



Classification	Official		
Meeting	Performance and Resources	Agenda no.	11
Meeting Date	27th April 2023		
Report Authors:	Head of Response – James Palmer		
Presented By	Director of Operations – Chris Parker		
Subject	Response Strategy Update		
Type of Report:	Information		
Action Point No.	n/a	For Publication	Yes

RECOMMENDATIONS

That the Board note the progress against the Response Strategy.

EXECUTIVE SUMMARY

This report has been produced to provide P&R with a progress update against the implementation of the response strategy and activity completed since the launch of the response strategy in late 2021.

BACKGROUND

Since the launch of the Response Strategy a review of our reporting methodology has been developed to enable progress against this strategy to be identified.

The response function continues to be committed to delivering against the response strategy and is continuing to evolve governance to ensure this progress is measured in all areas of response.

OPTIONS AND ANALYSIS

This report highlights the key areas of progress thus far against the implementation of the Response Strategy.

STRATEGY LAUNCH

Launching the Response Strategy focused on both internal and external stakeholders, ensuring clear, concise messaging, and importantly outlining the direction of travel for the lifetime of the Strategy.

GOVERNANCE:

Since the launch of the Response Strategy the governance structure has been developed and a review of the Directorate meeting has been carried out. The new meeting structure provides greater transparency of decision making and accountability. This board feeds into Continuous Improvement Board by exception through Extended Leadership Team and the Head of Response. The board has as its attendee's key staff across the response function and other areas of the business that are vicariously responsible for delivery of key elements of the response strategy such as Prevention and Protection.

The Directorate updates will be performance focused to enable board members to provide: -

- Strategic and tactical updates on performance targets and projects and continually improve Service delivery through the PPR directorate
- Create a shared vision and understanding of Service priorities
- Inform reporting to other appropriate boards to enable working in collaboration and reduce isolation and duplication of efforts
- Highlight concerns for decision for escalation to appropriate boards or departments
- PFCC awareness on P-P-R performance and Service priorities

Activity since strategy last update:

- 1) The Group Manager positions in the response structure have been confirmed. This will provide consistency and clarity of focus for the coming months.
- 2) The Control team won the team of the year at the People awards. This was of key significance for an important team in the response function. This signifies the hard work from the people and cultural changes that have been made in this space.
- 3) The Performance metrics for control call handling times has been developed and embedded into the control room. This will enable a greater level of continuous improvement in this area.
- 4) Station Managers who manage on-call stations have been tasked with creating action plans for those stations that are >10% under target for availability.
- 5) Work continues around more flexible use of on-call. The South West Command are piloting increased use of on-call moves to provide a more flexible resource and ensure appliance availability is increased.
- 6) Work has started on the next iteration of bespoke station plans to ensure that station activity is targeted at the risk specific to that area.
- 7) The review of Risk Information has concluded with key areas of focus. The head of response in conjunction with the other area managers will pull those recommendations into an action plan with appropriate owners.
- 8) The on-call support team has been confirmed as being embedded in the Northwest Command area. The next stage of this work is to create a focussed action plan for this team to better support our on-call colleagues primarily in retention, recruitment and training.

RISKS AND MITIGATIONS

None specifically linked to this update.

LINKS TO FIRE AND RESCUE PLAN

Fire and Rescue Plan Priorities

Prevention Protection and Response
Promote a positive culture in the workplace
Make Best use of our Resources

IRMP Priorities

Response

FINANCIAL IMPLICATIONS

None Associated with this paper.

LEGAL IMPLICATIONS

Essex County Fire and Rescue Service has a legal duty under the Fire and Rescue Services Act to provide a resilient response to emergency incidents. This update is intended to demonstrate the work being done in the response function.

STAFFING IMPLICATIONS

None associated with this paper.

EQUALITY AND DIVERSITY IMPLICATIONS

The actions being taken will not have a disproportionate impact on individuals with protected characteristics (as defined within the Equality Act 2010), when compared to all other individuals and will not disadvantage people with protected characteristics.

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		

The Core Code of Ethics Fire Standard has been fully considered and incorporated into the work that has been and will continue to be done in delivery of the response strategy

HEALTH AND SAFETY IMPLICATIONS

None associated with this paper.

CONSULTATION AND ENGAGEMENT

None required for this update paper.

FUTURE PLANS

The response function is committed to continual improvement in line with the service's strategic intent. Further update papers will be provided to show the direction of travel.

The future plans included:

- A continued focus on recruitment and retention of on-call firefighters
- A review of how training courses are prioritised across the response function
- A review of how our stations can best be utilised to support community engagement and on-call availability
- Review of our key priorities and objectives in order to provide focussed activity on the significant areas to improve the delivery of service to the public.

LIST OF BACKGROUND PAPERS AND APPENDICES

Response Strategy: [pdf_1628870512.pdf \(msapproxy.net\)](pdf_1628870512.pdf)