

**ESSEX POLICE, FIRE AND CRIME COMMISSIONER FIRE & RESCUE AUTHORITY**

Essex County Fire & Rescue Service

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| Meeting | **Strategic Board (Fire and Rescue)** | Agenda Item | 6 |
| Meeting Date | 07.03.2019 | Report Number |  |
| Report Author: | Area Manager Moira Bruin | | |
| Presented By | Assistant Chief Fire Officer Dave Bill | | |
| Subject | **Overview of Changes to ECFRS Prevention Delivery** | | |
| Type of Report: | Information | | |

# 1. REPORT PURPOSE

This report is provided as an information item to update the Office of the Police and Fire Crime Commissioner (OPFCC) of changes to the prevention structure of Essex County Fire and Rescue Service (ECFRS). This paper also provides information on progress to key milestones to achieving the stated strategic intention of a move to a shared community safety function.

The changes are that:

* Combined groups managers (local delivery managers) and station-based personnel will take on the day-to-day responsibility for the planning, delivery, resourcing and management of ECFRS community safety activity (with additional resources).
* Local delivery managers will attend Community Safety Partnership meetings to represent their areas.
* Localised community engagement, tasking and prioritisation of community safety activity via Essex Community Safety Hubs. This will be achieved by the co-location of ECFRS personnel at the hubs with other partners.
* Home safety and Road safety steering groups will be established to provide expertise, guidance and respond to data, trends and evaluations to ensure our Prevention offering follows best practice.
* A review of the centralised teams within ECFRS community safety department to support the move to a jointly managed community safety function - ECFRS and Essex Police (EP).

The changes to Prevention delivery were endorsed by SLT. These changes will now be delivered with the support and governance of the ECFRS change team and support from the collaboration team, ECFRS Corporate Communications team, and other stakeholders throughout the organisation. The work will be aligned with ECFRS and EP planning cycles. It will be linked to the Strategic Assessment of Risk (SAOR) and ongoing work being carried out by the ACFO for IRMP and Service Improvement.

# 2. BACKGROUND:

# current structure

ECFRS Community Safety department is a largely centralised function and is currently structured into five teams to deliver the objectives set in the ECFRS Integrated Risk Management Plan (IRMP) 2016-20:

* Projects and development team
* RTC reduction team
* Community Safety engagement team
* Community Development and Safeguarding team
* Home Safety and volunteers team

In addition, station-based personnel are responsible for delivering some community safety activities, which are captured in the Station Plans for 2018-19:

* Arrange and deliver Community Engagement events: school visits and station open days
* Arrange and deliver targeted interventions and Tactical After-Incident responses
* Deliver Fire safety messages to the most at vulnerable groups
* Deliver FSO 30’s and 40’s to help keep the community safe and promote sprinklers
* Engage with the RTC reduction team and partner agencies to promote a safer Essex

The proposals have been endorsed by ECFRS Service Leadership team (SLT). A programme of engagement will take place to review the current structure and activities and develop detailed proposals in conjunction with key stakeholders.

# 3. Options and Analysis

The SLT were asked to consider the proposals in light of the following key drivers:

* The PFCCs stated strategic priority to move to a joint ECFRS and EP community safety function
* The Fire National Framework
* The emerging Fire and Rescue Plan
* Ongoing work towards the next ECFRS IRMP
* The existing Dispute Resolution Document with the Fire Brigades Union (FBU)
* Expected new burdens on FRSs as a result to changes to the residential buildings regulatory landscape
* The need to demonstrate effectiveness and efficiency and a drive towards collaboration
* The desire within Essex to work together and more strategically as a public sector (Leading Greater Essex, Essex Vision)
* Recommendations made in the Peer Review Report 2018

# 4. Benefits and Risk Implications

**4.1 Benefits**

The direction of travel and changes to ECFRS Prevention delivery will help realise the following benefits:

* Local managers and station based personnel will take ownership of community safety work undertaken in their areas, to better engage with and jointly support local needs with our partners as part of the wider public sector landscape in Greater Essex
* Change any perception that community safety is a department led, separate function and embed the ownership of safer communities throughout our organisation
* Reinforce that keeping our communities safer through community safety work is a 24/7 activity not an 8/5 activity that happens within office hours
* Raise the profile, engagement and impact of ECFRS Prevent and Protect work within the communities of Essex
* Result in an increase in targeted Prevent and Protect activity across all duty systems within ECFRS bringing an increase in effectiveness and efficiency
* Enable on-call staff who would like to increase earnings an opportunity to do so
* Increase the flexibility and agility of ECFRS in terms of delivering community safety activity and enable more innovative, community led initiatives
* Enable grey book personnel to fulfil all aspects of their role-maps
* Enable our dedicated Community safety staff and volunteers to work more closely and innovatively with local stations
* Support collaboration and joined up working with Essex Police and other agencies so that vulnerable people need only make one contact with one agency for the most appropriate referral to happen
* Enable joint evaluation and reporting (for example on the number of referrals between agencies) to demonstrate ‘making a difference together’
* Allow for greater flexibility for ECFRS to utilise staff to shift focus between Prevention work, Protection work and Response work to better link to the Strategic Assessment of Risk and IRMP planning processes (for example, to carry out high-rise reassurance visits and visits to check fire safety measures are being maintained)
* By moving community safety staff into hubs and station-based locations, enable more flexible use of space at Kelvedon Park

**4.2 Risks and mitigation**

* The move towards a joint community safety function between ECFRS and EP will present joint risks and some specific risks to each respective service

A joint work-stream is established with a senior lead from both ECFRS and EP. Strong sponsorship of the work-stream is established from both organisations and the OFPCC. Joint risks will be managed through the collaboration work-stream. Risks arising from this work specifically to ECFRS will be managed through the Service’s own risk management processes, recorded on JCAD and reported via the change board

* There is a risk that our planning cycles are not agile enough to allow key departments to factor in the flexibility required to support what may be iterative change. As a result, key departments and managers may not be able to support this work in a timely fashion, in the appropriate manner

Early engagement with department heads as well as programme management expertise to sequence and report on progress and issues should be secured to mitigate against this risk

Work is ongoing within the Service to better align and phase planning/budgetary cycles and processes

* As with any organisational change, here is a risk that some colleagues may anticipate being adversely affected. A review of role maps will be required.

Engagement must take place with colleagues and the HR team at the earliest opportunity to anticipate and manage this

* There is a risk in that how we intend to deliver and prioritise activity and interventions in the future may generate negative publicity for the ECFRS, EP or the PFCC, careful engagement with stakeholders around the reasons for any changes to our services needs to be planned and executed

**5. IMPLICATIONS**

# Financial Implications

Financial implications will be explored fully when more detailed options and proposals are developed. Whilst savings may be delivered, it is also likely that an increase in levels of community safety related activity across all duty systems and contracts will impact on delivery budgets.

It is envisaged that there will need to be adjustments to departmental budgets to support the proposed changes.

# Equality and Diversity Implications

All activity will be undertaken in accordance with ECFRS processes and procedures and with the full engagement and advice of HR

It is envisaged that increased joint working with other agencies and increased engagement with the community we serve will build further benefits in this arena.

# Workforce Engagement

Engagement with colleagues has begun based upon the advice of our Corporate Communication professionals

# Legal ImplicationS

Data sharing agreements and protocols are to be developed and monitored in line with all relevant legislation.

Safeguarding procedures and requirements will continue to be adhered to

**HEALTH AND SAFETY IMPLICATIONS**

Any new activities or equipment introduced (stand-alone or joint) will be fully risk assessed from an ECFRS perspective and with the engagement of Safety Representatives.

**Appendix 1: Summary of activity – key milestones towards shared CFS function**

As stated in the introduction of this paper (page 1) ECFRS and EP are working together to explore the alignment of joint community safety activity. There are key milestones associated with this ambition from a fire perspective including local, senior fire officers engaged with Community Safety partnerships and ECFRS being engaged with, represented within and active within community safety hubs. Work activities towards achieving these key milestones are summarised below. The work coincides with and complements ongoing ECFRS work towards decentralising the existing community safety function and increasing the levels of locally driven community safety activities undertaken by station based personnel and local managers. This is the subject of ongoing internal change management activity to oversee the necessary internal structural and resourcing changes.

**1.1: Key milestone 1:**

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| **Key milestone 1: Produce a detailed business case setting out the mechanics, process, finance and communications for the hub and management transition** | |
| Activity to date | * Strategic decision paper, time-line and internal communications and engagement plan endorsed by ECFRS Service Leadership Team * Project support secured from ECFRS Change team to support development and progression of full business case. Internal project management and governance proposed to be part of ECFRS existing change management processes * Communications with key internal stakeholders and wider organisation regarding proposed changes in accordance with communications and engagement plan as follows: * Strategic decision paper shared with affected internal staff * Ongoing 6-weekly team meetings with CFS staff (Head of CFS) * Ongoing team meetings with local senior officers (Head of Delivery) * Change workshop: review of Prevention Function/Home Safety (05.02.19) * Formalised comms – weekly e-brief and on-call brief on changes * (11.02.19) * Engagement with representative bodies is on-going (ECFRS Head of CFS) |
| Next steps | * Project formalised and embedded within ECFRS BAU change governance and reporting |
| Additional Information | * GM Lee Lucas (ECFRS) and Ch/Insp Ian Gennery (EP) have carried out scoping work to identify areas of existing alignment and areas of potential alignment to move towards the joint delivery of community safety activity * A next meeting will focus on plans for alignment of youth engagement |

**1.2: Key milestone 2**

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| **Key Milestone 2: Designated (local) senior fire officer engaged in Community Safety Partnership meetings.** | |
| Activity to date | * A communication has been sent to each CSP confirming the name, role and contact details of the local senior officer who will attend * The majority of officers have already engaged with their designated CSPs (Appendix 2: Community Safety Partnership contact and engagement) |
| Next steps | * Local, senior ECFRS officers or their deputies will be attending the 14 Community Safety Partnerships From April 2019 |
| Additional Information | * Local discussions have taken place to ensure role maps are aligned to tasking in this area and to monitor continued attendance at meetings by Head of Delivery |

**1.3: Key milestone 3**

| **Key milestone 3: Physical co-location of teams (EP, ECFRS and partner resources at local Hubs)** | |
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| Activity to date | * 2 x Community Risk Manager officers (CRM) at Station Manager level appointed for North and South Essex   -1 post has been filled  -1 post currently advertised but will be filled by 01.03.19  CRMs will oversee engagement and attendance at hubs.   * 8 x existing Community Support Officer roles to transfer from CFS department to Delivery function under management of the Community Risk Managers before 01.04.19 * 4 x existing Community Builder roles will transfer to Delivery function under management of the Community Risk managers – however will be engaging with hubs from 01.03.19   (Appendix C: **:** Resourcing – Hubs and CFS activity)  - |
| (continued)  Next steps | * Appointment to CRM (post 2) by 01.03.19 * 4 x Community Engagement roles at Watch Manager level - currently vacant - have transferred to Delivery function. Target recruitment date 01.04.19 * 4 Community Support officers (CSOs) transferred to delivery function to work as dedicated links with hubs before 01.04.19 |
| Additional Information | * ECFRS are undergoing planned structural and resourcing changes to support ECFRS into CFS hubs. * Appendix C shows proposed resourcing. Work is ongoing to plan engagement days. This work will be carried out by local officers in accordance with locally driven needs * Proposed 8 dedicated ECFRS staff to link into CFS hubs distributed across 4 ECFRS Groups (Appendix C). Both Community Engagement Officers and Community Builder roles (as is) will engage with/attend hubs * Hubs attendance and engagement overseen by the Community Risk Manager roles (CRM) X2. |

**Appendix 2: Community safety Partnership contact and engagement.**

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| **Community Safety Partnership** | **Officer**  **responsible** | **Date formal communication sent to Chair** | **Officer engaged with CSP to date (yes/no?)** |
| Basildon | SM Basildon, Billericay, Wickford | 11/02/2019 | Yes |
| Castlepoint | SM Canvey, Rayleigh Weir, South Woodham Ferrers | 11/02/2019 | No – To be progressed ASAP |
| Braintree | SM Braintree, Coggeshall, Halstead, Witham | 11/02/2019 | Yes |
| Harlow | SM Harlow, Old Harlow | 11/02/2019 | Yes |
| Uttlesford | SM Saffron Waldon, Sible Hedingham, Thaxted,Wethersfield | 11/02/2019 | Yes |
| Colchester | SM Colchester, Tiptree | 11/02/2019 | Yes |
| Tendring | SM Clacton, Frinton, Weeley | 11/02/2019 | Yes  1st attendance 1st meeting of 2019 in March |
| Maldon | SM Burnham-on-Crouch, Maldon, Tillingham, Tollesbury | 11/02/2019 | Yes (GM, Prevention attended last meeting) |
| Chelmsford | SM Chelmsford, Great Baddow | 11/02/2019 | Yes (GM, Prevention attended last meeting) |
| Epping Forest | SM Epping, Loughton, Waltham Abbey | 11/02/2019 | Yes - (Temp/SM attended last meeting and incoming substantive Station Manager will attend next meeting |
| Brentwood | SM Brentwood, Ingatestone, Ongar | 11/02/2019 | No – TBP ASAP |
| Thurrock | SM Grays | 11/02/2019 | Yes |
| Rochford | SM Hawkwell, Leigh and Rochford | 11/02/2019 | No- TBP ASASP |
| Southend | SM Southend, Shoeburyness | 11/02/2019 | Yes |

**Appendix 3: Resourcing – Hubs and CFS activity**

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| **ECFRS**  **Group** | **Transferred posts/personnel and role** | **Management** |
| **North East Group** | Hub engagement   * Community Builder * CEO Post Vacant | **Community**  **Risk Manager (North)** |
| CFS activity within group   * CSO * CSO * CSO |
| **North West Group** | Hub engagement   * Community Builder * CEO Post Vacant |
| CFS activity within group   * CSO * CSO |
| **South East Group** | Hub engagement   * Community Builder * CEO Post Vacant | **Community**  **Risk Manager (South)** |
| CFS activity within group   * CSO * CSO |
| **South West Group** | Hub engagement   * Community Builder * CEO Post Vacant |
| CFS activity within group |
| * CSO * CSO |
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