



Classification	Official		
Meeting	ECFRS Performance and Resources Board	Agenda no.	14
Meeting Date	29th January 2024		
Report Authors:	AM Head of Response - James Palmer		
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 Performance and Resource 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 has enabled more effective use of resources. This is evidenced by the increased number of moves the service is able to make to increase coverage at strategic stations.
- 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) The service has developed a 17-point availability action plan which sets out a range of measures in order that availability will improve across the service. Examples of work that has been delivered under this plan include the delivery of enhanced Day Duty Officers Riding and a change to the way the service does additional shift work. Both ensure the service can move people and not pumps.
- 4) Work is continuing to progress on the Workforce Management Solution. This piece of software is key to the service being able to move people freely. This project is on track to deliver in April fully integrated into the mobilising system.
- 5) Command Order 15 has been removed from use. This has de-risked certain activities for the service around staff multi-tasking.
- 6) Dual contract staff are now able to ride the appliance at their on-call stations (subject to full time riders) when they are on wholetime duties which ensures an increased level of on call availability.

- 7) Work has taken place to provide greater clarity around what Phase 1 (trainee) firefighters can do in relation to wearing Breathing Apparatus on the fire ground. This will ensure consistency of approach across all stations.
- 8) The service has advertised for external competent firefighters to join Essex. This will mitigate some of the challenges faced as part of the service strategic workforce planning.

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 for on call and wholetime.
- Continued delivery of the activities in the availability action plan.

LIST OF BACKGROUND PAPERS AND APPENDICES

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