



<b>Meeting</b>	<b>ECFRS Performance and Resources Board</b>	<b>Agenda no.</b>	<b>11</b>
<b>Meeting Date</b>	<b>2 November 2023</b>		
<b>Report Authors:</b>	<b>AM James Palmer - Head of Response</b>		
<b>Presented By</b>	<b>T/Director of Operations – Andy Smith</b>		
<b>Subject</b>	<b>Response Strategy Update</b>		
<b>Type of Report:</b>	<b>Information</b>		
<b>Action Point No.</b>	<b>N/A</b>	<b>For Publication</b>	<b>Yes</b>

## **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 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) Resource management unit has been established and fully resourced, this will enable more effective use of operational resources.
- 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) Mixed crewing has been implemented in the service which will enable more effective use of people.
- 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. This will ensure that prevention and protection activity for operational crews is even more targeted and managed.
- 5) Work has taken place to change the policy around Phase 2 firefighters being able to do out-duties, they are now able to go on out duty. This will ensure we can balance our skillsets and manage crews more effectively.
- 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. The revised annual leave policy is going through consultation currently.
- 7) Work has begun on a revised Prevention, Protection and Response Strategy aligned to the new CRMP and the commands and response teams have begun the work of building new team plans aligned to that.
- 8) The new Response performance board has had the agenda changed to reflect the performance report to ensure greater accountability and transparency.

## **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.
- Continued work around improving our ability to move people and not appliances. Development of an on-call strategic reserve to crew on call pumps, implementation of the availability management system and further developments of the crewing policy.

## **LIST OF BACKGROUND PAPERS AND APPENDICES**

Response Strategy: [pdf\\_1628870512.pdf \(msappproxy.net\)](#)