

Essex County Fire and Rescue Service



Annual Plan 2023-24 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 2023 – 2024 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:

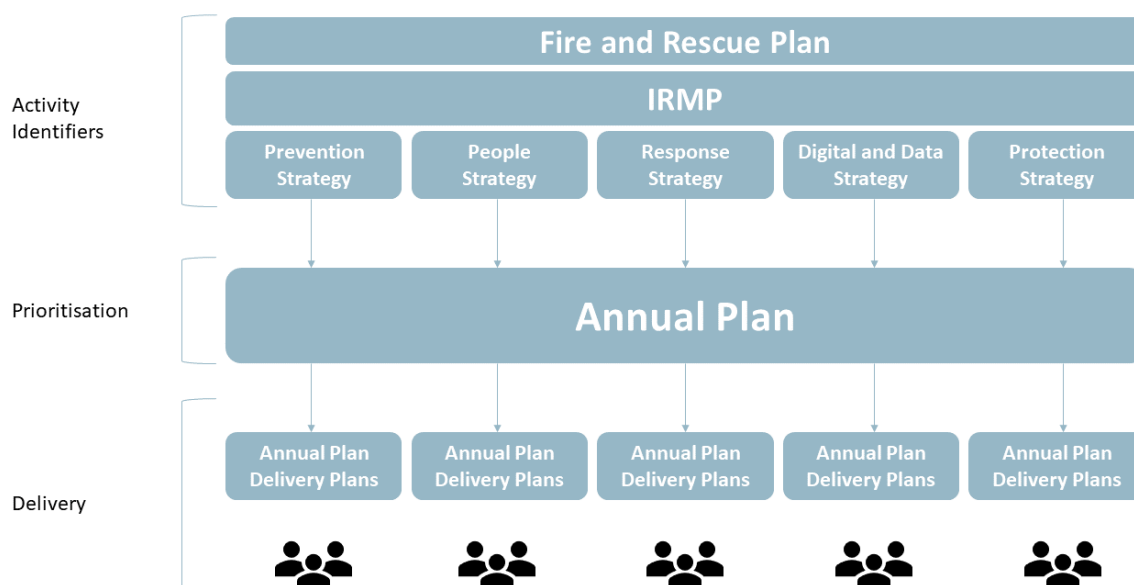
- Prevention, protection and response.
- Improve safety on our roads.
- Help the vulnerable to stay safe.
- Promote a positive culture in the workplace.
- Develop and broaden the roles and range of activities undertaken by the Service.
- Be transparent, open and accessible.
- Collaborate with our partners.
- 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. Monthly meetings are held with the Continuous Improvement Officer who ensures that progress is being made and evidence is captured.

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 Continuous Improvement Plan or Business As Usual (BAU).

Following this, the Continuous Improvement Board, meet and review the closure report to find assurance that the “definition of done” has been met and the work has been completed.

Where the board feels that there is not the appropriate evidence to sign off the action the owner will be able to gather the additional evidence and re-present at a later stage.

At the end of year all activities on the plan must have an end of year status which is as follows:

- Closed – Fully Delivered (All identified definitions of done have been realised and evidenced)
- Closed – Partially Delivered (Some identified definitions of done have been realised. Closure report to cover those not completed and why.)
- Closed – Not Delivered (Throughout the year priorities have changed and the Service has decided the deliverable is not viable.)
- Rolled Over – this is defined below.

‘Rolled Over’ Activities into 24/25 Continuous Improvement Plan

Where work has either not been started or requires more time to be completed we will roll the activity over into the 2024/25 Continuous Improvement Plan (formerly annual plan). These are highlighted on page six.

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 2023/24

Closed - Fully Delivered	Closed - Partially Delivered	Closed - Not Delivered	Closed - Moved to project / CRMP	Rollover	Grand Total
16	6	2	3	8	35

Closed Activities (following assurance)

AP Activity	Closure Type
AP23240013: Fire Protection Training for Operational Staff	Closed - Fully Delivered
AP23240011: Design and build of the Future Infrastructure Risk programme of work	Closed - Fully Delivered
AP23240003: Maintenance of operational competence of day duty Grey Book staff	Closed - Fully Delivered
AP23240014: Developing a dashboard for the safeguarding function	Closed - Fully Delivered
AP23240016: Adoption and alignment to the JESIP app and all of the JESIP templates	Closed - Fully Delivered
AP2022017 Network Improvements: Implement transport circuit and establish SD WAN service	Closed - Fully Delivered
AP23240005: Improve access to digital devices across all stations.	Closed - Fully Delivered
AP23240024: Review of working practices through transformation to establish where technological changes can support better efficiencies	Closed - Fully Delivered
AP23240008: Review of core station policy effectiveness	Closed - Fully Delivered
AP23240009: Core Code of Ethics and Values	Closed - Fully Delivered
AP23240017: Implementation of the Eastern Region Building Safety Regulator with the Protection Policy and Reform Unit to form a Regional Team	Closed - Fully Delivered
AP2022036 Cross Border Risk Information - Ensure that crews have access to cross border risk information from LFB	Closed - Fully Delivered
AP23240002: Embed the revised RBIP	Closed - Fully Delivered
AP23240010: Learning and Development	Closed - Fully Delivered
AP23240020: Achieve the silver standard of recognition from Inclusion Employers	Closed - Fully Delivered
AP23240019: Develop a three year plan for PDR Pro	Closed - Fully Delivered
AP23240004: Measure the productivity of Wholetime stations.	Closed - Partially Delivered
AP2022032 Effective recording of training - Implement process improvements to effectively recording technical and professional training	Closed - Partially Delivered
AP2022004 Work with our partners to prioritise access to person centred vulnerability data	Closed - Partially Delivered
AP2022006 Culture – Delivery of ‘building high performing teams’ approach	Closed - Partially Delivered
AP23240022: Fully kitted spare vehicles	Closed - Partially Delivered
AP23240015: Develop a new three year plan for apprenticeship.	Closed - Partially Delivered

AP23240001: ISO 17020 Fire Investigation Accreditation by October 2024	Closed - Not Delivered
AP23240018: Delivery of Wholetime resources supporting on call training across the service.	Closed - Not Delivered
AP23240006: Evaluate effectiveness of Business Engagement Strategy	Closed - Moved to project / CRMP
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 - Moved to project / CRMP
AP23240007: Development of a Single Strategy for Prevention, Protection & Response.	Closed - Moved to project / CRMP

Closed Activities (awaiting assurance)

AP23240021: Creation of single officer cars policy

AP23240023: Driving License Compliance - Assurance Project

Rolled Over Activities

Significant work has been undertaken for all activities within this section, due to changing timescales work will continue into the 2024/25 financial year and will continue to be monitored within the Continuous Improvement Plan.

AP23240025: Data Quality and Data Sharing plan to maximise opportunity and accuracy of systems and data across the service
AP23240021: Creation of single officer cars policy
AP2022041 Flexible use of oncall-creation & implementation of more flexible approaches to utilising oncall staff, eg 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
AP2022025: Roll out of new managed workwear solution for uniform staff to improve efficiencies
AP2022020 Creation of a single crewing policy
AP23240012: Measure collaborative activity which is outside of the PFCC Business Case
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