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

**Essex County Fire & Rescue Service** 



Meeting	Performance & Resources Board	Agenda Item	10	
Meeting Date	27 October 2021			
Report Author:	Leanne Little, Performance and Data			
Presented By	Moira Bruin, Director of Operations			
Subject	Analysis of Performance against ECFRS' Response Standards			
Type of Report:	Information			
Action Point No.	29/21	For Publication	Yes	

#### **RECOMMENDATIONS**

That the Board note the contents of the report. To facilitate enhanced understanding of the use of data for future reporting it is recommended that the Board set up a meeting with the Area Manager Response and the Performance and Data team.

### **EXECUTIVE SUMMARY**

This paper outlines the key findings from analysis on ECFRS' performance against our response standards conducted by the consultancy company, Process Evolution in 2020. This analysis has identified the Service's core stations that align with the new response strategy.

Key internal stakeholders are in discussion about how to effectively visualise performance-related information for Response within the new performance management capability following the publication of the strategy. This paper and the appendix are a response to P&R action point listed above.

#### **BACKGROUND**

## Consultancy-based Analysis of Performance against Response Standards

ECFRS commissioned Process Evolution in summer of 2020/21 to provide analytical and modelling support to its 2020 Integrated Risk Management Planning process.

Process Evolution delivered two products:

- 1. A baseline report that covered current response demand, resource availability and response performance.
- 2. A location optimisation report that identified optimal locations for resources and their relative priority also known as a degradation list.

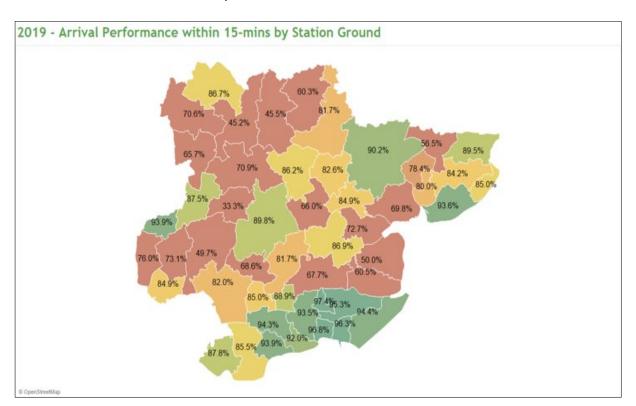
The baseline report contained analysis of ECFRS performance against its two response standards at a lower geographic level:

- 1. Percentage of incidents attended within 15 minutes on 90% of occasions from the time we receive a call.
- 2. To get our first attendance to a potentially life-threatening incidents within 10 minutes (on average).

The incident dataset for the analysis covered 2019, with comparison to 2018. Extracts from this report are included below to show performance at a Lower Super Output Area (LSOA) level. It should be noted that ECFRS' currently reports performance of these response standards at Service-wide level only.

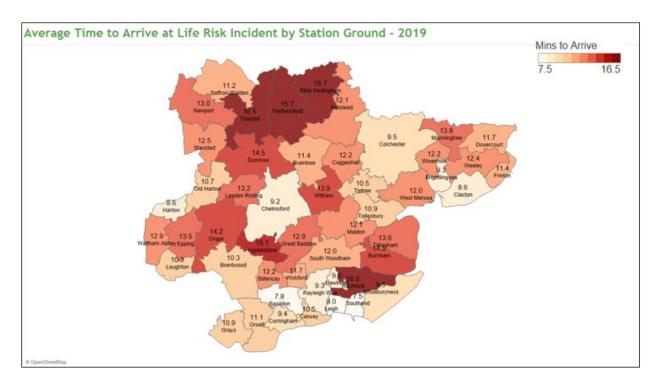
## Percentage of incidents attended within 15 minutes on 90% of occasions from the time we receive a call.

The map below shows the 2019 performance by station ground for the first arriving ECFRS appliance for this response standard. The red areas were station grounds with performance substantially below the target of 90%. The map shows that there are sizeable differences in performance with strong performance in the South of ECFRS' service area and much lower performance in the North West.

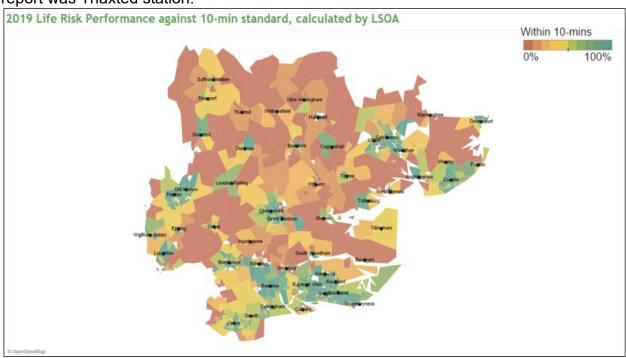


# First attendance to a potentially life-threatening incidents within 10 minutes (on average).

The map below shows the 2019 performance by station ground for the average response time of first attending appliance to potentially life-threatening incidents. The dark red areas on the map indicate higher average response times. It shows that there were higher average response times in the North as well as in the station grounds of Ingatestone and Rochford. It was noted that some Wholetime stations were averaging more than 10 minutes in attendance to potentially life-threatening incidents, which was attributed to a mix of high mobilisation and long average travel times.



Furthermore, it was hypothesised by Process Evolution that the performance against this response standard would be better if incidents occurred geographically closer to stations. The map below shows the proportion of potentially life-threatening incidents that were attended within 10 minutes, calculated by LSOA. It clearly shows that performance in LSOAs closer to station were overall better, as depicted by the areas coloured in blue. However, it was identified that were some exceptions particularly around On-Call stations with low levels of availability. An example highlighted in the report was Thaxted station.



This analysis alongside others within Process Evolution's products have been used to identify core stations that are aligned to the Service's new response strategy where the latter was approved in June 2021.

#### **OPTIONS AND ANALYSIS**

The Performance & Data department have consulted with the new Head of Response to address our technical capability on reporting performance for all response standards including coverage reporting for core stations.

The aim of these meetings is to identify the reporting metrics that will enable the service to monitor, at a station level, the services continuous work to achieve our attendance standards. Once agreed, this will initially be incorporated into internal performance management dashboards, which form part of the Service's new performance management capability that uses Microsoft's Power BI.

Following these targets will be identified for the metrics and proposed to the OPFCC as part of the 2022-23 target setting paper, for adoption into our performance reporting for 2022-23.

#### **RISKS AND MITIGATIONS**

As this paper is a response to a specific question regarding presentation of data and future reporting, there are no directly linked or associated risks.

#### LINKS TO FIRE AND RESCUE PLAN

This activity links to a number of areas of the Fire and Rescue plan, including:

#### Make best use of our resources

- 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.
- Use new technology and business processes to improve service efficiency.

#### FINANCIAL IMPLICATIONS

None associated with this report

#### LEGAL IMPLICATIONS

None directly linked to this report.

#### STAFFING IMPLICATIONS

None associated with this report

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

We have considered whether individuals with protected characteristics will be disadvantaged as a consequence of the actions being taken. Due regard has also been given to whether there is impact on each of the following protected groups as defined within the Equality Act 2010:

Race	N	Religion or belief	N
Sex	N	Gender reassignment	N
Age	N	Pregnancy & maternity	N
Disability	N	Marriage and Civil Partnership	N
Sexual orientation	N		

## **HEALTH AND SAFETY IMPLICATIONS**

None associated with this report.

#### CONSULTATION AND ENGAGEMENT

Consultation regarding the Integrated Risk Management Plan was undertaken both internally and externally and included all rep bodies. The Response Strategy was similarly undertaken with internal colleagues and rep bodies as part of the development process. Discussions concerning the data to be utilised within the reporting process will not be consulted on but the reports will be available for all stakeholders.

## **FUTURE PLANS**

This paper has been produced in response to a specific Board action point. There are plans in train to update the reporting produced on a Monthly and Quarterly basis as discussed separately at the Board.

## LIST OF BACKGROUND PAPERS AND APPENDICES

Appendix 1: Process Evolution baseline report