

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

Meeting	ECFRS Performance and Resources Board	Agenda Item	
Meeting Date	November 2020	Report Number	
Report Author:	Jo Thornicroft, Head of Performance and Scrutiny (fire) - PFCC		
Presented By	Jo Thornicroft, Head of Performance and Scrutiny (fire) - PFCC		
Subject	Performance Deep Dives: Proposed Methodology		
Type of Report:	Discussion		

RECOMMENDATIONS

1. Members of the Board are asked to consider the proposed methodology for undertaking a programme of deep dives against the Commissioner's priorities set out in the Fire and Rescue Plan 2019-24.

BACKGROUND

2. The Fire and Rescue Plan sets out the strategic vision, priorities and objectives of the 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 a coherent structure to enable the Commissioner to assess and review Service performance.
3. The Plan offers the opportunity to look more closely at each priority area to assess plans, direction of travel and if there are any barriers to progress. This is called 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 proposed methodology has been developed using the key elements of the Fire and Rescue Plan. If this is agreed it will provide a clearer steer for those providing information for the deep dives and for those taking part.
5. Appendices 1 and 2 set out the priorities in the Fire and Rescue Plan, and the draft methodology. Once these have been agreed a timetable for the Deep Dives can be prepared.

FORMAT OF DEEP DIVES

6. The priorities and measures from the Fire and Rescue Plan 2019-2024 will form the basis of the deep dive programme with one deep dive per month. This allows for an additional four deep dives per year to be selected by either the Service or the PFCC as issues arise.
7. A wider group than the normal Performance and Resources Board will be assembled for each deep dive which will take 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.
8. The information detailed in appendix 1 will be provided 7 days prior to the deep dive to provide background information and context. Section 2 information will be provided by the Performance and Data team. Information for sections 1 and 3 will be provided by whoever has overall ownership for that area. These will provide the basis for on-going discussion and scrutiny together with the 'we wills' and measures as identified in the Fire & Rescue Plan 2019-24 against the priorities in appendix 2.
9. Minutes from the deep dives will be approved at the Performance and Resource Board where actions arising will also be monitored and managed
10. A deep dive on Technical Fire Safety took place in November triggered by the recent HMICFRS Inspection. It is proposed that the next deep dive takes place in January to allow time for Christmas and timetabling

BENEFITS AND RISK IMPLICATIONS

11. Focusing on the priorities as outlined in the Fire & Rescue Plan 2019-24 will ensure the deep dives remain strategic. Allowing space for 4 additional deep dives as proposed by the Service or by the PFCC will ensure emerging issues are captured.

FINANCIAL IMPLICATIONS

12. None.

EQUALITY AND DIVERSITY IMPLICATIONS

13. None

WORKFORCE ENGAGEMENT

14. The workforce was engaged in the preparation of the Fire and Rescue Plan.

LEGAL IMPLICATIONS

15. None.

HEALTH & SAFETY IMPLICATIONS

16. None

Appendix 1

Information to be provided prior to the deep dive:

1.0 Current Work

- 1.1 Key initiatives and activities that are delivering the 'we wills'
- 1.2 Resources aligned to this priority (budget, staff numbers etc.)
- 1.3 Value added/impact seen by the public

2.0 Performance

- 2.1 Performance metrics relating to this area
- 2.2 Benchmarking information where available

3.0 Future Work/Development

- 3.1 What is new or on the horizon in this area?
- 3.2 What has changed?
- 3.3 What does the Service have planned to address this?
- 3.4 Is there a resource implication?
- 3.5 What does good look like?
- 3.6 What is the impact that may be seen by the public?

Appendix 2

Priorities with measures and 'we wills' to provide basis for scrutiny and round table discussion

Priority	Measures
Prevention, protection and response	<ul style="list-style-type: none"> • Reduction of injuries and fatalities • Reduction of economic impact
We Will: <ul style="list-style-type: none"> • 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 	

Priority	Measures
Improve safety on our roads	<ul style="list-style-type: none"> • Reduction in the number of people killed or seriously injured on Essex roads
We Will: <ul style="list-style-type: none"> • 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 	

Priority	Measures
<p>Help the vulnerable to stay safe</p>	<ul style="list-style-type: none"> • People who receive an intervention feel safer and less at risk • Reduction in incidents involving vulnerable groups in Essex
<p>We Will:</p> <ul style="list-style-type: none"> • 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 	

Priority	Measures
<p>Promote a positive culture in the workplace</p>	<ul style="list-style-type: none"> • Increase in staff confidence • Improved workforce diversity • Compliance with the Service Training and Development Plan
<p>We will:</p> <ul style="list-style-type: none"> • Develop and deliver a People Strategy to: <ul style="list-style-type: none"> ➢ 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: <ul style="list-style-type: none"> ➢ 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: <ul style="list-style-type: none"> ➢ 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 	

Priority	Measures
Develop and broaden the roles and range of activities undertaken by the Service	<ul style="list-style-type: none"> • Broader range of prevention, protection and response activity undertaken by operational staff
<p>Working with our people and representative bodies, we will:</p> <ul style="list-style-type: none"> • 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 <p>We aim to build on the expertise of the fire and rescue service to:</p> <ul style="list-style-type: none"> • 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 	

Priority	Measures
Be transparent, open and accessible	<ul style="list-style-type: none"> • Partner satisfaction with engagement • Public trust and confidence increased
<p>We will:</p> <ul style="list-style-type: none"> • 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 	

Priority	Measures
Collaborate with our partners	<ul style="list-style-type: none"> • Progress made against the PFCC Joint Governance Local Business Case for Police and Fire and Rescue in Essex
<p>Working with our partners in Essex Police, we will progress the Local Business Case, including:</p> <ul style="list-style-type: none"> • 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) <p>Working with our partners in Essex, we will:</p> <ul style="list-style-type: none"> • 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 <p>Working with our Fire and Rescue Service partners, we will:</p> <ul style="list-style-type: none"> • 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 	

Priority	Measures
Make best use of our resources	<ul style="list-style-type: none"> • HMICFRS Performance Rating • Cost of service per resident • Reduction in number of false alarms
<p>We will:</p> <ul style="list-style-type: none"> • 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 	

Absenteeism, Unpaid Leave/Special Leave and Annual Leave Policy

Safeguarding

HR Case Management and Performance Management

Emerging issues/priorities raised by PFCC or ECFRS