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|------------------------|--|---------------|-----------|
| <b>Meeting</b>         | ECFRS Performance and Resources Board                          | Agenda Item   | <b>17</b> |
| <b>Meeting Date</b>    | May 2022   | Report Number |           |
| <b>Report Author:</b>  | Jo Thornicroft, Head of Performance and Scrutiny (fire) - PFCC |               |           |
| <b>Presented By</b>    | Jo Thornicroft, Head of Performance and Scrutiny (fire) - PFCC |               |           |
| <b>Subject</b>         | Performance Deep Dives: 2021/22                                |               |           |
| <b>Type of Report:</b> | Information  |               |           |

## **RECOMMENDATIONS**

1. Members of the Board are asked to note the deep dive Productive Workforce, and the Action Log.

## **BACKGROUND**

2. A programme of Deep Dives was agreed at Performance and Resources Board on 28<sup>th</sup> 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 19<sup>th</sup> April we held a deep dive on Productive Workforce. The summary notes are provided in Appendix 1
5. The deep dive generated two actions which are detailed in Appendix 2.

## **BENEFITS AND RISK IMPLICATIONS**

6. 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**

7. None.

## **EQUALITY AND DIVERSITY IMPLICATIONS**

8. None

## **WORKFORCE ENGAGEMENT**

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

## **LEGAL IMPLICATIONS**

10. None.

## **HEALTH & SAFETY IMPLICATIONS**

11. None

## Appendix 1 – Operational Debriefs

### Notes on Deep Dive

**HMICFRS Recommendations - The service should assure itself that its workforce is productive.**

19<sup>th</sup> April 2022

#### Present

|              |                       |
|--------------|-----------------------|
| Jane Gardner | Pippa Brent-Isherwood |
| Janet Perry  | Jo Thornicroft        |
| Jim Palmer   | Lucy Clayton          |

#### Introduction

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

- Prevention, Protection and Response
- Develop and broaden the roles and range of activities undertaken by the Service
- Make best use of our resources

The original Deep Dive was postponed from August 2021 due to reallocation of roles and to allow a greater understanding to develop.

#### Day-Crewed to On-Call Conversions

The need for appropriate support was not fully understood initially and this, in the main, has led to the extended timelines. Transitional staff need to be brought in prior to the conversion as there is a time lag to develop competencies and for training.

***Action: Timeline to be provided for the achievement on 70% availability at Dovercourt for P2***

#### Target Setting

The new target setting paper takes a more holistic view of need and coverage across the County.

There is a minimum availability of 51%, with 5% increments on improvement with the ability to make a mid-year increase

#### Safe and Well

Targets have been set to be in a position to be delivering the national average number of visits by December 2022. This equates to 5,00 visits by 50 stations per year.

The targets are set by Group Area, enabling the moving across station boundaries, and flexing of resources

***Action: Reasons for On-call stations declining to carry out HSVs to be circulated***

#### Performance

Performance Dashboards have been created for the Head of Response, Group Managers, Station Managers and Watch Managers. Performance is becoming more imbedded in meetings and there is a focus on improvement and sharing of best practise

Power Aps are being used to migrate away from paper-based systems, together with providing the training to get the most out of the technology.

Data is being used to be smarter about targeting, resourcing etc. leading to more data driven decision making that can be backed up by evidence.

There has been an improvement in data literacy, in part caused by the news reporting during the pandemic, which has helped to move the Service forward at pace.

### **Using Existing Resources**

On-call contracts are being used more flexibility within the existing constraints, giving Station Managers greater ability to manage their resources against demand

A time and motion study is being undertaken across all watch systems to fully understand on what activities time is spent and how much. This will provide insight to assist in resource allocation and activities on station.

A single Crewing Document will be produced during 2022/23. This will ensure the most efficient use of resources and the best value for money for the Service.

There is a cultural shift in terms of understanding that solutions are not just needing more people but about how resources are used more flexibly.

## Appendix 2 – Action Log

### Active

| No   | Deep Dive              | Action   | Due      |
|------|------------------------|--|----------|
| 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   | Ongoing  |
| 2/22 | Community Safety Plans | Review commissioning work to calculate economic impact of Prevention and Protection activities (presented at May P&R)                        | 30.06.22 |
| 3/22 | Productive Workforce   | Provide timeline for 70% availability at Dovercourt P2   | 31.05.22 |
| 4/22 | Productive Workforce   | Reasons for On-call station declining to carry out HFSVs to be shared  | 31.05.22 |

### 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<br><a href="#">Link now on website</a>  | 30.11.21 |
| 2/21 | Flexible Benefits and Wellbeing | Review possible collaboration opportunities with Essex Police to align offer<br><a href="#">Work ongoing with Vince Lungley and EP on shared learning and possible joint delivery</a> | 31.01.22 |