

**ESSEX POLICE, FIRE AND CRIME COMMISSIONER
FIRE & RESCUE AUTHORITY
Essex County Fire & Rescue Service**



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| Classification | Official | | |
| Meeting | Performance and Resources Board | Agenda no. | 14 |
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| Report Authors | Area Manager Ian Adams & Andrea MacAlister–Head of Prevention | | |
| Presented By | Andy Smith – Director of Operations | | |
| Subject | Prevention Strategy Update | | |
| Type of Report | Information | | |
| PFCC Action Point No. | | For Publication | No |

RECOMMENDATION(S)

To note the current work and progress made against the delivery of the ECFRS Prevention Strategy 2020-24.

EXECUTIVE SUMMARY

This report has been developed to provide Performance & Resources Board with a high-level progress update against the implementation of the Prevention Strategy and achievements made since the launch of the strategy in April 2021.

To enhance delivering the Strategy within ECFRS the Area Manager Prevention and Protection was appointed as the NFCC Regional Prevention Chair in January 2024 and Chair of the Essex Water Safety Forum.

BACKGROUND

The development of the Prevention Strategy clearly defines ECFRS approach to delivering against the NFCC Person Centred Approach & NFCC Prevention Standard, whilst delivering targeted interventions to address those individuals most at risk from harm; therefore, meeting the priorities outlined in:

- The PFCC Police, Fire and Rescue Plan,
- The ECFRS Annual Plan,
- NFCC Prevention Standard and
- The Integrated Risk Management Plan.

HMICFRS Feedback 2023



ONE TEAM

WE ARE PREVENTION
ECFRS

PREVENTION
HMICFRS
FEEDBACK
2023

HMICFRS ASKED: How effective is ECFRS at preventing fires & other risks? HMICFRS FOUND:

- * Prevention is reviewing its strategy against the CRMP 2025-29.
- * ECFRS Prevention is monitoring performance and effectiveness via a dedicated P&P Analyst.
- * ECFRS is making better use of Operational Crews, including On-Call Firefighters, to carry out key prevention activities.
- * The Service has strong partnerships for delivering prevention activities.

- * Firefighters carry out a prevention after incident response.
- * ECFRS Prevention communicates information about prevention to the public well, including proactively seeking harder to reach communities.
- * The ECFRS approach to Safeguarding & Vulnerability is effective, staff knowledge has increased, including how to make a referral.

- * ECFRS is completing more evaluation of prevention work, including using the National Evaluation Toolkits

WE ARE PROUD
WE ARE PREVENTION
WE ARE ECFRS

OPTIONS AND ANALYSIS

PREVENTION STRATEGY AND STRUCTURE 2024 & BEYOND

Between November 2023 and January 2024, ECFRS Prevention Department completed a review identifying Prevention delivery requirement into 2024 and beyond.

As recognised by the HMICFRS 2023 Inspection, the Prevention Strategy 2020-2024 has successfully achieved its desired outcomes. As the CRMP 2025-29 assumptions become known, these will assist in the construction of the ECFRS Joint PPR Strategy.

The prevention review sets out to deliver the three pillars of prevention, whilst acknowledging the service direction to separate Safeguarding to become a standalone department.

To deliver a future strategy, a full review of the departmental structure was commissioned by the Area Manager Prevention and Protection in consultation with the Head of Prevention during November 2023. This included engagement with the Prevention Pillar Managers. The review considers both the requirements to deliver service priorities, and the requirements of the 2024/25 budget and realignment of Operational Community Risk Functions.

All three potential restructure options have been developed building on the successes and direction of the Prevention Strategy 2000-2024. This restructure provides a platform for a prevention stage two delivery focusing on:

- Centralisation, streamlining and creating efficiencies of processes with the creation of a dedicated Business Centre Function.
 - Improving end to end processes, customer experience, data quality, reporting and evaluation,
 - With future consideration for delivering Joint Prevention and Protection Functions linked to Response activity and a one team approach.
- Dedicated resources focusing on key priorities including:
 - NFCC Person Centred Framework,
 - ECFRS responsibilities under the Serious Violence Duty,
 - Targetted interventions,
 - Fire Setter Interventions,
 - Training Function – supporting Operation Crews deliver to increased number of HFSCs, targetted interventions, community events and Road & Water Safety interventions,
 - Multi Skilled Prevention Officers to respond to targeted interventions including Home Safety, Road & Water, (possibly Apprentices)
 - Campaigns Content Development,
 - CFRMIS, Data Quality and Evaluation.

All options provide a platform for increasing capacity of the team to deliver all three pillars of prevention, partnership working, collaborative opportunities and support to crews to deliver enhance numbers of targetted interventions.

These options will be reviewed and considered by AM Prevention & Protection, Finance and Human Resource Business Partner and the Assistant Chief Fire Officer. A paper will be submitted to SLT and P&R setting out the Structure, delivery plan and timelines of implementation by the Head of Prevention during 2024.

HFSC PROGRESS AGAINST TARGET

ECFRS Target by Resource to achieve the National Benchmark is outlined below:

- National Benchmark** **12888**
- Non-Operational Resources HFSC Target 7727
(5161 Central Prevention, 2,000 Safeguarding)
- Operational Crews HFSC Target 5161 (rounded to 5200)

TOTAL HOME SAFETY VISITS 23/24

As outlined to HMICFRS, Operational Crews have delivered an increase of 192% HFSC. ECFRS Prevention delivery plan will set out a further increase in HFSC performance, and the Prevention Restructure Options provide further mechanisms, to support, train and increase the central delivery and support station performance.

As of 2024, the ECFRS monthly performance reports will provide granular detail of delivery by each team and form part of the target setting aspirations.



The below table highlights the service target by resource, FTE, and completion of the target. As highlighted below Central Prevention has completed 93% of their target followed by Operational personnel at 56% and Safeguarding having completed 46%.

| Resource | FTE | Average visits per day per officer | Target | Completion against target as 31 Jan 2024 |
|----------------------|-----|------------------------------------|--------|--|
| Firefighters | | | 5,161 | 2,908 (56%) |
| Prevention Personnel | 7 | 4.1 | 5,727 | 5,347 (93%) |
| Safeguarding | 4.3 | 3.6 | 2,000 | 933 (46%) |

TARGET SETTING 2024/25

As outlined within this paper, the Prevention Structure Review will recommend as part of the target setting discussions the following target for 2024-25.

Whilst the Group target and Safeguarding remains static (based on current delivery), the Prevention Restructure options, allow a more ambitious target, whilst supporting Groups to increase and broaden prevention interventions.

| Area / Function | Target |
|---------------------------|----------------------------------|
| NW | 432 |
| NE | 864 |
| SW | 2160 |
| SE | 1800 |
| TOTAL (Grey Book) | 5256 (= to 23/24 target) |
| Safeguarding | 2,000 (= to 23/24 target) |
| Central Prevention | 10,527 + |
| Total Green Book | 12,207 |
| Overall Total | 17,463 |

Road & Water Safety Performance:

Road Safety Quarterly Performance Update (October - December 2023)

- October - 16 events, 1259 total reach, 8 Young Driver events
- November - 16 events, 1673 total reach, 11 Young Driver events.
- December - 12 events, 1085 total reach, 7 Young Driver events.

Water Safety Quarterly Performance Update (October - December 2023)

- October - 5 events, 829 total reaches.
- November - 2 events, 510 total reaches.
- December - 8 events, 245 total reaches (Dont Drink and Drown Campaign RLSS, events targeting students, walkways near water etc)

Live Safe – Home Safety

- Live Safe continued to be impacted by the abstraction of two FTE to CWO roles, and the abstraction of a third to a secondment.
- Resulting in a slight drop in performance which is directly attributable to these abstractions and the leave associated with the festive period.
- Recruitment of the new Safe and Well Lead, Katie Behan in January 2024.

Operational Prevention

- Following the transition of Community Safety Officer to central prevention, a team event was held in January 24, setting expectations for the year ahead.
- Vacancies remain on hold until the Prevention Restructure 2024.

Education & Specialist Intervention:

- 434 Sessions delivered.
- 40,060 young people engaged in sessions.

- **Highest content delivered:**
 - Home Safety 102
 - Firework/Halloween Campaign 99
 - Knife Crime 70
 - Cyber Safety 57

Firebreak:

- Four full Firebreaks delivered one 2-day Firebreak delivered.
- Four Fire Respect courses
- One VAWG Course
- RJ Funded Firebreaks are awaiting approval for reducing delivery from part funded courses to Fully funded courses. Prisons/ Victim support/ YOT were unable to engage with part funded Firebreaks due to lack of facilities or funding.

Cadets/DofE:

- All units remain open and have continued to deliver the Cadet awards at all levels.
- DofE National licence is due to be reinstated by end of Jan 2024.

Fire Safety Interventions:

- 18 referrals from Sept – Dec - 12/18 - Presenting with SEND/ Complex needs.
- Majority of referrals for 14–16-year-olds and the majority are male.
- Highest districts for Referrals: Southend on Sea, Tendring & Braintree

RISKS AND MITIGATIONS

The following Prevention Risks are recorded on JCAD. These were last reviewed on 9 February 2024.

CWEL00001 6: Lack of visibility on training requirements from EEAST, linked to their clinical governance in the work they are undertaking.

- New programme of work - EEAST capacity Lack of confidence in the clinical decision making and governance of the programme
- Prevention Andrea MacAlister (**Provided and Resolved**)

CWEL00002 3: MOU remains unsigned Approval from H&S of risk assessment Reputational damage Lack of financial re-imburement.

(**Provided and Resolved**)

Emerging risk:

- Secondary Contracts – Prevention are seeing an increase in short notice / no show cancellations.
- Issues raised over the SC pay that is contributing to lack of SC staff.
- Any increase in SC pay will be cost-prohibitive for partners.
- Fire Safety Interventions - CFRMIS Migration of data still not complete (request – exceeds 12 months).

PARTNERSHIP UPDATE:

Live Safe:

- Our partnership working continues to develop and remains the cornerstone of our delivery plan.
- Central Prevention welcome the addition of the CSO resource and have undertaken engagement with the team to support them in planning for partner engagement and development as the main source of our priority referrals.
- The department continues to grow our partnerships with care providers via ASC and with the ICBs and PCNs to drive referrals.
 - For note, we are working in partnership with SEE Alliance, who are a PCN seeking to understand our risk stratification in order to use system1 (NHS GP system) to identify cohorts to offer HFSV to.
- The Community Wellbeing Officer Partnership have been instrumental in supporting a deepening of our partnership with the ICBs across their two operating areas.
- We continue to distribute CO alarms and CO safety messaging through our partnership delivery model with Cadent.

Operational Prevention:

- The GP and Pharmacy Initiatives will be launched in Q1 2024.

Road & Water:

- New partnerships have been developed with Kwik Fit as of November 2023, evaluation due beginning of 2024.
- Evaluations of partnership have been carried out; feedback received from all Colleges where interventions were delivered.
- Forth coming partnership with the RNLI for the Waterside Responder Scheme.
- New Partnership with Essex Police's Marine Unit. Together we have worked on drowning prevention activities and events, sharing each other's knowledge and expertise.
- Essex Water Safety Forum continues to produce successful initiatives across all public sector authorities involved.

Education:

- Continued success from Essex Therapy Dogs partnership supporting our most vulnerable participants on Firebreaks and enabling participants to attend and take part in the courses.
- Essex Police continue to share data to inform our targeted approach for interventions. Most recently the SVD dashboard was shared by the VVU.

FUTURE DELIVERY – NEXT QUARTERLY DELIVERY PLAN

Road & Water Safety:

- Recruitment of Road & Water Safety Secondary Contractor to start in January/February 2024.
- New dates with the RNLI for the launch of the Waterside Responder Scheme.

Live Safe:

- Training of the Safe and Well team is currently being reviewed by the new Lead, who is developing a CPD plan for the team through 2024.
- The priority is to support an in-depth knowledge around each of the 8 Core Components of the Person Centred HFSV.
- The plan is for the team to provide expertise and support learning for operational crews as they incrementally undertake a shift to NOG in their HFSV.

Operational Prevention:

- CSOs using CFRMIS as BAU is expected.
- Rural Targetted interventions planned.
- GP Initiative launch

Education & SI:

- Joint Education Outreach scheduled for March 2024.
- 7 VAWG Courses to be scheduled for 2024.
- 5 fully funded RJ courses to be scheduled for 2024.
- Completion of training from Development plan. E.g. First Aid Instruction, Tactical separation, Mental Health First Aid, British Sign Language.
- Recruitment for further Secondary Contracts for Cadets and Firebreak to help mitigate risk of denial of staff.
- Fire Safety Interventions Policy and procedures review.

LINKS TO FIRE AND RESCUE PLAN

- Prevention, Protection & Response
- Improve Safety on our roads.
- Keep the vulnerable safe.

ANNUAL PLAN UPDATE & SUPPORTING EVIDENCE

AP2022004: Work with our partners to prioritise access to person centred vulnerability data.

- Closure report submitted January 2024
- NHS Data now available,
- JSNA data shared with CRMP,
- Closer working with Adult Social Care for Live Safe workstream.
- VVU has shared a Data insight map highlighting zones at risk of DA/VAWG as well as ASB hot zones. Education team using these to reach out and deliver healthy relationships, VAWG firebreaks and Arson and Hoax calls sessions.
- Presentations to local equipment groups - providers of medical equipment (airflow mattresses etc)
- Presentations to ASC providers
- Live Safe presented ECFRS prevention function to LA leaders during October and established a shared objective of engaging with

residents in high-rise residential buildings, understanding that ECFRS are an asset in the delivery of home fire safety messaging to the community. Local Authorities keen to explore what support they can offer around the sharing of vulnerability data to support home fire safety activities.

- Live Safe continue to engage with ASC, presenting to Essex Care Providers network.
- Data sharing between EP and Education team is continuing to improve with the support of Mike Samuel. We have now received updates on ASB hotspots, Minerva zones, OP GRIPP areas and Knife and ang crime hotspots. We are currently working with the Hate crime team at EP to gain similar data to inform the delivery of our Hate crime sessions.
- Within Road & Water Safety, we work with a wide range of partners, ensuring that our approach is data driven. For example, If there has been a water incident, we will then target our next intervention around this information, ensuring we also invite our partners. This could be working with the RNLI, Coastguard or Essex Police Marine Unit for example. We work to target the vulnerable groups within Water Safety (and Road Safety), by reaching out to a range of locations.

AP2022026: Increase the number of Home Safety Checks by Operational Crews.

- Annual Plan Activity transferred to AM Palmer and Response Directorate Autumn 2023.

FINANCIAL IMPLICATIONS

Prevention Restructure Options currently under consideration.

LEGAL IMPLICATIONS

None identified.

STAFFING IMPLICATIONS

Prevention Restructure Options currently under consideration.

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.

CONSULTATION AND ENGAGEMENT

Prevention Restructure Options currently under consideration.

FUTURE PLANS

Prevention Restructure Options currently under consideration.

LIST OF BACKGROUND PAPERS AND APPENDICES

None.