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Presented By	Area Manager - Ian Adams		
Subject	Protection Strategy Update		
Type of Report	Information		
PFCC Action Point No.		For Publication	Yes

RECOMMENDATION(S)

The paper has been written to give members of the Performance and Resources Board an update on the progress against the new Risk Based Inspection Programme (RBIP) and the Protection functions activity linked to the Protection Strategy.

EXECUTIVE SUMMARY

The revised Service Risk Based Inspection Programme started on the 1st of January 2023. Since this date there has been continual improvement with the way RBIP reporting has evolved for premises that fall within the new RBIP. Changes are referenced within the next section of the report to demonstrate the Service will complete the timeframes of 5 years for High and 3 Years for Very High premises.

BACKGROUND

ECFRS obtains premises and risk data from Address Based Premium (ABP) from the custodians. ABP is updated on a 6-weekly basis, updating the number of premises and the premises risk categories. At the start of the RBIP process in January 2023, the total number of properties identified were allocated a Service Delivery target of,

1. 3 years for Very High-Risk Premises.
2. 5 years for High – Risk Premises

An evaluation of the ABP data revealed discrepancies in property risk grading compared to the Service's statutory duty under the Fire Safety Order. For instance, ABP categorised individual rooms in care homes as Very High Risk, whereas the service data only considered the entire building. Consequently, the property count exceeded what the Service were required to audit under the Fire Safety Order. To address this, the Protection team has provided a dedicated resource to work with CFRMIS to continually review all properties and remove buildings from the RBIP where necessary. This weekly process will lead to a reduction in the total RBIP property count and subsequently reduce

the monthly targets split over the remaining months. As identified in previous reporting, Address Base Premium data will be reviewed on a 6-week cycle and the data refreshed in the RBIB.

A significant amount of work has gone on across the Service functions to provide a way of showing progress within the RBIP against the Service Delivery plan. This was due to monthly performance reports constantly showing under performance against the RBIP.

Whereas the reality, and taking into consideration all activity, the Service is consistently performing where it needs to be with the resources and risk on timelines of 3 years for Very High-Risk premises and 5 years for High-Risk premises.

Therefore, to maintain Service Delivery against the 3- & 5-year strategy the Service has not reacted to the wrong challenge by adding more resources to hit target. Instead transitioned to better reporting to understand the holistic challenge which has led to the Performance Team working with Protection and using data, performance, and resources (both current and projected) to create a dynamic target reporting that maps our planned journey over the next 3-5 years as follows.

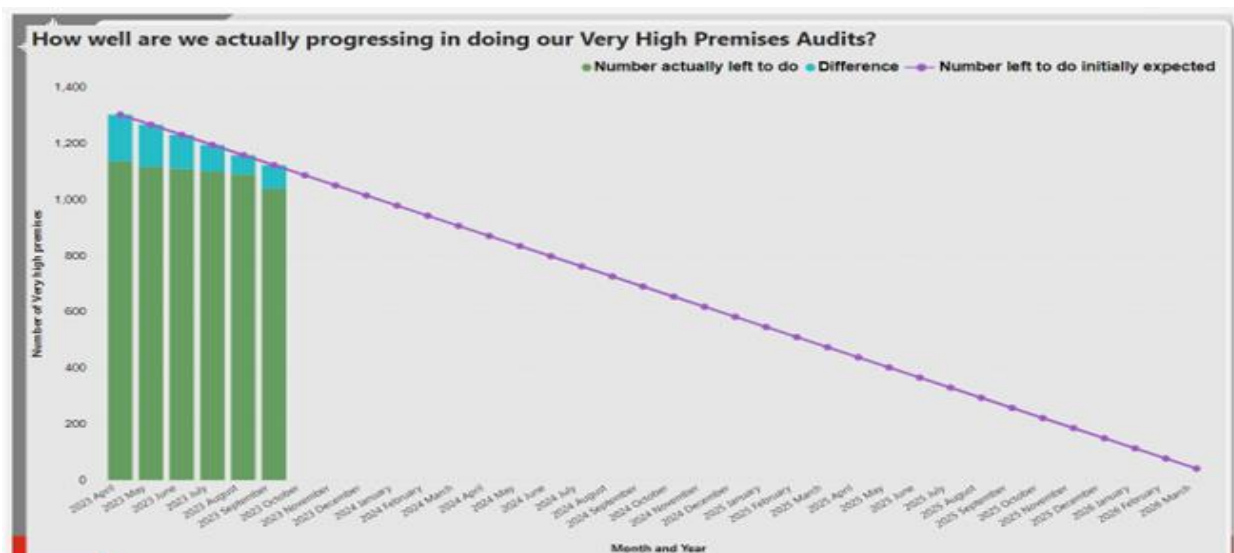
DATA

The current monthly performance reporting data identifies one figure the number of actual High and Very High audits completed. It therefore uses a static target and is not reflective of all activity.

Metric vs Tolerance	Metric	5 Yr Avg	Last Month	Tolerance			
Primary Fire Injury Rate per 1,000 Primary Fires	24.9	18.4	15.5	47+	28-46	1-27	0
ADF Fire Injury Rate per 1,000 ADF Fires	65.6	30.91	21.3	75+	40-74	1-39	0
Number of Primary Fire Injuries	5	4	3	9+	6-8	3-5	0-2
Number of ADF Fire Injuries	4	2	2	6+	4-5	1-3	0
Number of Deliberate Fires	123	164	135	136+	105-136	79-104	0-78
Number of ADF Fires	61	59	47	73+	65-72	58-64	0-57
Number of Non-Domestic Fires	29	36	43	38+	31-37	29-30	0-28
Number of Unwanted Fire Signals	113	101	125	94+	83-93	72-82	0-71
Audits (RBIP Very High)*	19	36	17	0-22	23-27	28-33	34+
Audits (RBIP High)*	59	57	81	0-80	81-90	91-101	102+

The innovative new approach now includes data analytics running in the background and takes into account,

1. The number of premises left to audit.
2. Performance to date.
3. Number of premises the Service has reclassified.
4. Resource numbers current and resource numbers projected.
5. It also accounts for the need to reaudit certain premises and accept that these reaudits are required to keep Essex safe but won't contribute to reducing the number of premises left to visit.



The tables in the report are examples, a live demonstration will be delivered to the Performance Board when presenting this report.

Number of Audits Per officer per month	6 Month Rolling Average (Apr-Aug)
6	5.3

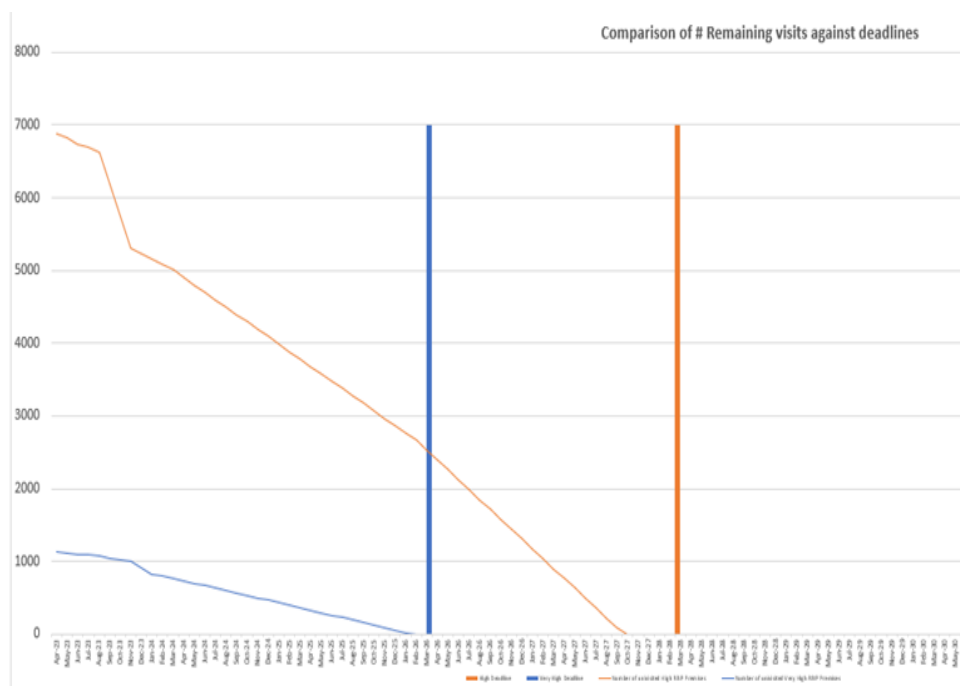
Split Between High and Very High

Very High	High
25%	75%

Very High Completion	High Completion
31/01/2026	30/09/2027

31/03/2026	31/03/2028
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Months Early
2



The systems have been set up to refresh monthly, replacing projections with actuals, and recalculating to ensure the Service remains on track. This way any slippage in the targets can be addressed immediately to align resources to risk on our 3- and 5-year timeframes.

It's also an innovative way leading to a move away from a static performance metric to reporting on performance against current resources, so the Protection team are delivering the number of audits against the resources available.

For example, each month the Service will have different levels of number of inspection officers available due to training, leave, sickness, retirement, promotions and changes in legislation or enforcement activity creating an additional workload across Protection.

The Service currently has 14.8 FTE inspecting officers working across H and VH audits. Two additional employees complete their level 3 in October 2023. Protection have recruited 7 new employees who start their level 3 course on Monday 17th September and complete training at the end of February 2024. They will be able to audit H risk premises and start level 4 training. Totals are agreed against Protections establishment budgeted of 23.8 FTE.

The Service need 17.5 FTE auditing officers to be able to achieve delivering the RBIP and with the monthly projections of activity vs risk we will prepopulate resource based on 9 audits per month per officer across H and VH and adjust how many audits the Service will do across each risk area to remain on target.

Therefore, as part of reviewing the Service Delivery model against the Service strategy there is absolute confidence in our planning and resourcing to risk that our dynamic modelling will consistently show the actual performance and when or where intervention is required to remain on target.

ASSURANCE

The Assurance Strategy sets out roles and responsibilities relating to overall risk management and assurance. Furthermore, it outlines a 'three lines of defence' model, which links to a holistic assurance methodology to ensure a framework of control for the RBIP:

First Line of Defence

- The Group Manager Protection will directly own the Delivery Activity and work across the Service Functions to record any associated risk via JCAD.

Second Line of Defence

- The Area Manager Prevention and Protection(P&P) will review activity on performance via the P&P monthly Governance Board attended by the Group Manager and Performance team with independent scrutiny from the PFCC Head of Performance and Scrutiny.

Third Line of Defence

- Independent Scrutiny
 1. Monthly updates to the ACFO Operations
 2. A culture shift from Operational Assurance to Organisational Assurance
 3. Performance and Resource Board

The new reporting tools demonstrates that with the current 14.8 active inspecting officers and plotting in the fully trained officers up to 23.8 FTE as a Service over the 3- and 5-year cycles, the Service is on target to complete both the VH's and H's ahead of the deadlines that have been set, and we are delivering against the Service Delivery plan for the RBIP.

UNWANTED FIRE SIGNALS

The SLT paper was submitted in June around our recommended approach to responding to UwFS. The recommendations were agreed in principle, pending consultation with the Representative Bodies. The paper has been shared with the Representative Bodies. Initial feedback has been received from the FBU, with the recommendation that the consultation of the proposals is brought under the Ops Committee, so discussions can be tracked, and decisions recorded. Conversations are

ongoing with Protection and Ops Dept to facilitate this request. In the meantime, Protection will continue their work to reduce the number of UwFS being received.

Next steps:

1. The UwFS data is currently being analysed to identify trends over a 12 month period relating to spikes in UwFS and premises types and locations. Once the data has been analysed this will be overlaid on a comms plan to outline our comms engagement for a 12-month period.
2. 4x Fire Safety Advisors have now been recruited into the Business Engagement Team and are due to start on 1st October. This resource will be used to target and educate the repeat offenders, who are identified within the data deep dive.
3. Part of our comms strategy will introduce targeted campaigns onto front line fire appliance via a trial of a locker wrap with comms message around UwFS.

TRAINING

Eight LearnPro modules were released on 28th July for all operational personnel to complete (On-Call did not need to do the FSO40 module).

The modules and completion rates (as of 1st September) are:

1. Regulatory Reform (Fire Safety Order) – **(44.3%)**
2. Active and Passive Fire Protection – **(37.8%)**
3. Emergency Escape Lighting – **(36.7%)**
4. Fire Detection and Alarms – **(37.1%)**
5. Fire Signs and Notices – **(34.9%)**
6. Firefighting Equipment – **(35.7%)**
7. Means of Escape – **(35.2%)**
8. FSO40 Training – **(41.5%)** plus an additional 38 On Call staff (not mandatory for on-call currently)

The Group Manager Protection will continue to monitor completion rates and engage with the Operational Command teams to maintain the promising progress.

LEVEL 2 QUALIFICATION IN FIRE SAFETY

This is progressing to sign off with Skills for Justice. Protection will deliver our first accredited course to the current wholetime squad in October 2023. After this the team will be developing the training programme to deliver this course to all wholetime personnel. Protection will also facilitate several courses over 2024 at SHQ, where On-Call will be invited to attend and forms part of the Annual Plan Commitment AP23240013: Fire Protection Training for Operational Staff.

As it's not mandatory for On-Call, Protection have worked with the finance team and have budgeted for a 25% completion rate within the On-Call in the 2024/25 fiscal year.

QUALITY ASSURANCE & FIRE STANDARDS

Our revised Quality Assurance Policy has been written and is currently in the consultation process. We are expecting the new updated document to go live by February 2024.

The new QA dashboards have been developed, and 25% of audits are being dip sampled by the QA team to ensure the new processes and practices are being adhered to.

The department has undergone a full review against the Fire Standards, and all relevant managers who have actions were required to ensure that we are working towards full compliance with the Fire Standards and tracked through the Continuous Improvement Board.

PROHIBITION AND ENFORCMENT NOTICES

Protection have embedded a table on our website, which shows all live enforcement and prohibition notices. Prohibition Notices (**can stay live indefinitely**), as the RP may decide not to do the building work and choose not to use the prohibited area of the building.

Current Live Prohibition Notices

Address	Notice ID	Issue Date	Notice Type	Articles	Status
Gleen House, Hawkins Road, Colchester	166	04/07/2023	Prohibition	8, 9, 11, 14, 15, 17	In force
Amleen House, Hawkins Road, Colchester	164	26/06/2023	Prohibition	8, 14	In force
Essex Chef, 34 High Street, Aveley, South Ockendon	160	18/04/2023	Prohibition	13, 14, 21	In force
China Town, 2 East Tilbury Road, Stanford le Hope	158	27/03/2023	Prohibition	13, 14	In force
Happy Garden, 45 High Street, Aveley	147	27/09/2022	Prohibition	13, 14	In force
Spice Masala, 171 High Street, Ongar	141	01/06/2022	Prohibition	13, 14	In force
Curry Cottage, 47 High Street, Burnham on Crouch	140	04/05/2022	Prohibition	13, 14	In force
JCOCl, Meppel Avenue, Canvey Island	137	12/07/2021	Prohibition	13, 14	In force
Shuhug, 16 Highbridge Street, Waltham Abbey	98	22/12/2020	Prohibition	13, 14	In force
Marks American Diner, 277 London Road, Westcliff on Sea	89	13/08/2019	Prohibition	13, 14	In force
Abbe Butchers, 55 Duke Street, Chelmsford	88	11/04/2019	Prohibition	13, 14	In force
Island Buffet, 112 Pier Avenue, Clacton on Sea	86	26/07/2018	Prohibition	13, 14	In force
Yard 2 Scotts Yard, Northwick Road, Canvey Island	85	04/07/2018	Prohibition	13, 14	In force
Units 9b & 10, Baldwins Farm, Dennises Lane, Upminster, RM14 2XB	77, 78	08/03/2016	Prohibition	13, 14	In force
Dixy Fried Chicken, 29 Duke Street, Chelmsford	72	21/10/2015	Prohibition	13, 14	In force
Munchies Kebabs, 161 St Chads Road, Tilbury	67	11/08/2015	Prohibition	13, 14	In force
Colchester Dry Cleaners, 132 High Street, Colchester	65	15/06/2015	Prohibition	13, 14	In force
Unit 11a Fairwinds Farm, Lower Dunton Road, Bulphan	61	11/12/2014	Prohibition	13, 14	In force
Arabian Food Centre, 1 Hawkins Road, Colchester	60	21/10/2014	Prohibition	13, 14	In force
Pizza 45, 49 Duke Street, Chelmsford	59	20/10/2014	Prohibition	13, 14	In force
Jays Convenience Store, 664 London Road, Grays	57	20/08/2014	Prohibition	13, 14	In force
The Carpenters Arms, London Road, Rawreth, Wickford	47	07/07/2011	Prohibition	13, 14	In force
The Royal Oak, Oakhill Road, Stapleford Abbots, Romford	40	01/02/2011	Prohibition	13, 14	In force

Current Live Enforcement Notices

Address	Notice ID	Issue Date	Notice Type	Articles	Status
Vince's Restaurant and Bar, 58 Sun Street, Waltham Abbey	165	17/07/2023	Enforcement	9, 13, 14, 17, 21	Live
Sea View Court, Pier Approach, Walton on the Naze	161	11/05/2023	Enforcement	8, 9, 11, 15, 17	Live
The Coach House, 10 Woodward Heights, Grays	159	12/04/2023	Enforcement	15, 21	Live
Block 190-207 Sycamore Field, Harlow	157	03/04/2023	Enforcement	8	Live
Block 154-189 Sycamore Field, Harlow	156	03/04/2023	Enforcement	8	Live
Thorndon Court, Eagle Way, Great Warley, Brentwood	138	21/12/2021	Enforcement	8	Live
University of Essex, University Square, 36 Queens Road, Southend on Sea	133	26/05/2021	Enforcement	8	Live
437 - 843 Morello Quarter, Cherrydown East, Basildon	105	22/03/2021	Enforcement	8	Live

AMLEEN HOUSE

The debrief for the Amleen House prohibition was held on 15th August. There was representatives from:

- DLUCH
- NFCC
- Colchester City Council
- Colchester City Building Control
- Essex University
- ECFRS

The information shared within the debrief is being correlated by the services' Assurance Team and will form part of a case study for the NFCC and used as National Learning with the Policy Reform and Protection Unit.

FIRE INVESTIGATION AND ISO 17020

The SLT paper recommending a move to a dedicated Fire Investigation Team was presented in July, with a recommendation by SLT that this now moves to full business case. This is now being established as a project within the Innovation & Change Team, with the PID being developed.

The vacant Station Manager Role Fire Investigation has been filled from within the Protection team. A Watch Manager from the Protection team was promoted outside the Protection team to Station Manager.

This leaves 2 x WM vacancies creating an opportunity to go to advert for 2 x Fire Investigation Officers to fill these gaps to support the project team and accelerate the Services commitment to achieve ISO 17020 Accreditation.

BUSINESS ENGAGEMENT TEAM

The month of September has concentrated on the excellent work between our Business Engagement Team and our dedicated Campaigns and Marketing Manager.

The main objective of the Business Safety Week Initiative is to engage with the Business Community via targeted interactions to encourage more business owners to follow our Essex website for educational and legal requirements for business owners.

The Success of the Business Safety Week Campaign

Business networks in Essex - 1.5k
Maldon and Dengie local businesses - 1.5k
Essex Business community - 2.3k
Brentwoodian community business - 1k
Support small local businesses in Chelmsford - 1.2k
Essex businesses - 7.6k
Leigh on sea discussion and business page - 2.2k
Local business group in Southend area, Essex, uk - 6.6k
Sheffield and Hutton local business page - 3.6k
Chambers of commerce events and business promotions - 15.9k

The September edition of our newsletter will include content relating to Unwanted Fire Signals which is one of the current key priorities for Protection.

RISKS AND MITIGATIONS

None for the update report.

LINKS TO FIRE AND RESCUE PLAN

None for the update report.

FINANCIAL IMPLICATIONS

None for the update report.

LEGAL IMPLICATIONS

None for the update report.

STAFFING IMPLICATIONS

None for the update report.

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 proposals outlined in this paper.

HEALTH AND SAFETY IMPLICATIONS

None for the report

CONSULTATION AND ENGAGEMENT

UwFS Consultation concludes 26th October
Revised Quality Assurance Document attached

FUTURE PLANS

As part of the CRMP planning, Prevention and Protection will develop a single Prevention Protection and Response Strategy

LIST OF BACKGROUND PAPERS AND APPENDICES



QA Policy - New
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