

<b>Meeting</b>	ECFRS Performance and Resources Board	Agenda Item	12
<b>Meeting Date</b>	June 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: 22/23 Proposal and Update on 21/22 Programme		
<b>Type of Report:</b>	Discussion		

## **RECOMMENDATIONS**

1. Members of the Board are asked to consider the proposal for the subjects to be covered in the Deep Dive Programme for 2022/23 (appendix 1)
2. Members of the Board are asked to note the deep dive on On-call Training and Availability, and the Action Log (appendices 2 and 3)

## **BACKGROUND**

3. 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.
4. For the 2021/22 programme, we followed the Fire and Rescue Plan, through the IRMP and into actions from the Annual Plan. In addition to those areas selected, two additional subjects were identified, being On-call Training and Availability, and Home Safety Checks by Operational Crews.
5. As we come to the end of the 21/22 programme, both the PFCCs office and ECFRS have worked together to put a new programme of deep dives together for 22/23.
6. The Deep Dives have been very positive, allowing the PFCC's Office the opportunity to drill down into focused areas, meet the teams delivering at an operational level to gain a greater depth of understanding and provide support where appropriate utilising their skills, knowledge and networks. It has also made the PFCC's Office more visible to the wider Service.

## **FORMAT OF DEEP DIVES**

7. The previous year's Annual Plan will form the basis of the deep dive programme with six detailed deep dives per year.
8. A wider group than the normal Performance and Resources Board will be assembled for each deep dive which will take the form of a strategic conversation, 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.

9. The deep dives will be structured as a strategic conversation focusing on what is new, what has changed, what that means for the public and what we need to do in response. Where performance and benchmarking information is available, it will be provided.
10. Notes from the deep dives will be presented at the Performance and Resource Board. Any actions arising can also be monitored and managed. This is in line with the previous year's approach.
11. Additions will be agreed between the PFCC's Office and ECFRS. The current proposed areas of focus are at Appendix 1.
12. The Prevention deep dive was put back to November 2022, and it is proposed to incorporate this into the 22/23 programme.

### **BENEFITS AND RISK IMPLICATIONS**

13. 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**

14. None.

### **EQUALITY AND DIVERSITY IMPLICATIONS**

15. None

### **WORKFORCE ENGAGEMENT**

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

### **LEGAL IMPLICATIONS**

17. None.

### **HEALTH & SAFETY IMPLICATIONS**

18. None

## Appendix 1 – Proposed Timetable

### Timetable

Date	Activity
Aug 2022	Performance Measurement and Targets
Sept 2022	Digital and Data
Nov 2022	HMICFRS Recommendations - The service should develop a clear prevention strategy to guide its work and ensure it makes best use of resources to achieve its targets.
Jan 2023	MTA and Response
March 2023	Risk Based Inspection Programme
May 2023	Procurement

## Appendix 2 – On-call Training and Availability

### Notes on Deep Dive On-call Training and Availability. 6<sup>th</sup> June 2022

#### Present

Jane Gardner	Jim Palmer
Jo Thornicroft	Steve Wintrip

#### Introduction

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

- Promote a positive culture in the workplace
- Make best use of our resources

#### Performance

Coverage reporting is presented to the Performance and Resources Board monthly, but individual station availability is reported internally. On-call targets have been redefined in the new Target Setting paper with a minimum of 50% and incremental, achievable targets for improvement on previous years. There is a toolbox of measures to bridge the gap as stations transform.

***Q: Driver training seems to be a barrier to availability due to the time needed to progress through the phases before being able to attend an LGV course. What is being done about this?***

*A: The number of drivers needed is being reviewed as it may be more appropriate to have different percentages at different stations. It is important for firefighters to have the skills to keep them and others safe as the driver qualifications can be considered to be part of career progression due to the level of responsibility that comes with it. There is a balance that needs to be achieved.*

96 new recruits were trained last year against capacity of 124. These spaces were filled by wholetime firefighters, providing additional support for their progression through Phase 1. This is the largest number of courses ever run, which shows a commitment to recruitment. However, retention needs to be addressed as this represents a significant turnover which has implications on resources.

On-call training has been moved to local stations and away from Service Training Centre. This minimises the impact on on-call firefighters in recognition of the significant commitment they make the impact this has on their personal lives. In addition, the recruitment process has been streamlined from 9 months to 3 months.

***Q: A third of on-call colleagues who resign cite work/life balance. How is this being addressed?***

*A: There is flexibility in the existing system, but it is not well understood. There is a need to be solution focused and people focused, and an education piece is ongoing with managers on how they can be flexible throughout the life of an individual's commitment to the Service.*

#### Future Work/Development

Tranche 3 on the On-Call Development Programme will establish an On-Call Liaison Group and will evolve the OCLO role.

Work is underway to understand how we can ensure we use all of our people and make the best use of these resources flexibly. There is an adverse effect for individuals and businesses, and an organisational impact of having firefighters respond to an alert and then not be able to attend the incident.

**Q: How do we celebrate businesses for releasing individuals?**

*A: This is in the planning stages, but there are discussions on holding an Employers Event, possibly as part of National Volunteers Week. There have also been discussions around employer's certificates or plaques that they could display.*

The team is looking regionally as Essex borders many other FRSs, and how learning and best practice can be shared.

The team is looking at barriers to incident commend for on-call colleagues and have been looking at what is happening elsewhere such as support being provided through managers or OCLOs for those individuals.

Internal education and promotion of the retained duty system is in progress. Colleagues can respond from their place of work or home address. There are opportunities for internal staff and career progression opportunities. There is a focus on equalities and removing stereotypes.

New media campaigns including potential use of QR codes at stations and on appliances, signposting interested individuals to where they can find out more are under consideration/development.

## Appendix 3 – Action Log

### Active

No	Deep Dive	Action	Due
1/22	Community Safety Plans	PFCC can be utilised where they can help with access to partner data	Ongoing
2/22	Community Safety Plans	Consider commissioning work to calculate economic impact of Prevention and Protection activities (presented at May P&R) <a href="#">Update: This is an objective for the new Area Manager Prevention and Protection</a>	30.06.22

### 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 <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 <a href="#">Work ongoing with Vince Lungley and EP on shared learning and possible joint delivery</a>	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 <a href="#">The Q4 Operational Assurance Report was reviewed. A Dashboard is under development with the Performance and Data team using PowerBI to identify learning and carry out trend analysis. All learning points were listed in appendix 1 from the debrief process, with detailed updates</a>	31.05.22

3/22	Productive Workforce	<p>Provide timeline for 70% availability at Dovercourt P2</p> <p>Timeline is set to meet the national average by December 2022, then to build on that going forward. There is a deep Dive on HSV by operational crews on 30.06.22 to look more in depth at this</p>	31.05.22
4/22	Productive Workforce	<p>Reasons for On-call station declining to carry out HFSVs to be shared</p> <p>There is only a handful of on-call stations that have declined to do HFSV. The reason for all those stations is capacity and the commitment of hours required. Local Station Managers are proactive in this space and have been tasked to keep revisiting and working with their stations to turn HFSV on for more stations</p>	31.05.22