ESSEX POLICE, FIRE AND CRIME COMMISSIONER
FIRE & RESCUE AUTHORITY
Essex County Fire & Rescue Service

Meeting	ECFRS Performance and Resources Board	Agenda Item	
Meeting Date	29 May 2019	Report Number	
Report Author:	Rick Hylton, Deputy Chief Fire Officer and Karl Edwards, Director of Corporate Services		
Presented By	Rick Hylton, Deputy Chief Fire Officer		
Subject	Performance Deep Dives: Key Lines of Enquiry		
Type of Report:	Discussion		

RECOMMENDATIONS

1. Members of the Board are asked to consider the proposed key lines of enquiry for the Commissioner's priorities set out in the Fire and Rescue Plan.

BACKGROUND

2. The Fire and Rescue Plan sets out the strategic vision, priorities and objectives of the Essex Police, Fire and Crime Commissioner, Fire and Rescue Authority. It provides the basis on which the Service will plan and manage its resources and provides the primary mechanism through which the Commissioner will hold the Chief Fire Officer and the Service as a whole to account. The Plan provides a coherent structure to enable the Commissioner to assess and review Service performance.

3. The Plan offers the opportunity to look more closely at particular priorities to assess if they are being achieved, or if there are barriers to progress which can be identified – this is sometimes referred to as a 'Deep Dive'. The April meeting of the Performance and Resources Board set out the requirement to start to set in place arrangements for deep dives, including timetabling.

4. To assist in this process, a series of draft 'key lines of enquiry' have been developed using the key elements of the Fire and Rescue Plan, and the HMICFRS judgement criteria. If these are agreed they will provide a clearer steer for those providing papers in the future, as well as a greater focus on key issues during meetings of the Performance and Resources Board.

5. If agreed, the key lines of enquiry can be assembled into work areas and timetabled for future Performance and Resources Board meetings. Some priorities such as

prevention, protection and response, and culture in the workplace, cover a wide range of important policy issues, and will need to be split up into separate deep dives. The existence of key lines of enquiry will assist in this process.

6. Appendix 1 sets out the priorities set out in the Fire and Rescue Plan, and the draft key lines of enquiry. Once these have been agreed a timetable for the Deep Dives can be prepared.

Format of Deep Dives

7. In taking forward the deep dives, there are three possible approaches which can be undertaken.

- Concentrate on those areas not covered by HMICFRS to avoid duplication;
- Wait for HMICFRS to report and then focus on the areas that need improvement; or
- Use the FRS metrics we will have developed and deep dive against those where there is underperformance.

8. Given that it will be some while before the HMICFRS report, it is suggested that initial concentration should be on those areas outside of the HMICFRS inspection such as transparency and partnership and then focus on any areas of concern raised by HMICRS.

9. In relation to the deep dives it is suggested that a wider group than the normal Performance and Resources Board is assembled and takes the form of a round table discussion, with key players from the service who can not only add value to the discussion from their perspective, but gain some exposure to the scrutiny process. So for example if there was to be a deep dive on-call availability, those station and area managers involved, might be invited to contribute to the discussion.

10. It is suggested that a light touch be taken with simply a group of key line of enquiry questions developed with the DCFO and the Head of Performance and Scrutiny prior to the meeting, to provide the basis for the free-flowing on-going discussion.

11. Given that the resources required to prepare for the HMICFRS inspection will be considerable, it is suggested that the first deep dive takes place in September.

BENEFITS AND RISK IMPLICATIONS

12. The key lines of enquiry approach will enable a more focussed examination of key Fire and Rescue Plan priorities.

FINANCIAL IMPLICATIONS

13. None.

EQUALITY AND DIVERSITY IMPLICATIONS

14. An equality impact assessment was undertaken for the Fire and Rescue Plan.

WORKFORCE ENGAGEMENT

15. The workforce was engaged in the prepartion of the Fire and Rescue Plan.

LEGAL IMPLICATIONS

16. None.

HEALTH & SAFETY IMPLICATIONS

17. None

Priority: Prevention, protection and response

Our objective: We will plan and provide effective and efficient prevention, protection and response activities, so the public continue to have trust and confidence in us.

We will:

- Help all of our communities, both urban and rural, to stay safe
- Use local information effectively to determine risk and identify effective prevention, protection and response activity
- Continue to play a leadership role in local emergency planning and provide a resilient service for the public
- Ensure an effective, co-ordinated response to major emergencies and incidents
- Educate and inform young people, so they live safe lives
- Work closely with developers, building control professionals, building owners, businesses and planning teams to identify and reduce risk
- Ensure we have a systematic, transparent, well targeted and effective fire safety inspection regime
- Ensure we deliver effective flood prevention and other specialist response services

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Key lines of enquiry:

What is our involvement in the Local Resilience Forum, what meetings do we attend, how regularly, and what role do we have?
Do we identify the risks from the LRF and include these in our own risk register, including the risk of a marauding terrorist attack?
What involvement do we have with JESIP? How do we embed JESIP guidelines in our work?
How do we embed National Operational Guidance on major emergencies in our own guidance and training?
What arrangements do we have in place for cross-border exercises with other FRS's and multi-agency exercises with other emergency services?
Has it been demonstrated that the FRSs are interoperable in the event of a cross-border response?
How do we learn from operational incidents and feed this back into operational learning?
What business continuity arrangements do we have and are they tested and secure?
Are there established arrangements to supplement resources in the event of extraordinary need?
Have we established site-specific response plans for high risk premises?
How do we work with developers, building control professionals, building owners, businesses and planning teams to identify and reduce risk?
How do we benchmark with other services?

Do we have a systematic, transparent, well targeted and effective fire safety inspection regime?
What arrangements do we have to engage with developers in Essex and nationally?
What arrangements do we have in place to engage on a formal basis with local authority building control and Approved Inspectors?
What arrangements do we have in place to engage on a formal basis with local authority development control, and what arrangements to we have in place to consider and contribute to local development plans?
How is our targeted fire safety inspection regime formulated, who undertakes the inspections and what is our enforcement policy?
Is the inspection undertaken systematic, consistent and robust?
Do we collect and store risk information systematically and accurately?
Are we able to benchmark our inspection and enforcement activity with other fire and rescue authorities? Do we engage with other enforcement agencies to share information and work jointly where appropriate?
How well do we work with businesses to share information and expectations on compliance with the fire safety regulations?
What resources do we devote to this activity?

Priority: Improve safety on our roads

Our objective: Reduce the personal, social and economic impact of road traffic incidents

Working through the Safer Essex Roads Partnership, we will:

- Work to reduce the number of people killed or seriously injured on our roads through the multi-agency Safer Essex Roads Partnership on enforcement, engagement and education
- Support and grow volunteer groups, such as Community Speed Watch
- Minimise the impact of road collisions by ensuring an efficient response to protect property and preserve life
- Continue to work with at-risk groups to educate and promote safety on our roads
- Work with our partners to minimise the social and economic impact of road collisions by getting traffic moving again quickly

Key Lines of Enquiry:

How does the Safer Essex Roads Partnership work – what are its objectives and targets and how does it set them?
What work do we undertake on reducing accidents on the roads, and how do we assess its impact?
How do we collaborate with other members of the Safer Essex Roads Partnership, and how do we collectively plan and deliver our activity?
What is our engagement with volunteer groups and how do we actively support them?
What are the 'at-risk' groups and how do we identify them?
How do we evaluate the success of these policies?
How do we work with others to get roads moving quickly again – do we have the right equipment and operational procedures to do this?
How do we benchmark performance in this area with other services?

Priority: Help the vulnerable to stay safe

Our Objective: To help vulnerable people to stay safer in Essex

Working with our partners, we will:

- Identify the vulnerable and signpost them to appropriate services
- Work directly with vulnerable people to help them to keep themselves safe
- Share data and information with partners to support vulnerable people
- Use our trusted reputation within communities and with the people of Essex to engage with vulnerable and harder to reach people

Key Lines of Enquiry:

How do we define and identify the vulnerable, and what services do we signpost them to?
In what circumstances do we work directly with vulnerable people, and what actions do we take to support them?
Who are our partners, and how do we communicate with them formally and informally?
What data sharing arrangements do we have in place with our partners, and how effective are they? How do we use this information to build the risk profile?
How well do we protect the vulnerable at incidents?
How do we define hard to reach communities, and what is our strategy for reaching out to them?
To what extent is preventative activity, including educational visits, focused on those most at risk?
How do we benchmark our performance with other services?

Priority: Promote a positive culture in the workplace

Our objective: To have a safe and diverse workforce who we enable to perform well in a supportive culture underpinned by excellent training

Develop and deliver a People Strategy to:

- Continuously improve the diversity of the workforce to ensure it represents the community at large
- Ensure strong, effective leadership is in place
- Set out the routes available in terms of recruitment, retention and progress
- Promote flexible working, including mixed crewing
- Develop a new training programme and extend training opportunities so that all our staff have the skills and training they need and remain safe in their work
- Ensure a safe workforce, support health, safety and well-being
- Tackle bullying and discrimination
- Ensure up-to-date information is available in the right place, at the right time and in the right format
- Ensure a fair and accessible whistle blowing and grievance policy
- Ensure a succession policy is in place

Develop and deliver a cultural change programme that embeds our values and behaviours through:

- Recognition
- Communication
- Continuous improvement
- Developing manager self-awareness
- Recognising the benefits of reflecting the diversity of the communities we serve

As a service we will:

- Ensure the Service is efficiently staffed
- Recognise the value of on-call fire-fighters and improve recruitment and retention
- Explore opportunities, such as a direct entry scheme or internal development, to address recruitment challenges in specific areas of the Service, while ensuring our staff have the right operational skills and competencies
- Encourage support staff to develop and progress
- Involve, consult and inform our staff so they understand how they can contribute to our Service

Key Lines of Enquiry:

What strategy do we have in place to improve diversity in the workplace?
What leadership strategy do we have? What leadership development programmes do we have in place or utilise?
What routes do we have for recruitment, retention and progress? How do we evaluate their effectiveness?

What is our flexible working policy and how effective is it? Is mixed crewing undertaken?

How is the new training programme being developed and implemented? What are the key milestones and resources required?

To what extent does our operational policy reflect national operational guidance?

How do we manage individual training – how is it recorded and kept up to date?

Who is responsible and accountable for oversight of training in the line?

How do we ensure employees health and safety – what policies are in place?

How well do we understand the wellbeing of our staff?

What policies and arrangements do we have for tackling bullying and discrimination?

What whistleblowing and grievance policies are in place, and are they effective?

What is our succession policy?

What policies do we have in place to deliver recognition, communication, continuous improvement, manager self-awareness, recognising the benefits of diversity?

How do we ensure the service is efficiently staffed with the right people in the right place?

What are our policies towards on-call – and are they working effectively?

What new opportunities are we exploring – such as direct entry – and within what timescales?

What support is offered to staff for progression?

How are staff involved, consulted and informed, and how are they encouraged to contribute to the Service's development?

How does the Service ensure the appropriate level of command at incidents?

What arrangements do we have in place for those with protected characteristics?

How well do we manage and develop the individual performance of staff?

How do we benchmark with other services?

Priority: Develop and broaden the roles and range of activities undertaken by the Service

Our objective: To save lives, prevent harm and protect our communities by developing and broadening our roles and partnerships

Working with our people and representative bodies, we will:

- Agree the scope of activities to deliver on the Local Government Association's Fire Vision 2024
- Use our skills as a fire and rescue service to enhance health and community safety, while retaining and improving existing capabilities in fire and rescue

We aim to build on the expertise of the fire and rescue service to:

- Improve performance by using technology better to coordinate our response with other emergency services
- Ensure staff are properly trained, equipped and supported in any new activities they undertake

- Extend our involvement into additional areas of community safety, where this offers improved value to the public, helping to keep people safe and extending how we rescue people

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Key lines of enquiry:

What aspects of the role maps for Grey Book staff are currently not being undertaken by firefighters?
Where can the fire and rescue service expand its role to assist other emergency services, both inside and outside the role map?
In the event of no national agreement being reached on these changes, how would we seek to take forward this aspect of the Fire and Rescue Plan?
What technology do we need to invest in to better co-ordinate our response with other emergency services?
What new areas of community safety have been identified that we might get involved in?
How do we benchmark with other services?

Priority: Be Transparent, open and accessible

Our Objective: Communities are involved, engaged and consulted in the services they receive

We will:

- Strengthen our community links to enable communities to hold us to account for our performance
- Involve our communities in our planning of the services we provide
- Provide easily accessible information about our service
- Build stronger awareness of what we do and the range of activities we deliver
- Develop stronger networks with local partners and businesses

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Key lines of enquiry:

What is our strategy to develop community links at the national, county, command and station level?
What is our community engagement strategy?
What is our strategy in terms of providing accessible information – including improvements to the website, social media, printed materials, and how will we use these to promote stronger awareness of what we do?
Have we identified our key partners, and what is our strategy to build networks with them?
How well do we communicate with the public over incidents?
How well do we work with key partners to reduce unwanted fire signals?
How do we measure community awareness and satisfaction?
How do we benchmark with other services?

Priority: Collaborate with our partners

Our Objective: We will work together with our partners to provide a more efficient and effective service for the public.

Working with our partners in Essex Police, we will progress the Local Business Case, including:

- Continuously improve the diversity of the workforce to ensure it represents the community at large
- Sharing services
- Joint procurement
- Shared use of estates
- Operational collaboration, including in the
- control rooms
- Joint continuous development
- Joint fleet services
- Joint provision of appropriate specialist
- capabilities
- Shared ICT platforms
- A co-ordinated approach to remote communities
- Aligning and co-ordinating community safety activity
- Work together with Essex Police and the East of England Ambulance Service to explore and develop further opportunities to collaborate
- Continue the good practice on the implementation and application of Joint Emergency Services Interoperability Principles (JESIP)

Working with our partners in Essex, we will:

- Contribute to an effective Essex Resilience Forum
- Make more effective use of our estate, sharing and rationalising with our partners
- Co-ordinate our safety activity messages

Working with our Fire and Rescue Service partners, we will:

- Enable effective national and international mobilisation
- Explore and develop further opportunities to collaborate
- Work with the National Fire Chief's Council and other bodies to share and implement best practice

Key Lines of Enquiry:

Is the Local Business Case being achieved?
What barriers are there to success?
Are there other collaboration opportunities that should be explored?
What is our engagement with the NFCC – how is it reported?
What is our engagement with other national bodies?

How is national and local good practice captured and reported?
How well do we exchange collaboration learning with other FRSs, including learning from operational incidents?
How well do we work with others to tackle fire setting behaviour and support the prosecution of arsonists?
How do we benchmark with other FRAs?

Priority: Make Best Use of Our Resources

Our Objective: We will improve the safety of the people of Essex by making best use of our resources and ensuring value for money.

We will:

- Use our resources to help the people of Essex to stay safe and mitigate the changing risks they face, in line with the priorities in this plan
- Plan the deployment of resources based on strategic priorities, evidenced need, articulated benefits and measurable outcomes
- Benchmark our performance with other fire and rescue services and leading public and private sector bodies to improve our own performance
- Ensure our investment in prevention work has measurable targets and achieves agreed outcomes
- Use new technology and business processes to improve service efficiency
- Ensure there is an effective risk management process in place

Key Lines of Enquiry:

How do we benchmark our performance against other services, including financial performance?
How both as part of, and outside of, the IRMP process, do we allocate resources?
How do we evaluate our community protection and prevention programmes?
How do we manage staff vacancies?
What is our strategy to introduce technology into the service, and how do we benchmark our performance against this?
What is our risk management strategy and how effective is it?
How do we allocate resources between preventative, protective and response activity?
Do we have the capacity and capability to achieve both change and operational performance?
How well do we make sure that the workforce's time is productive, making use of a flexible workforce and flexible working patterns?
How do we assess and respond to our financial risks?
Do we demonstrate sound financial management through benchmarking, contract renegotiations and joint procurement?
Do our fleet and property strategies change to meet current and future service provisions?

Do we use our reserves do promote efficiency, innovation and new ways of working?
Have we considered and exploited external funding opportunities or options for generating income?