

Meeting	ECFRS Performance and Resources Board	Agenda Item	12
Meeting Date	January 2022	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: 2021/22		
Type of Report:	Information		

RECOMMENDATIONS

1. Members of the Board are asked to note the deep dives on Operational Debriefs and Community Safety Plans, and the Action Log.

BACKGROUND

2. A programme of Deep Dives was agreed at Performance and Resources Board on 28th June 2021. These commenced in November 2021 due to rescheduling for the HMICFRS inspection.
3. It was agreed that feedback would be provided to the Performance and Resources Board following each deep dive and the action log would be presented.

OPTIONS AND ANALYSIS

4. On the 17th November we held a deep dive on Operational Debriefs. The summary notes are provided in Appendix 2
5. On the 17th January 2022 he held a deep dive on Community Safety Plans. The summary notes are provided in Appendix 3
6. The deep dives generated three actions which are detailed in Appendix 4. Action 1/21 was closed in the period.

BENEFITS AND RISK IMPLICATIONS

7. The Deep Dive process supports the Commissioner's scrutiny function. By aligning the deep dives to the Annual Plan, the process enables assurance of the translation of the Fire and Rescue Plan, through the IMRP to the Annual Plan.

FINANCIAL IMPLICATIONS

8. None.

EQUALITY AND DIVERSITY IMPLICATIONS

9. None

WORKFORCE ENGAGEMENT

10. The workforce was engaged in the preparation of the Annual Plan.

LEGAL IMPLICATIONS

11. None.

HEALTH & SAFETY IMPLICATIONS

12. None

Appendix 1 – Operational Debriefs

Notes on Deep Dive

17th November 2021

Present

Jane Gardner	David Reid
Pippa Brent-Isherwood	Danny Bruin
Janet Perry	Craig McLellan
Jo Thornicroft	

Introduction

The Operational Assurance departments debriefing of response activities links to the PFCC's Fire and Rescue Plan through

- Enhance prevention, protection, and response
- Promote a positive culture in the workplace
- Collaborate with our partners
- Be transparent, open, and accessible
- Make best use of our resources

Current Work

Hot Debriefs

The department have recently aligned the information captured within the hot debrief form to the good practice guide and have created a MS Forms template to assist in the collation and reportability of the information and data. This has also enabled the ability for anyone who attends an incident to highlight and submit operational learning rather than it being restricted to the Officer in Charge.

Tactical Debriefs

The tactical debrief process was recently changed, placing the responsibility back to Station Managers to ensure completion of all reports following an incident requiring a tactical debrief.

A new debrief policy has been developed, and as part of the ongoing review have identified further improvements that can be made, therefore the consultation on this document remains ongoing in order to reflect the proposed new revised process.

The manual form that captured the debrief process has been replaced through MS Forms. This will be replaced by the Debrief Dashboard and PowerApps that are being developed.

Strategic/Formal Debriefs

Where the need for strategic are identified, a formal debrief meeting will be held to capture learning points from the key decision makers, other agencies, and any other relevant parties. It will also consider and discuss the learning identified through both hot and tactical debrief submissions before being written up into a formal debrief report. The Operational Assurance department can now facilitate formal debriefs using the national college of policing (NCOP) debriefing model.

Ongoing Development

The operational Assurance team are continuing to develop a smarter debrief process through the use of Power Apps and associated dashboards to improve the efficiency and effectiveness of operational learning from both operational incidents and training environments. They are aiming to have the new process developed and tested by the end of 2021 for go live in January 2022 (Q4). This will improve the ability to identify learning and carry out trend analysis against a multitude of specific criteria which will in turn improve the ability to report back internally across the service and externally through NOL and JOL.

The dashboard will give the service a single portal for debriefs which will interact with performance and data dashboards, training planners and station management dashboards to enable accurate and timely data to be linked to the learning both in and out of the service.

Whilst accidents and near misses are reported on OSHENS, there are regular meetings between Ops Assurance and H&S to capture any learning relating to operations.

Performance

Station Audits are currently used to provide assurance of any learning from the debrief process. The use of Power Apps will support this through the analytics side.

The most recent HMICFRS informal feedback has been that *“A new debrief policy has been introduced this year. Those debriefs we reviewed met the requirements of the policy. Staff told us hot debriefs are regularly undertaken after incidents”*. This goes some way in providing assurance that the new policy and processes are addressing those issues found in the 2019 inspection. There is a recognition that there is further to go but there is evidence of a good grip of what is required and how that may be achieved.

Future Work

Actions and Outcomes from Operational Learning

In order to drive improvement and to communicate and share good practice from all debriefs the Operational Assurance team will continue to;

- report all findings to the relevant Command Group and Station Managers
- Work with the following departments through the Operational Assurance group (OAG) to deliver and action improvements
 - H&S
 - Emergency Planning
 - Operational Training
 - Ops policy
 - Area Commands
 - Control
 - Technical services
 - Operational Risk
 - ICT
- Develop and deliver a new debrief reporting process/system to improve
 - Effectiveness and efficiency of operational learning
 - Our ability to deliver timely and accurate reports
 - Our ability to communicate outcomes both internally and externally

There are 4 vacancies currently being recruited to, to support the rollout of the new reporting software. The most significant development over the next 6 months is the

development of Power Apps as this will cascade learning and support a culture of engagement and learning

Appendix 2 – Community Safety Plans

Notes on Deep Dive

17th January 2022

Present

Jane Gardner	Jim Palmer
Jo Thornicroft	Chris Parker

Introduction

This activity links into the PFCC's Fire and Rescue Plan through

- Enhance prevention, protection, and response
- Collaborate with our partners
- Be transparent, open, and accessible
- Make best use of our resources

Current Work

The first iteration of the Group Operational and Community Risk plans was completed in July 2021. These plans are active documents which are owned by the Group Managers and can be updated as new risks are identified by the Operational and Community Risk Team.

The Plans are structured to cover the subjects of Work, Living, Travel and Environment

The plans are shared with external partners within the CSPs and Community Safety Hubs to raise awareness of the target groups that ECFRS aim to engage with and support the development of joint risk reduction initiatives. Engagement with CSPs has been standardised to ensure that all groups are aware of what ECFRS can offer.

The risk plans consider the following:

- Acknowledged that our understanding of the different areas of risk must be in the best interests of the community and the service.
- Utilised data from the Strategic Assessment of Risk, the Joint Strategic Needs Assessments for all district and unitary Local Authorities, and Partner agencies.
- Ensured that the plans highlight risk, that enable risk reduction, risk preparedness and prevention activities to be planned.
- Ensured that all stakeholders are engaged and have an opportunity to contribute.
- Worked alongside internal teams to ensure that the plans enable a more structured approach for prevention activities amongst the engagement teams the fire stations whilst increasing an awareness of the risks in their areas.
- Recognised the feedback of the Operational & Community Risk Delivery Plan and use this to provide stations with a clear direction to deliver prevention activities.
- Utilised the HARM Model (version 1) to guide and support an evidence-based approach to determine the risks.

ECFRS commissioned Process Evolution to develop an interactive risk model that produces web mapping layers to highlight those areas that are at greatest risk and what that risk looks like. Risk identification is broken down into the following four areas:

1. Incidents

2. People
3. Places
4. Spaces

The aim was to allow the three functions of Protection, Prevention and Response to be better aligned, share information, and enable an improved service.

The HARM Model was piloted over 3 months in February 2021 to identify how the model could be effectively deployed to inform future prevention activity across Essex with a specific focus on ADFs. To coincide with the pilot, work was commissioned by ECDA to further this area

The model is under review, but will enable measurement of effectiveness of prevention activities as areas drop to lower risk levels

Summary of ECDA findings:

ECDA clustered all Essex wards in which an Accidental Dwelling Fire (ADFs) had occurred between 2017-2021 into four distinct clusters. Clusters were ordered according to the prevalence of fires, with wards in Cluster 1 experiencing the highest number of fires on average, and Cluster 4 experiencing the lowest. Cluster 1 wards are located in deprived town centres and have the highest proportion ADF incidents occurring in buildings where someone is known to adult or children social care. These areas have a higher-than-average proportion of injuries occurring as a result of ADFs. Households in these areas are more likely to have children, higher levels of financial stress, slightly higher prevalence of activity being limited due to poor health, lower home ownership and greater proportion of residents living in flats.

Having someone under the influence, and an ADF occurring in a building where someone was known to social care, were the biggest risk factors leading to an injury.

The recommendations for implementation of these findings, and suggested next steps include:

- *Prioritising prevention activities in wards that fall in clusters 1 and 2*
- *Targeting substance misuse to reduce risk of injury*
- *Working closer with ECC social care*
- *Broader sharing of data to greater understand the risk factors leading to ADFs.*

With the completion of this work, the intention is that the model will be used in conjunction with other sources of risk information to create a template that enables station-based personnel to self-generate their own targeted risk prevention activities.

Resources aligned to this priority

1 x Group Manager

2 x Station Managers

3 x Watch Managers

Use of personnel on modified duties.

Value added/impact seen by the public

ADFs are fires that can result in both physical and mental harm, and injuries sustained in fires can be fatal (accounting for 80% of casualties recorded by ECFRS between 2009 & 2017). As well as the human cost of ADF, there is a significant economic cost associated with property damage, the response and recovery post incident. Prevention

is central to reducing the harm associated with ADFs and promoting fire safety is one of the core functions of ECFRS

Targeted activity delivered by station-based personnel has many benefits, apart from the reduction in incidents Prevention and Community Safety events add value because:

- They are often highly visible to the public and multi-agency in nature, providing a visible example of emergency services and wider partners working together to improve community safety.
- Events promote other community safety and fire safety products available, such as the ECFRS Home Safety Service.
- Members of the public are often signposted to other useful agencies and organisations through proactive door knocking and promotional activity.
- Confidence is raised in local communities as emergency services engage in coordinated activity following an incident or intelligence
- We know that the presence of emergency service activity in an area is off-putting to criminals and therefore diverts potential criminal activity.
- Ultimately, activity maintains a healthy relationship between ECFRS and local communities, passing key advice and guidance to those who need it most

By better identifying vulnerability across Essex and utilising local information, the public will be able to see that we are directing resources at those most in need. This will be felt by a decreasing risk individually and collectively across communities

In addition, there are the following added values:

- Efficient use of the available resources to make Essex safer.
- Increased visible presence of station-based personnel within communities.

Accidental Dwelling Fires are reported through the Performance and Resources Board. A lot of the data used came from Social Care which was confidential and couldn't be shared. This is an area of development

There is work underway nationally to develop measures for reduction in economic impact which would be a measure of success. Data would need to come from a wide range of organisations to enable this. It was suggested that ECFRS might look locally to see if they could be trailblazers

What is new or on the horizon in this area

With the successful recruitment of 1x Station Manager and 2 x Watch Mangers, this will add resources and capacity to the Operational and Community Risk Team.

The creation of a Risk Group to enable the co-ordinated collation and oversight of risk in all forms to contribute to the plans.

There is work underway to improve the way in which data relating to activity in the community is recorded. This includes the use of Microsoft Forms to collate records of activity as an interim measure, however CFMIS will be utilised for the collation of risk information that will make the ability to collate and store this information easier. Work will continue on the introduction of CFMIS to ensure that all prevention data is recorded in the same system, improving the ease and accuracy of reporting.

Review and update the current plans in conjunction with relevant stakeholders, to create a useable format for station-based personnel.

There is a plan to bring the HSVs by operation crews to the national average by the end of the year

The service is aware that there are groups that that would not currently be picked up through risk analysis because they do not yet meet the threshold such as blue badge holders. As targeting is refined and risk reduced, the net needs to be made wider so the team are currently horizon scanning for these groups.

The service is also looking at technology such as portable misters which have a more significant initial outlay than fire alarms but can reduce risk and economic impact.

Embed the partnership reporting and referral process which is detailed below:

	Community Safety Hubs	Partnership meetings e.g., Health and wellbeing boards	Community Safety Partnerships	Local Strategic Partnerships
Attended by:	Community Safety Officers (CSO)	Community Builders (CB)	Station Managers (SM)	Group Managers (GM)
Referral / activity /signposting routes:	<ul style="list-style-type: none"> Home Safety Team CB Station based personnel Self-delivery 	<ul style="list-style-type: none"> Home Safety Team CSO Central teams Self-delivery 	<ul style="list-style-type: none"> CSO Community Builder Station based personnel Operational and Community Risk Officer / Manager Central Prevention / Protection teams 	<ul style="list-style-type: none"> SM Operational and Community Risk Manager Central Prevention / Protection teams
Recording and reporting methods:	Safe and Well visits recorded via CFRMIS Activity recorded through OCR dashboard and case studies.	Safe and Well visits recorded via CFRMIS Activity recorded through the OCR dashboard and case studies. Central teams collate / evaluate activity within current processes.	CSO / CB / station based personnel activity recorded through the OCR dashboard and case studies. Central teams collate / evaluate activity within their current process. Information discussed via the Domestic Fire Safety Group, Prevention and Protection Board, Response Directorate meetings.	Information discussed via the Domestic Fire Safety Group, Prevention and Protection Board, Response Directorate and other relevant meetings. Relevant data reported through monthly and quarterly reports.
Key actions for 2021 / 22:	Measure the improved attendance and resilience. Embed the action / recording plan. CSO development to enhance the effectiveness of attendance.	This is current activity for the CB, but structured reporting needs to be embedded. Ensure that the CB workstreams are compatible with the need to undertake safeguarding visits.	SM attendance is already in place, however there will be support in their attendance through the development and supply of district reports. The Operational and Community Risk Team will provide resilience in the attendance of these meetings Work delivered within the Hubs and Partnerships will provide data to support reporting of service activity back to the CSP. District priorities are closely linked for CSP and Hubs therefore the CB / CSO will need to link in with SM to maintain the alignment of workstreams.	GM attend these meetings, with the SM offering resilience for attendance. The reporting from all three previous groups will support the attendance of the GM at LSP and other Strategic meetings. Reporting will contribute to the completion of the Group Operational and Community Risk Plans.

What has changed?

Within the Service there has been an increased will to understand the risk, especially community and upcoming risk.

Closer working links with P&P, and the availability of supporting data.

The development of a Risk Group to understand and communicate risk from the various sources.

Devolved responsibility to the Commands to collate risk and understand what mitigation is needed.

What does the Service have planned to address this?

Completion of the new template, working with SM and local managers to enable ownership of the plans.

Embed the plans use within the Commands, especially the management team.

Develop what good looks like, develop measures and quality assurance of the plans.

Embed the information framework to ensure that the information gathered from partners is used correctly.

Link the use of the risk plans to the new station plans.

Deliver the new Operational and Community Risk (OCR) training package to station personnel.

The workstream has been entered on to the OCR Delivery Plan 2022, and will be reported on to the AM for Response to offer assurance of its completion and use.

This will be resourced through the OCR Team and the current Staff Team.

What does good look like?

The use of risk plans to guide the delivery of P&P on stations.

Enable the targeted self-generation of Home Safety Checks for station-based personnel.

Improved awareness of societal / building / commercial / human / risk factors for station-based personnel.

Focus not just on the symptoms but be able to address the cause.

To have a sustainable delivery model that can consistently target vulnerability in the community.

Appendix 3 – Action Log

Active

No	Deep Dive	Action	Due
2/21	Flexible Benefits and Wellbeing	Review possible collaboration opportunities with Essex Police to align offer	31.01.22
3/21	Operational Debriefs	Review Ops Assurance Report in May 2022 to look for evidence that learning is evaluated and that improvements have been adopted and embedded	31.05.22
1/22	Community Safety Plans	PFCC can be utilised where they can help with access to partner data	31.03.22
2/22	Community Safety Plans	Review commissioning work to calculate economic impact of Prevention and Protection activities	31.03.22

Closed

No	Deep Dive	Action	Due
1/21	Flexible Benefits and Wellbeing	Better links to staff benefits on vacancies page to promote ECFRS as Employer of Choice Link now on website	30.11.21