



Meeting	ECFRS Performance and Resources Board	Agenda no.	14
Meeting Date	27th July 2023		
Report Authors:	AM James Palmer - Head of Response		
Presented By	T/Director of Operations – Andy Smith		
Subject	Response Strategy Update		
Type of Report:	Information		
Action Point No.		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

This meeting has now been aligned to the production of the performance report to enable scrutiny and provide updates to SLT members ahead of P and R board to ensure they are adequately briefed to answer the OPFCC questions.

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 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.
- 3) Station Managers who manage on-call stations have been tasked with creating action plans for those stations that are >10% under target for availability.
- 4) 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.
- 5) The risk information review has been moved to the risk team to provide governance around delivery of that key area and Station Managers are clearing the backlog of Risk Information this will be complete by September.
- 6) Work has commenced in conjunction with HR by the response team to provide new leave guidance to ensure greater availability of appliances both wholetime and on call and officers.
- 7) The Heatwave plan has been delivered to ensure the service is best placed to respond to any heatwave this year. This includes the training of new wildfire tactical advisors and the purchase and roll out of new drone technology.
- 8) The Group Managers have been given 3 key priorities in their appraisals. These are; People, Risk and Response. This will ensure we have the right people in the right places with the right training and also ensure a higher level of prioritisation in key areas.

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:

- Delivery of leave guidance
- Greater scrutiny of performance and better alignment to service wide governance.

LIST OF BACKGROUND PAPERS AND APPENDICES

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