



Essex County
Fire & Rescue Service

Continuous Improvement Plan Update (April – July 2024)

Data as at 25th July 2024



Essex County
Fire & Rescue Service

Continuous Improvement Plan Summary

Current Status	No of Activities
In progress	26
Pipeline	10
TBC	5
Proposed for Closure	1
Total	42



Proposed Closure Month	No of Activities
Aug-24	3
Sep-24	2
Nov-24	2
Dec-24	6
Jan-25	3
Mar-25	7
May-25	1
Oct-25	1
Nov-25	1
Total	26

New Activities to be presented to CIB	2
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Activity Status – In Progress / On Track

Activity ID	Type of Continuous Improvement / Area	Source Reference	Activity Title	Activity Lead	Director Lead	Original Start Date	Current Proposed End Date
7	L & D	Service Strategies	AP24250007: Increase utilisation of training courses	Marc Diggory	Colette Black	01/04/2024	31/12/2024
8	L & D	Other	AP24250008: pdrPro review recommendations	Marc Diggory	Colette Black	01/03/2024	31/10/2025
38	Protection , L & D	HMICFRS Inspection AFI	2024/AF04 The service should make sure all firefighters are appropriately trained in safety-critical skills, such as breathing apparatus use and driving.	Marc Diggory	Colette Black	01/07/2024	31/08/2024
11	HR	Other	AP242500011: Progress through priority NFCC maturity models (HR). This ensures that as a Service we have evaluated our current state and have a gap analysis from our desired 'to be position'	Jaclyn Taylor	Colette Black	08/04/2024	28/11/2024
31	HR	HMICFRS Inspection AFI	2021/AI18 The service should monitor secondary contracts to make sure working hours are not exceeded.	Jaclyn Taylor	Colette Black	01/07/2024	31/12/2024
34	HR	HMICFRS Inspection AFI	2021/AI26 The service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders.	Jaclyn Taylor	Colette Black	01/06/2021	01/01/2026
43	HR	HMICFRS Inspection AFI	2024/AF05 The service should assure itself that all managers are appropriately trained and supported in their roles.	Jaclyn Taylor	Colette Black	01/01/2024	31/03/2025
32	HR	HMICFRS Inspection AFI	2021/AI22 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.	Donna Bentley	Colette Black	01/04/2024	31/01/2025
33	Diversity	HMICFRS Inspection AFI	2021/AI25 To identify and tackle barriers to equality of opportunity, and make its workforce more representative, the service should ensure diversity and inclusion are well understood and become important values of the whole of the service.	Donna Bentley	Colette Black	01/04/2024	30/05/2025
22	Corporate Services	Other	AP23240022 Property Services Condition Survey	Will Newman	Karl Edwards	01/05/2024	30/11/2024
24	Corporate Services	Other	AP23240024 Water Section - Risk Based Inspection Process	Will Newman	Karl Edwards	01/05/2024	31/03/2025
39	Corporate Services	Annual Plan Roll Over	AP2022025: Roll out of new managed workwear solution for uniform staff to improve efficiencies.	Jayne Moore;Will Newman	Karl Edwards	31/12/2021	31/01/2025
23	Corporate Services	Other	AP24250023: The ECFRS environmental roadmap	Will Newman	Karl Edwards	08/01/2024	05/12/2024

Activities Status – In Progress / On Track

Activity ID	Type of Continuous Improvement / Area	Source Reference	Activity Title	Activity Lead	Director Lead	Original Start Date	Current Proposed End Date
44	Corporate Services	Annual Plan Roll	AP232400021 Roll out of a single officer car policy	Will Newman	Karl Edwards	01/10/2023	31/03/2025
5	Risk	Service Strategies , HMICFRS Inspection AFI	AP24250005: To ensure that the Service has a robust and effective method of collecting accurate and reliable risk information and that it is shared to relevant personnel in a timely manner.	James Taylor	Moira Bruin	01/01/2024	31/12/2024
6	Protection , Organisational Assurance	HMICFRS Inspection AFI	AP24250006 Implement an auditable process to ensure that all operational personnel attend cross-border, multi-agency, and major incident exercises. Establish a mandatory to attend to process ++	James Taylor	Moira Bruin	01/01/2024	31/03/2025
21	Prevention , Organisational Assurance	Audit	AP242500021: Ensure that we have an effective debrief process where there is an opportunity for all incidents, exercises, projects, SAIR to be debriefed, promoting a positive approach, increasing engagement and the learning shared within the Service.	James Taylor	Moira Bruin	01/11/2023	31/03/2025
26	Special Operations	HMICFRS Inspection AFI	2021/AI08 The service should ensure that its procedures for responding to terrorist-related incidents are understood by all staff and are well tested.	James Taylor	Moira Bruin	01/01/2024	31/03/2025
35	Protection	Audit , HMICFRS Inspection AFI	2024/AF01 The service should make sure that its quality assurance process is effective, so staff carry out audits to an appropriate standard and they are accurately recorded.	Danny Partridge	Moira Bruin	12/07/2024	30/08/2024
36	Protection	HMICFRS Inspection AFI	2024/AF02 The Service should assure itself that its use of enforcement powers prioritises the highest risks and includes proportionate activity to reduce risk.	Danny Partridge	Moira Bruin	12/07/2024	30/08/2024
16	Prevention ,	HMICFRS	AP242500016: Measure the productivity of Wholetime stations. (AP23240004)	Craig McLellan	Moira Bruin	10/07/2024	31/12/2024
40	Protection	Annual Plan Roll	AP2022020 Creation of a single crewing policy.	Craig McLellan	Moira Bruin	01/06/2024	31/12/2024
2	Performance & Analytics	CRMP	AP24250002 Creation of strategic statements of intent and business plan development process that runs alongside the development of the CRMP.	Tracy King;Hannah Wakeman	Neil Cross	03/06/2024	31/03/2025
20	Performance & Analytics	Service Strategies	AP242500020: Delivery of Microsoft Analytics Platform	Tracy King;Robert Ellis	Neil Cross	06/05/2024	17/11/2025
29	P , P & R , L & D , Digital, Data & Technology, Corp Services	HMICFRS Inspection AFI , Annual Plan Roll Over	2021/AI12 The service should assure itself that it makes the most of collaboration opportunities and that they are value for money.	Jon Wilson	Tracy King	01/02/2024	30/09/2024
41	Performance & Analytics	HMICFRS Inspection AFI ,	AP23240012: Measure collaborative activity which is outside of the PFCC Business Case	Jon Wilson	Tracy King	01/04/2024	30/09/2024



Activity Status - Pipeline

Activity ID	Type of Continuous Improvement / Area	Source Reference	Activity Title	Activity Lead	Director Lead	Proposed Start Date	Proposed End Date
1	Digital, Data & Technology	Service Strategies	AP24250001 Migration of remaining on-premises applications	Sarah Taylor	Karl Edwards	12/01/2024	30/06/2025
3	Prevention , Protection	CRMP	AP24250003: As part of the CRMP workstream develop options analysis for the Prevention Restructure and the functional delivery programme linked to vulnerability across Greater Essex.	Danny Partridge	Moira Bruin	TBC	TBC
4	Prevention , Protection	Service Strategies	AP24250004: Evaluation and Quality Assurance of the Prevention Protection & Response Strategy	Craig McLellan; Danny Partridge	Moira Bruin	TBC	TBC
13	HR	Other	AP242500013: Establishing a Professional Standards function	Moira Bruin	Moira Bruin	TBC	TBC
17	Protection		AP242500017: Implement on-call contracts that have greater flexibility.	Craig McLellan	Moira Bruin	TBC	TBC
18	Protection		AP242500018: Develop more flexible shift patterns for wholetime firefighters.	Craig McLellan	Moira Bruin	TBC	TBC
19	Protection	Service Strategies	AP242500019: Develop and implement a strategic crewing reserve.	Craig McLellan	Moira Bruin	TBC	TBC
37	Protection	HMICFRS Inspection Area for Improvement	2024/AF03 The service should improve the availability of its fire engines to make sure it can respond better to incidents.	Craig McLellan	Moira Bruin	TBC	TBC
14	Performance & Analytics	Service Strategies	AP24250014: Production of SLT management dashboard	Tracy King	Neil Cross	TBC	TBC
28	Prevention	CRMP , HMICFRS Inspection Area for Improvement	2021/AI11 The service should assure itself that its workforce is productive.	Neil Cross	Moira Bruin	TBC	TBC



Activity Status – Not Started / TBC

Activity ID	Type of Continuous Improvement / Area	Source Reference	Activity Progress Status	Activity Position	Activity Title	Activity Lead	Director Lead	Proposed Start Date	Proposed End Date
9	HR	Service Strategies	Not Started	Not Started	AP24250009: Deliver improvements in Occupational Health and efficiencies in processes.	Donna Bentley	Colette Black	07/01/2024	01/01/2025
10	HR	Other	Not Started	Not Started	AP242500010: We will deliver progress against our 4 Public Sector Equality Duty Objectives (PSEDs); two of these are internally focussed and two are community focussed. We will monitor progress of delivery through monthly reporting	Donna Bentley, Nikki Hudson	Colette Black	07/01/2024	31/12/2024
12	HR, Diversity	Other	Not Started	Not Started	AP242500012: Acting upon external recommendations relating to Inclusion, Diversity and Equality (HMICFRS, Inclusive Employers, NFCC Culture Action Plan, AFSA)	Donna Bentley	Colette Black	TBC	TBC
30	HR	HMICFRS Inspection AFI	Not Started	Not Started	2021/AI17 The service should make sure all staff understand and demonstrate its values.	Donna Bentley	Colette Black	01/07/2024	31/03/2025
42	Digital, Data & Technology	HMICFRS Inspection AFI, Annual Plan Roll Over	Not Started	Not Started	AP23240025 Data Quality and Data Sharing plan to maximise opportunity and accuracy of systems and data across the service.	Lucy Clayton	Karl Edwards	TBC	TBC

Comments / Actions

Donna Bentley has only recently taken up her new role. Donna will review activities and confirm delivery dates and current progress by CIB Full meeting in Sept.

Karl Edwards action to discuss activity 42 with Sarah Taylor



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Activity Status – Proposed for Closure

Activity ID	Continuous Improvement / Area	Source Reference	Activity Title	Definition of Done	Activity Lead	Director Lead	Original Start Date	Actual Completion Date	Comments/ Action
15	Corporate Services	Other	AP242500015: Records Management Electronic storage & Major Data breach Mitigation	Silversands findings are presented, and recommendations are approved. Resulting in new CI Activities to be completed in 24/25	Ana Tuckwell	Karl Edwards	21/02/2024	13/06/2024	Closure Form to be completed and presented to CIB Full Meeting in Sept



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New Activities – To be presented to CIB

Submission Date	Submitted By	What area is the Continuous Improvement taking place?	Source Reference	Source Reference - ID (E.G HMICFRS AFI ID)	Activity Title	Description	Definition of Done	Activity Lead	Director Lead	Proposed Start Date	Proposed End Date
25/07/2024	Amanda Johnson	Organisational Assurance	Manchester	Manchester Arena Inquiry Volume 2	Ongoing Compliance with Manchester Arena Inquiry Vol2 recommendations (Fire Only)	To ensure that the 14 recommendations directed to Fire within the Inquiry maintain on-going compliance in a suitable, sufficient and sustainable through the Organisational Assurance Framework	The BAU plans for each recommendation are being delivered through the Organisational Assurance Framework and that there is evidence that compliance is being maintained	AM James Taylor	DCFO Moira Bruin	25/07/2024	25/07/2025
25/07/2024	Amanda Johnson	Organisational Assurance	Grenfell	Grenfell Thematic Inquiry Phase 1	Ongoing compliance with GTT1 recommendations	To ensure the 49 recommendations from the Inquiry maintain on-going compliance in a suitable, sufficient and sustainable process through the Organisational Assurance Framework	The BAU plan for each recommendation are being delivered through the Organisational Assurance Framework and that there is evidence that compliance is being maintained	AM James Taylor	DCFO Moira Bruin	25/07/2024	25/07/2025