking process that links the central booking function with the ability to populate Watch Based Operational Calendars
- Implement joint Operational Crew and Auditing Officer RBIP visits through booking process linking to CFRMIS – Senior Users Group Priorities
- Complete the work with Adult and Social Care on Data Sharing agreements to identify the most vulnerable people through target interventions centrally driven locally by Operational Crews.

Expected delivery date

March 2024

Current Activity Status

Not Started In Progress

Activity start date

April 23

Activity delivery date

March 24

Rolled Over Activity 2022/23

Annual plan activity name	AP2022033 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)
Activity Director	Moira Bruin
Activity Lead	Tracy King

Executive Brief on why activity needs to roll over
Work has been undertaken to identify the existing Partnership Register and add in an additional column to capture benefits of each partnership. It was felt that this would be more efficient than creating a separate Collaboration Register as this would be duplication of effort. Work is underway now to assess each existing partnership to identify the benefits for each partner. This work has stalled slight due to resources, it is planned to be complete by September 2023.

Key Deliverables and Milestones for 2023-24 Annual Plan
<ul style="list-style-type: none">Identify collaboration benefits for Fire from existing Partnerships/Collaboration Work (that sits outside of the Collaboration Team/10 year business case)

Expected delivery date
September 2023

Current Activity Status
Not Started In Progress

Activity start date	Activity delivery date
01/04/2022	30/09/2023

Annual plan activity name	AP2022036 Cross Border Risk Information - Ensure that crews have access to cross border risk information from LFB
Activity Director	Chris Parker
Activity Lead	Neil Fenwick – Scott Meekings

Executive Brief on why activity needs to roll over

We currently hold all Risk Information across the border for Kent, Hertfordshire, Cambridgeshire and Suffolk for up to 10km, as they do with ECFRS Risk Information. The service has continually had problems with gaining access and agreement from London Fire Brigade to view their Risk information. This has been the case for a number of years despite the regular and continued request for this information from the CFO downwards, the service has been unable to engage and obtain the information. The service has shared all the Risk Information with London Fire Brigade.

We have made good progress with London in the last 6 -12 months and established the issue is with their own software and its non-compatibility with Resilience Direct and being able to share – we are also not the only county seeking the risk information. The operations department believe they are making good progress on the acquisition and it will be by the end of this calendar year.

Key Deliverables and Milestones for 2023-24 Annual Plan

Definitions of Done

- Work with LFB to gain access to all risk information up to 5 km within the LFB Boundary
- Make it available to all MDT's
- Meet with LFB regularly to ensure the information is up to date and regularly checked
- Make all crews aware of the information and how to locate and use it

Expected delivery date

December 2023

Current Activity Status

Not Started | In Progress

Activity start date

April 23

Activity delivery date

December 2023

CIB Approved

YES | No

Sign off date

Annual plan activity name	AP2022032 - Effective recording of training - Implement process improvements to effectively recording technical and professional training
Activity Director	Colette Black
Activity Lead	Jaclyn Thorold/Marc Diggory

Executive Brief on why activity needs to roll over
The activity was added to the AP after the HMICFRS areas of improvement priorities were confirmed. The delivery date was set as 1 July 2023 as such it was a stretch to complete in the current FY. The current target date should remain in place.

Key Deliverables and Milestones for 2023-24 Annual Plan
Review of all training records – completed. Actions arising to be agreed to best optimise recording and reporting Agree any changes to recording Definition of done – the Service has the required consistency needed. All needs from training records are supported

Expected delivery date
01/07/2023

Current Activity Status
Not Started In Progress

Annual plan activity name	AP2022017 Network Improvements
Activity Director	Karl Edwards
Activity Lead	Sarah Taylor

Executive Brief on why activity needs to roll over
<p>This significant project, which started in July 2021, is making good progress, with the majority of circuits in place and SD WAN going live at sites daily. Due to a few site specific delays in fibre installation (Dovercourt, Leigh, Shoeburyness), it will not complete by 31 March 2023 as originally planned. The entire project remains on revised target to be delivered by July 2023.</p> <p>Full update provided to Senior Responsible Officer and stakeholders on 27 January 2023. Project progress monitored at Digital & Data Programme Board and Portfolio Management Board.</p>

Key Deliverables and Milestones for 2023-24 Annual Plan
<ul style="list-style-type: none"> • Internet fibre working across the estate. • SD WAN fully live across the estate.

Expected delivery date
31 July 2023 for full project closure.

Current Activity Status
Not Started In Progress

Activity start date	Activity delivery date
July 2021	July 2023

Annual plan activity name	AP2022020 Creation of a single crewing policy
Activity Director	Chris Parker
Activity Lead	James Palmer

Executive Brief on why activity needs to roll over
<p>A key part of the response strategy was the need to more effectively use our resources to crew appliances and ensure we have more appliances on the run.</p> <p>Key to delivering this activity was the two projects that were running around Resource Management Unit (RMU) and the Workforce Management Solution (WFM).</p> <p>There was also the piece of work around ensuring we had a robust policy and teams in place to deliver this. The permanent on-call team have been established and have set a range of objectives to deliver.</p> <p>The crewing Policy has been drafted but is so heavily impacted by WFM and RMU that we have paused consultation on this.</p> <p>The two projects that are key for this project have overrun and as such we have been unable to deliver this and leads to the need to roll it over for completion.</p> <p>As this piece of work is so impacted by the two projects the recommendation is that this moves as a deliverable of the WFM project and is moved into the change space.</p>

Key Deliverables and Milestones for 2023-24 Annual Plan
<p>Definitions of Done</p> <ul style="list-style-type: none"> • Move the activity. into the P, P and R programme and deliver under the WFM project.

Expected delivery date
Dec 23

Current Activity Status
Not Started In Progress

Activity start date	Activity delivery date
April 23	Dec 23

Rolled Over Activity 2022/23

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

Executive Brief on why activity needs to roll over

The Forensic Science Regulator has placed a requirement on any organisation within England and Wales that investigates a fire as part of the Criminal Justice setting to be accredited to ISO 17020. That includes Fire and Rescue Services carrying out an investigation as part of a multi-agency team with the Police or with local, or regional, Scientific Support Services. Scotland are not covered by the Regulator, but they tend to follow the same approach as she recommends on forensic matters.

The original date for the project completion was **October 2023**, however this date was moved by the National Project Board to **October 2024**.

Key Deliverables and Milestones for 2023-24 Annual Plan

As part of this commitment, Essex entered partnership with four other fire services, to work together and spread the cost associated with bringing all five services up to the required ISO standards.

It should be noted that even though October 2024 is the date that has been set as part of this collaborative project, everything would need to be completed and in place before July 2024, as a steady state of 3-months is required before you can apply for ISO accreditation.

Expected delivery date

October 2024

Current Activity Status

Not Started | In Progress

Activity start date	Activity delivery date
June 2022	October 2023

Annual plan activity name	AP2022041 Flexible use of on call-creation & implementation of more flexible approaches to utilising on call staff, e.g. greater use of on call to on call ASWs & methods to utilise more dynamic use of on call resources to maximise on call appliance availability
Activity Director	Chris Parker
Activity Lead	James Palmer

Executive Brief on why activity needs to roll over

A key part of the response strategy was the need to more effectively use our resources to crew appliances and ensure we have more appliances on the run.

Key to delivering this activity was the two projects that were running around Resource Management Unit (RMU) and the Workforce Management Solution (WFM).

There was also the piece of work around ensuring we had a robust policy and teams in place to deliver this. The permanent on-call team have been established and have set a range of objectives to deliver.

The crewing Policy has been drafted but is so heavily impacted buy WFM and RMU that we have paused consultation on this.

The two projects that are key for this project have overrun and as such we have been unable to deliver this and leads to the need to roll it over for completion.

Key Deliverables and Milestones for 2023-24 Annual Plan

Definitions of Done

- Creation of a new crewing policy
- Processes in RMU developed to enable flexible working for on call
- Implementation of WFM to ensure effective monitoring and reporting.

Expected delivery date

Dec 23

Current Activity Status

Not Started | In Progress

Activity start date	Activity delivery date
April 23	Dec 23

Rolled Over Activity 2022/23

Annual plan activity name	AP2022039 SSRI Process Improvements - SSRI process improvements implemented and all SSRIs up to date
Activity Director	Moira Bruin
Activity Lead	James Taylor

Executive Brief on why activity needs to roll over

This activity couldn't be closed until '*AP2022038 SSRI Process - SSRI process review to understand why SSRI's aren't reviewed within target and what barriers can be lifted.*' had been completed. Now '*AP2022038 SSRI Process*' has been closed the recommendations from it will be fed into '*AP2022039 SSRI Process Improvements*' and this is why it couldn't be started within last years planned activity.

Key Deliverables and Milestones for 2023-24 Annual Plan

This is currently under review to identify where improvements need to be made and how to shorten the current process with risk information coming in from stations, Technical Fire Safety and distributed onto MDT's by Central Ops department.

Expected delivery date

01/07/2023

Current Activity Status

Not Started | In Progress

Activity start date	Activity delivery date
14/09/2022	01/07/2023

CIB Approved	Sign off date
YES No	

Annual plan activity name	AP2022006 Culture – Delivery of ‘building high performing teams’ approach
Activity Director	Colette Black
Activity Lead	Jac Thorold

Executive Brief on why activity needs to roll over

The agreed task was to use our maturity model to identify our current state and our aspired future state. Following this, to agree an approach to building high performing teams that are accountable and empowered and focussed on service delivery.

The activity will be considered as complete when:

- Analysis complete
- Approach agreed
- Roll out delivered.

An approach to ‘building high performing teams’ has been created and was shared at the Leaders Conference in March 2023.

A training provider is currently being identified to commence roll out across the Service.

Key Deliverables and Milestones for 2023-24 Annual Plan

Definitions of Done

- Training provider finalised
- Training offered to all leaders within the Service

Expected delivery date

15 December 2023

Current Activity Status

Not Started | In Progress

Activity start date	Activity delivery date
January 23	December 23