

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



<b>Meeting</b>	<b>Service Leadership Team</b>	<b>Agenda Item</b>	6k
	<b>Performance &amp; Resources</b>		13
<b>Meeting Date</b>	9 June 2020		
	<b>29 June 2020</b>		
<b>Report Author:</b>	AM Fenwick		
<b>Presented By:</b>	ACFO Moira Bruin, Director of Operations		
<b>Subject:</b>	Community Safety Partnership (CSP) action plan		
<b>Type of Report:</b>	Information		

**RECOMMENDATIONS**

This report is for information only.

**PURPOSE OF REPORT**

The CSP enables a partnership of statutory and non-statutory partners to gain a clearer perspective of issues and resolutions within a district. It gives the partnership oversight of the broader picture and in some cases, it offers leadership and co-ordinated response to issues such as the ageing population and infrastructure. At the beginning of 2019 the Service adopted a different approach to facilitating the CSP, in which Station Managers would attend one of the thirteen CSP meetings for their respective station locality. To date in some areas this has worked, but in the main the Service is not fulfilling its potential from the meetings.

The intention of this paper is to inform you of the developing action plan to improve and develop working arrangements and practices within the Community Safety Partnerships.

**BACKGROUND**

The Essex Police, Fire and Crime Commissioner Fire & Rescue Authority's Mission is to make Essex a safe place to live, work and travel. Our prevention activities are fundamentally important to pursuing that Mission.

Prevention and Community Safety are closely linked to other organisations and strategic approaches within the community, such as Community Safety Partnerships. The Anti-

Social Behaviour, Crime and Policing Act 2014, which came into effect on 20 October 2014, requires statutory agencies such as Local Authorities, Fire and Rescue Services and the Police, to work together to reduce crime and vulnerability within Districts. Community safety offers a wider approach to tackling crime and disorder by encompassing not just criminal activities but also taking account of social and environmental influences. As well as traditional crime prevention and reduction activities, community safety includes addressing quality of life issues which are not necessarily criminal.

Vulnerability is an increasingly recognised issue in our work. There is clear local, regional and national research that shows some groups are more at risk than others. With a push for station-based personnel to become more involved in Prevention activity it is important that their managers can understand the localised risk and be able to work with partners to mitigate this risk. CSP are the ideal platform to raise these concerns and utilise a whole system approach to resolving a range of community and individual concerns.

The attached action plan highlights opportunities and the actions to culturally change the Services approach to partnership engagement at a local and County level, reflecting the desire of the service to work with others to make Essex a better place to live, work and travel.

#### **FINANCIAL IMPLICATIONS**

None identified at this stage.

#### **EQUALITY AND DIVERSITY IMPLICATIONS**

None identified at this stage.

#### **WORKFORCE ENGAGEMENT**

The attached plan focuses on workforce engagement, which will be developed at a later stage.

#### **LEGAL IMPLICATIONS**

The Anti-Social Behaviour, Crime and Policing Act 2014 places statutory responsibilities upon Fire and Rescue Services to attend and contribute to their local Community Safety Partnerships.

#### **HEALTH AND SAFETY IMPLICATIONS**

None identified at this stage

Work stream	Timeframe	High level actions that will support the cultural change	Work stream lead
<b>Establish the need / understand the issues</b>	Q3	<ul style="list-style-type: none"> <li>• Undertake a 360-feedback study with each CSP manager and the attending partners.</li> <li>• Understand the blockers to a positive and productive attendance at the CSP and implement resolutions to mitigate these.</li> <li>• Work with CSP managers to offer clear expectations of the role of the fire service and explore opportunities where the fire service can contribute to the CSP Annual Plan and Strategy.</li> </ul>	TBC
<b>Building relationships</b>	Q3 – Q4 +	<ul style="list-style-type: none"> <li>• Where necessary utilise established contacts to make introductions and develop supportive networks.</li> <li>• Develop an awareness for managers of the ‘whole system approach’ and the ethos surrounding it.</li> <li>• Work closely with our partners to demonstrate the Services commitment to engaging with our partners.</li> <li>• Improve communication channels and broaden the tributaries to other areas of the Service.</li> <li>• Develop and maximise opportunities for the Service’s involvement within partnership activity.</li> <li>• Include performance data at Safer Essex board meeting</li> </ul>	TBC
<b>Be clear on our expectations</b>	Q3	<ul style="list-style-type: none"> <li>• Be honest about the limitations that the service faces with regards to some elements of engagement.</li> <li>• Promote the Operational and Community Risk within the district and how the CSP can support the Service to reduce this Risk.</li> <li>• Inform the Services partners of our current engagement activities, their regularity and future plans.</li> <li>• Brief our managers on the Service’s expectancy of engaging with the CSP’s and the statutory requirement for representation, the holistic approach to improving the engagement and how it will be measured.</li> </ul>	TBC

<p><b>Our support and development package for managers</b></p>	<p>Q3 – Q4</p>	<ul style="list-style-type: none"> <li>• Drive progressive development by developing tools and methodologies to enable conversations and positive outcomes.</li> <li>• Refresh the training for managers and include the input from partner agencies and the OPFCC.</li> <li>• Ensure that all new middle managers undertake this training so that they are enabled to undertake the outward facing partnership elements of their role map.</li> <li>• Put in place development pathways to improve the political awareness of individuals.</li> <li>• Make managers aware of the Services ‘products’ and give them an understanding as to how they can be utilised within their engagement activities.</li> <li>• Explore the use of partnerships for development and innovation e.g. Secondments.</li> <li>• Drive the Service’s risk profiling and utilise partnership data to underpin the development of Group and Station Community Risk Plans.</li> <li>• Understand that although this is a statutory responsibility and within the role map of managers, this a cultural change that will take time to build its foundations. Where possible link this workstream to other cultural change programmes within the service e.g. The People Strategy.</li> <li>• Provide clear data and analytics to support attendance at HUBS</li> </ul>	<p>TBC</p>
<p><b>Our product and having the confidence to share it</b></p>	<p>Q4</p>	<ul style="list-style-type: none"> <li>• Station Managers to ensure station Open Days can attract a diverse range of people from the community and offer members of the CSP to attend.</li> <li>• Utilise the services data and intelligence to support the reduction of vulnerability within the community.</li> <li>• Implement a programme of holistic community engagement in order to maximise the benefits to the Community and the Service.</li> <li>• Consistently share Prevention, Protection and recruitment messages</li> </ul>	<p>TBC</p>

		<p>when engaging with the CSP's to utilise their networks to support the Services engagement with minority communities and at-risk groups.</p> <ul style="list-style-type: none"> <li>• Confirm to attending managers the referral pathways for safeguarding and Safe and Well visits.</li> <li>• Put in place two-way mechanisms to promote the services youth engagement programmes (Firebreak, Young Fire setters, Cadets, Education Team) and accept referrals for these activities.</li> <li>• Work with CSP's to deliver targeted activities within their districts through Safe Well and Secure events.</li> <li>• Raise the profile of our people and places that are available to support the objectives of the CSP (Personnel, Operational and Community Risk Teams, fire stations)</li> <li>• Ensure that managers are confident to be able to signpost all areas of the service to support the CSP's objectives, which should include our relevant staff groups e.g. Inclusion and Diversity Action Group.</li> <li>• Report on performance as part of Safer Essex to demonstrate the benefits of the interaction.</li> </ul>	
<b>Communication</b>	Q3 – Q4	<ul style="list-style-type: none"> <li>• Form a peer group for managers attending partnership meetings to share best practice, promote networking and review how we communicate our achievements</li> <li>• Explore how the Services social media channels for internal and external engagement so that it can promote the activities and achievements of the CSP.</li> <li>• Develop a manager reporting toolkit to better equip managers with the information to communicate with their respective CSP.</li> <li>• Promote the whole system approach within the service, how we work with partners to reduce vulnerability and collaborate to reduce the pressures on the service. Raise awareness of how the Service sits within the system and the benefits of this.</li> </ul>	TBC

		<ul style="list-style-type: none"> <li>Deliver a networking event to promote the Service, broaden networking opportunities for Middle Managers and raise awareness of the workstreams within CSP. Promote how the Service and CSP can progress to influencing policy within the central function and community engagement / delivery respectively.</li> </ul>	
<b>Establish the measures and reporting</b>	Q3 – Q4	<p><b>To be developed:</b></p> <ul style="list-style-type: none"> <li>Utilise the Note for Case process.</li> <li>Reporting via established channels e.g. Home Safety Team.</li> <li>Staff team to co-ordinate the CSP meeting attendance in advance.</li> <li>360 feedback and reporting</li> <li>Managers need to take accountability</li> <li>Link to safer Essex for performance metrics</li> </ul>	TBC
<b>Continual improvement and future engagement</b>	Q4 +	<p><b>To be developed:</b></p> <ul style="list-style-type: none"> <li>Share the vision and expectancy through the managers briefing sessions</li> <li>Create success stories to share</li> <li>Recognise good examples of CSP engagement</li> <li>Include partnership / political within the Talent Pools</li> <li>Create a Station Manager induction to include partnership elements.</li> <li>Highlight local political awareness as a key element in our recruitment and development processes.</li> <li>Report on progress and performance in our performance reporting with scrutiny at CIB.</li> </ul>	TBC