

Prevention & Protection Strategy

2021-2026



East Sussex
Fire & Rescue Service



**EAST SUSSEX
FIRE & RESCUE SERVICE**

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Strategy Foreword

Roy Galley Chairman

I am delighted to present the Prevention and Protection Strategy 2021 - 2026. This strategy underpins the Integrated Risk Management Plan that was approved by the Fire Authority in September 2020 and seeks to address the improvements required as identified with our Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services inspection outcome report following our inspection in 2019. This strategy builds on that assessment and ensures that our Prevention and Protection activities strive to identify the highest risk people and premises and provide an appropriate response to reduce the risk to our employees and the community.

This strategy closely aligns with our Response and Resilience and People Strategies in showing how we will work closely with our colleagues across the organisation to deliver the purpose and commitments of the Fire Authority. The actions and changes set out in this strategy will be managed and delivered by the Service Delivery Directorate.



Dawn Whittaker Chief Fire Officer

The effectiveness of the work we do as an emergency service is totally dependent on having a balanced strategy for Prevention and Protection work and of course Response.

Our organisation operates in a complex environment of changing demand where the public justifiably expects delivery of professional and value for money emergency services. Increased collaboration between local services is one of the ways we can achieve the continuous improvement we strive for and in addition, common sense opportunities to work closer together will be fully explored and implemented when it is in the best interests of our residents to do so.

We are proud of the service that our staff and Volunteers provide to the public and use our resources to meet the needs of the communities we serve. This is challenging given the significant reductions in public sector funding and we regularly review and update our savings plans as the financial situation around us changes.

This strategy sets out how we will provide our Prevention and Protection priorities over the next five years.



Strategic Context

This strategy outlines the departmental actions required to implement and fulfil the commitments made in the Service's Integrated Risk Management Plan (IRMP) specifically for Prevention and Protection and also the department's contribution to the wider organisational commitments. The detail on how this strategy will be implemented can be found within the Safer Communities Corporate Business Plan and in more detail within the relevant thematic action plan.

There have been a number of key inquiries, external reviews and legislative changes that continue to impact the Fire & Rescue Service. These include:

- Fire & Rescue Services Act 2004
- Fire and Rescue National Framework
- The Regulatory Reform (Fire Safety) Order 2005
- Fire Safety Act 2021
- Building Safety Bill
- Review of the Building Regulation
- The Police & Crime Act 2017 (Duty to Collaborate)
- HMICFRS Inspection Report for ESFRS
- HMICFRS State of Fire and Rescue Report
- The NFCC Fire Safety Competency Framework
- The NFCC Person Centred Framework (Home Safety Visit or HSV)
- The NFCC Prevention Programme
- The NFCC Equality of Access
- The Care Act 2014
- The Children's Act 1989 & 2004
- The Government Fire Reform Programme
- The Thomas Review
- Grenfell Tower Inquiry
- Apprenticeship Levy.

East Sussex Fire & Rescue Service (ESFRS), along with all other public sector organisations, faces an unprecedented period of change with a drive to deliver enhanced and ever expanding services to the public at a significantly lower cost.

The need to deliver effective Prevention and Protection Services is central to our thinking. However, this is complicated by an ever-growing difficulty in recruiting and retaining qualified and competent staff in an environment that is highly competitive and greatly influenced by the private sector.

This strategy provides an overview on how we plan to meet these challenges and risks and how we will prioritise our work within the Prevention and Protection arena.

East Sussex Fire Authority is responsible for providing Prevention, Protection and Response services to the communities of East Sussex and the City of Brighton & Hove. In September 2020 the Fire Authority approved an IRMP for the Service. An IRMP is a key planning document and describes how we will keep our residents, and those that work or travel through our area, safe over the coming years. It describes the main risks to our communities and how we are proposing to use our available resources efficiently to reduce those risks.

Our Prevention and Protection Strategy underpins the IRMP and articulates what focus we will have in these areas in order to fully implement the IRMP over the next five years.

With continuing uncertainty in relation to future funding the Fire Authority will need to continue to adopt a strategic approach to delivering efficiencies across all areas of the Service. The Service's current Medium Term Finance Plan identifies the need to make new savings of up to £2.5m by 2025/26.

It is worth noting that the Government recognises the significant demands being placed on Protection services as a result of the Grenfell Tower Inquiry outcomes and legislative reviews. As such the Service has been allocated additional one-off funding to help make the improvements needed. Without long-term funding certainty it is difficult for the Service to commit to ongoing investment in its Protection service. The Service, along with the NFCC and the LGA, will be lobbying Government to provide the long term funding necessary to meet the additional statutory responsibilities resulting from new legislation post Grenfell Tower.

Over recent years influential national reports such as the State of Fire report have increased scrutiny on fire and rescue services, with the change of governmental departments, the move under the Home Office and the subsequent Fire Reform Programme the service recognises that continuous improvement is essential. This Prevention and Protection Strategy has been created to help balance the impact of and respond effectively to these external drivers while still ensuring the service can meet the demands identified through its Community Risk Management (CRM) process.

Legislation

The Fire and Rescue Services Act (2004) places a statutory duty on East Sussex Fire Authority to promote fire safety in its area. Fire and Rescue Authorities are encouraged to develop, in collaboration with partners as appropriate, a wide-range of local community safety initiatives to reduce risk to people living, working and visiting local areas and improve community safety outcomes in the long-term. In particular the Service will profile the individual, premises and community risk through its own and partner's systems on an ongoing basis to identify and reach those people and premises most vulnerable from/to fire as well as other causes of injury or death and to assess the effectiveness of our wider community safety activities. The fulfilment of our Civil Contingency responsibilities, as defined in Statute, is also supported through this strand of the Prevention and Protection Strategy. The Fire and Rescue Services Act (2004) also covers the FRS powers to investigate the cause and reason for spread of fire the management of which falls under this department.

ESFRS is the enforcing authority for the Regulatory Reform (Fire Safety) Order 2005. This is the principal legislation for the responsible person of a premises to comply with to ensure they have provided suitable fire safety measures to keep people on the premises safe from fire. ESFRS believes in firm but fair enforcement of fire safety law, prioritising its inspection and enforcement action based on risk and to use statutory powers to take formal enforcement action only where it is justified on the basis of risk or significant or repeated non-compliance with the law.

Additionally, Primary Authority Partnerships are operated under the Regulatory Enforcement and Sanctions Act 2008 and ESFRS are statutory consultees under the Building Regulations.

HMICFRS Inspection

Fire and Rescue services are assessed annually under Section 28B of the Fire and Rescue Services Act 2004 via HMICFRS inspections and reported to the Secretary of State, results are captured globally in the national State of Fire and Rescue – The Annual Assessment of Fire and Rescue Services in England and locally as specific organisation reports.

The inspection concentrates on efficiency, effectiveness and people, and supports the driving of improvements in these three main areas both in individual fire and rescue services and the sector nationally. The implementation of both the Prevention & Protection Strategy and the Response & Resilience Strategy will assist the Service in successfully achieving the needs of the community it serves and its purpose to make communities safer as well as discharging the areas for improvement identified by our own HMICFRS inspection.

To implement these priorities, we will need to make full use of all of our resources both within the Protection and Prevention departments as well as on our community fire stations.



Purpose of the Strategy

This strategy, like the other six core strategies drives our business and our approach. All of our strategies are a vital part of our planning framework and each supports our IRMP and the resulting action plans link to the Corporate Plan. In addition to setting out how we will deliver our aims, they also feed into our planning cycle to inform our future priorities. We expect that we will continue to face a very challenging financial climate going forward which will be impacted by the significant pressure on public spending due to the COVID-19 pandemic. The next five years are therefore likely to require further innovation and changes to the way we operate and deliver our services and this strategy will help us achieve that.

Our Purpose through the ESFRS IRMP 2020-2025 is to make our communities safer. Our Strategic Intent in order to achieve this is to ensure that through our Prevention and Protection activities ESFRS will strive to identify the highest risk people and premises and provide an appropriate response to reduce the risk to our employees and the community to the lowest level practicable.

The Fire Authority's Commitments that underpin its purpose and help it to discharge its legal duties and respond to the needs of the diverse and evolving community are to:

- Deliver high performing services
- Educate our communities
- Develop a multi-skilled, safe and valued workforce
- Make effective use of our resources.

These commitments are intrinsic to steering the Prevention and Protection Strategy and its associated action plans that improve the safety of the community the Authority serves. Throughout all of our activities we will demonstrate that we are proud of the service we provide, show integrity in our work, are accountable for our actions and that we respect our colleagues and members of the community.

Integrated Risk Management Plan

Identifies and considers the risks in our area and provides resourcing options for the Fire Authority to consider. Informed by the Strategic Assessment of Risk.
Three to five years in timescale.

Medium Term Financial Plan

Sets out the financial framework for using Service finances to deliver the priorities.
Three to five years in timescale, refreshed annually.

Service Strategies

Contains the actions, including projects that we deliver our purpose and commitments.
Three to five years in timescale.

Corporate Plan

Contains the actions required to deliver the purpose and commitments including the annual IRMP action plan.
One year in timescale.

Directorate Business Plans

Translate the strategies into activities along with day-to-day tasks for the directorate.
One year in timescale.

Thematic plans and delivery plans

Are the next level plans based on Themes identified in the strategies, for example Road, Water, Home Safety thematic plans and are further cascaded to delivery plans within the Safer Communities directorate.

Rolling Reviews

Staff are set objectives and targets through the rolling review process so they understand how their particular role helps deliver the overall aims of the Service.

Approach to efficiency

As a publicly-funded organisation, people rightly expect us to use our resources responsibly and efficiently. The public, local politicians and our staff want to see that we are reducing public spending where it is no longer required and protecting frontline services as much as possible. We believe we have been rising to this challenge and have demonstrated that we are doing everything that might be expected of us in trying to share services with others, collaborating to save time and money and eliminating spend where it is no longer required.

Our Operational Response Review (ORR) was the most significant piece of operational risk analysis work we have undertaken in recent years. The results of the analysis have enabled us to focus our attention over the next five years to improve our service delivery and reduce the risk our communities are facing as articulated within the IRMP. This strategy will enable improvements in operational productivity and the Service will work with the NFCC Efficiency and Productivity Group to develop consistent approaches to measuring and reporting these improvements.

The cost of the Capital Programme reduces by £0.568m over the period. This has the potential to reduce forecast borrowing costs by approximately £0.040m per annum by the end of the period.



	20/21	21/22	22/23	23/24	24/25	25/26	Total
Revenue Impact							
IRMP Proposals	25	44	-74	-171	-424	-525	-1,125
Changes to policies & practices	0	-50	-125	-250	-250	-250	-925
Total Revenue Impact	25	-6	-199	-421	-674	-775	-2,050
Capital Impact	71	-74	-600	35	0	0	-568

Additional revenue savings of £0.250m by 2023/24 also result from changes to policy and practice agreed alongside the IRMP proposals. This brings the total revenue saving to £0.775m pa by 2025/26 or £2.050m over the six year period.

Alternative delivery models are currently being considered for Prevention to ensure a sustainable and effective service to local communities. An administration review has also commenced with a view to improving interoperability between departments and overall efficiency of the Service. Through collaboration the service is also seeking to achieve efficiency through aligning resources regionally.



Environmental & Sustainability

We have a significant role to play in protecting the environment such as reducing the volume of carbon emissions created by emergency situations, by reducing the risk of fire and other emergencies through our approach to fighting fires, fire Prevention and Protection. We recognise that the benefits in doing this can also have wider-ranging positive effects such as improving the health and wellbeing of people living and working in East Sussex and the City of Brighton & Hove. The Prevention and Protection Strategy will aid the Service in meeting its obligations in relation to working towards a reduction in carbon that is found in the environment:

- How we can minimise our impacts on the environment, including those caused by emission of greenhouse gases
- To better protect the natural environment in the way we fight fires and other incidents
- To reduce the environmental, social and economic impacts of fires by continually reducing the number of fires – every fire we attend has a very real cost to people, places and planet, so Prevention wherever possible is our aim.

Collaboration & Partnership Working

It is recognised that one way to improve efficiency and effectiveness at the same time as increasing resilience is to collaborate with other services and other stakeholders. The Service has a comprehensive collaboration framework that has enabled and supported both national and local partnership working. The Service contribute to shaping national direction by being heavily involved with national groups such as the various NFCC work streams, consultation groups and workshops. ESFRS are also committed to providing comment and feedback to Government and the NFCC with regards to any formal or informal consultations, including those related to Standards, National Operational Learning and other guidance material.

More locally we will continue to support the regional Protection Group in its efforts to achieve effective collaboration in areas such as legal, building consultation and fire engineering, policy development and training.

Collaborative working is essential to achieve all that we have set out to do and plan to do in the future. This is a key area of work where we know real improvements to people's lives can be made through working effectively with other organisations.

Collaboration and partnership working with statutory authorities is an effective way to reduce risks for vulnerable people and the effective delivery of the Prevention Strands (home / fire, water and road safety). We will continue to develop these relationships across Social Care, Health partners, the Police and with the third sector.

In addition to existing partnerships, the Service will actively seek out new collaboration to benefit the community and so that we can provide the community with a level of protection from fires and other emergencies that is second to none with a workforce that is appropriately trained and equipped. We will also undertake a review into alternative Prevention delivery models.

Over the period of this strategy (2021-2026) the four fire service collaboration board called 4F established with West Sussex, Surrey and Kent Fire and Rescue Services will continue to explore meaningful opportunities for working more closely with our emergency services partners.



Measuring Success, Performance Measurement, Quality Assurance & Review

Success will be measured through a number of already established organisational review processes. This will be led by both the Assistant Director of Safer Communities and the Assistant Director of Operational Support & Resilience on an annual basis. Audit areas will include:

- Areas of improvement in relation to firefighting, rescues and hazardous materials identified through the Operational Assurance process and incident command reviews.
- Fatal Fire and Serious Incident Reviews
- Fire Investigations.
- Health and Safety including thematic sampling.
- Training planning, delivery and recording.
- Risk information gathering and environmental responsibilities.
- Station security, business continuity and resilience.
- End of month returns.
- Relevant areas from HMICFRS inspections.

We will also monitor progress of the strategy in the following ways:

Key Performance Measures (KPMs)

We will utilise appropriate Key Performance Measures that monitor the success and progress of the annual corporate directorate business plan that contains the strategic objectives that translates this strategy into actions that ensure continual improvement. Each of the strategic objectives will also be linked to the four Service Commitments.

Operating through the Support and Delivery framework (Performance Management framework) will enable staff and volunteers to deliver effective and timely Prevention and Protection interventions with performance measures set locally following the assessment of community risk to determine the activities necessary to reduce the risk in local communities. Performance will be monitored through exception reports provided to the Safer Communities Management Team – Performance Management meeting (SC-PM) and support provided by all Safer Communities departments and Service directorates to deliver the interventions and activities that will reduce the risk associated with those identified as being most vulnerable.

Themes

With the above strategic influences and our purpose in mind we have identified the following key strategic themes that we will focus on over the coming years.



THEME 1 - Continue to carry out our core role of enforcing the Fire Safety Order

We will continue to carry out audits on premises covered by the Fire Safety Order (FSO) using our trained Inspecting Officers (IOs). We will advise and enforce where appropriate and will take legal action through prosecutions when in the public interest.



THEME 2 - Integrate our Prevention, Protection and Response Activities

Our Risk Based Inspection Program (RBIP) will complement existing risk reduction activities and processes by allowing us to more effectively and accurately identify the types and levels of risk in our built environment.

The term RBIP is used to describe our holistic risk reduction strategy across the Service. As such all staff who have contact with the community will be trained to identify risk and carry out the required actions to reduce that risk either themselves or by reporting the risk to another department using our CRM database. This process will ensure that we take advantage of every single interaction we have with our community to drive down 'risk'.

The aim of this theme is to put in place the necessary activities, processes and systems to develop an accurate understanding and recording of the risk of fire for a person or in a premises. Specifically it is to create an understanding of the premises and people most likely to be impacted by fire. This understanding of risk will enable the Service to direct resources to where they can be most effective in reducing the impact of fire and therefore reduce the potential for loss of life, serious injury, commercial, economic and social costs and meet ESFRS's statutory obligations. This process complements the existing Building Risk Review (BRR) programme and ultimately allows us to allocate our resources to other high risk premises. This holistic approach will also incorporate the annual assessment of risk and will ensure synergy across all other Prevention strands such as road and water safety.



We will:

- Revise our current RBIP methodology to clearly define risk using the following categories:
 - ◊ Individual Risk
 - ◊ Societal Risk
 - ◊ Firefighter Risk
 - ◊ Environmental Risk
 - ◊ Heritage Risk
 - ◊ Community Risk.
- Clearly define high risk within these categories, the appropriate staff groups and competencies required to reduce the risk and the appropriate partner relationships to be developed to support us in the reduction of risk
- Introduce a cyclic and dynamic nature to the current process to ensure we are agile and flexible in adapting to the changing risk environment
- Ensure the revised RBIP recognises and incorporates the contribution and integration of all ESFRS activities and interventions to the reduction of risk in a premises and the associated risk reduction to the person
- Ensure that we recognise the value of information gathered and the associated recording of that information through all activities and interventions in assessing the risk of a premises and the use of that information to support incident command and inform future Prevention and Protection priorities through better methods of identification and targeting of risk
- We will ensure the annual assessment of risk is an integrated part of the RBIP and ensure the holistic approach across Prevention, Protection and Response is clearly understood by all staff
- We will continue to develop our Community Volunteers and Youth Engagement activities, working closely with operational crews and community partners.

THEME 3 - Reduce risk in the home and wider community by recording and accessing risk information

We will invest in and enhance our risk database CRM to ensure it is accurately populated and complements our strategic themes 1 & 2 to enforce the FSO and to record information on vulnerability to reduce risk in the home and wider community, integrating Prevention, Protection and Response with regards to risk reduction. This includes the identification and reduction of firefighter risk through our established Site Specific Risk Information (SSRI) process.



THEME 4 - Develop a competent and sustainable Prevention and Protection function and workforce

We will fully embed the Fire Safety Competence Framework and separate Assurance Framework within our Service.

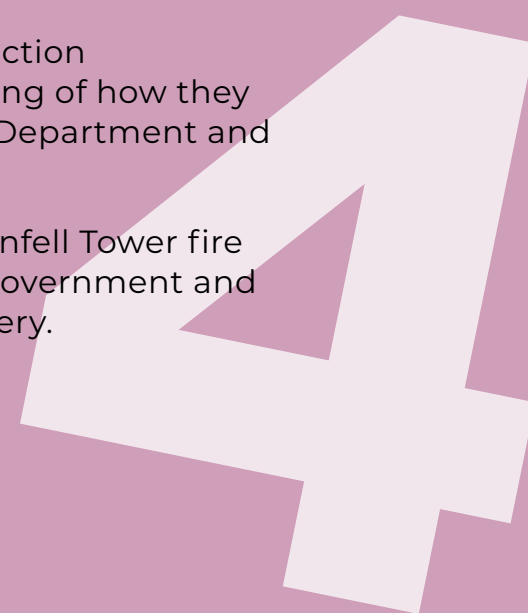
We will meet our corporate commitment with regards to achieving a trained, competent and valued workforce by ensuring all our staff are trained to the level required by the framework and are accredited by an external 3rd party body as recommended by the NFCC.

We will implement Home Safety Visit (HSV) training to operational crews to ensure that they consistently deliver high quality HSVs utilising the core competencies defined in the NFCC Person-Centred approach and continue to train Safe & Well Advisers to maintain knowledge and skills. Training will be supported by a Quality Assurance framework covering both Prevention and Protection and complementing the response assurance process.

We will continue to develop our Prevention and Protection initiative libraries and provide operational crews with support to deliver Prevention in line with outcomes of the Assessment of Community Risk.

We will review our development pathways to ensure compliance with the NFCC protection competency framework. We will also ensure that employees have a clear understanding of how they can develop themselves to move to other roles within the Prevention and Protection Department and Service.

The additional work streams required to be delivered by the Service following the Grenfell Tower fire and a number of other serious incidents and subsequent inquiries, is recognised by Government and one-off funding has been provided to enable the Service to uplift our Protection delivery.



THEME 5 - Reduction of False Alarms and Unwanted Fire Signals from Automatic Fire Detection

The Service is committed to implementing a 'nil response' to Automatic Fire Alarms (AFAs) actuating in commercial premises through the IRMP. Ultimately the Service is committed to supporting the development of a culture in commercial and managed residential premises which ensures that when a premises is occupied the fire alarm is managed by the Responsible Person for the safety of the occupants and business continuity and the fire & rescue service is called only if a fire is confirmed. When the premises is unoccupied the fire alarm is monitored remotely to protect the premises and business and to give early warning of fire. This limits property and business losses, contributes to firefighter safety, protecting the environment through early detection of fire and alerting of the fire & rescue service.

A similar culture should be promoted in peoples own homes where they 'manage' their own false alarms and only call ESFRS if there is a fire or any doubt about the cause of the smoke alarm actuating.

Protection officers will co-ordinate and be accountable for delivery of the overall project outcomes but recognise that a holistic approach is required that incorporates work streams in Prevention, Protection and Response activities and in particular through the control and mobilising function.



THEME 6 - Deliver our fire safety consultation and fire investigation services

We choose to investigate fires using the powers provided to us within the Fire and Rescue Act 2004 Section 45, to establish the probable cause and to ensure we learn lessons from every incident to improve our service to the community.

We are actively working in collaboration with our neighbouring Fire and Rescues Services to deliver consistent and professional fire investigations to achieve the greatest learning from every incident and to assist the Crown Prosecution Service and the Courts. We are also working in collaboration with our partner Services to implement the latest FI Code of Practice and competence standard.

The Service is a statutory consultee under a range of legislation and the Fire Safety teams will continue to ensure they respond to consultations in a positive and timely manner as detailed in the Service Response Charter.



THEME 7 - Preventing deaths and injuries by undertaking Home Safety and Safe & Well Visits

ESFRS engage in the NFCC's Person-Centred framework for Home Safety Visits and ongoing staff training has been modelled on the developing training element of the framework. There is a holistic approach whereby our Home Safety and Safe & Well Visits also contribute to the reduction of all risks as detailed in strategic theme 2.

In line with the NFCC approach we recognise 4 levels of risk on which to base the prioritisation of support and intervention:

Very High-Risk: The provision of support to imminent safety and fire risk as identified by the Service and key strategic partners

High-Risk: The provision of support to high-risk households and individuals through a person centred home safety visit

Medium-Risk: The provision of support to medium-risk households and individuals through targeted campaigns and a Home Safety Visit or information pack

Low-Risk: The provision of support to lower-risk households and individuals through a Home Safety Visit or self-help options.

Through its hierarchy of risk ESFRS has developed an assessment tool for identifying risk category and has implemented timescales by which visits will be booked and completed and are subject to performance monitoring and a Quality Assurance process

THEME 8 - Protect our vulnerable communities by meeting our safeguarding responsibilities

Safeguarding responsibilities are delivered through a safeguarding framework outlined within the ESFRS Safeguarding Adults and Children manual note. All staff and Volunteers are required to undertake mandatory annual safeguarding training and the Service's Safeguarding Co-ordinators ensure that all safeguarding obligations are undertaken including reporting of internal and external safeguarding alerts and safer recruiting.

ESFRS is a member of the NFCC's national and regional Safeguarding Boards and the Service is represented on the Adults Boards and Children's Partnership Boards of Brighton & Hove and East Sussex.

Legislative and procedural compliance is provided through bi-annual audits by the Adults and Children's Partnership Boards. Governance of Safeguarding within ESFRS is the responsibility of the Safeguarding Panel which in turn reports to the HR Strategic Group.



THEME 9 - Develop community engagement with a focus on Equality, Diversity and Inclusion ensuring equality of access

We have engaged in the NFCC Equality of Access approach and will continue to develop community engagement with a focus on Equality, Diversity and Inclusion (EDI) in an approach that complements the internal EDI focus outlined in the People's Services strategy.

We seek to engage with all sections of our communities to educate and reduce risk through our Prevention programme (Home/fire, Water, Road safety) with a focus on groups at greater risk by ensuring that our Prevention services are made available to groups of people who are underrepresented and difficult to engage. Through working with local partners, operational crews and our Partnership & Engagement business partners we offer bespoke appropriate Prevention messaging utilising translation services, including the website translation tool, literature and guidance in other languages and Prevention advice designed to effectively engage as necessary. For instance, we offer a dementia friendly resource for Home Safety Visits and education packages delivered by our Education Team for people with specific learning disabilities.



Five year Strategy Action Plan

Priorities for year 1

What we will do & related Strategic Theme(s) (ST)	Key milestones including final completion	Performance targets/success measures
Embed new approach to risk ST 1, 2 & 3	<p>A 3 year process to update and populate our risk database (CRM) with actual risk rather than perceived risk, to inform future activity</p> <p>Milestone 1 – produce Triage process</p> <p>Milestone 2 – produce a new RBIP Policy</p> <p>Milestone 3 – Issue year 1 list of perceived high-risk premises</p>	Year 1 – produce a list of initial perceived high-risk premises for all staff to visit through a COVID lens
Support delivery of our CRM upgrade work stream ST 3	<p>All story boards agreed by end of September 2021</p> <p>Attendance at all planning meetings and during the sprint reviews.</p>	<p>The Protection module of the CRM upgrade will be implemented by June 2022</p> <p>The 3 CRM modules (SSRI, Prevention and Protection) must complement each other and facilitate the new RBIP process</p> <p>They must also complement and feed the new Business Information System to ensure accurate up-to-date information is available to inform decisions</p>

<p>Respond to the learnings from incidents of significance including Grenfell Public inquiry to improve our enforcement of the FSO and our advice to the community</p> <p>ST 1, 2 & 4</p>	<p>We will support the Service's Operational Assurance process by identifying, contributing to and completing actions identified during debriefs and serious/fatal fire reviews</p> <p>We will implement the 10 main Grenfell Tower Inquiry actions relevant to Protection and assist other departments in the delivery of their actions</p>	<p>All actions identified from debriefs both internally and externally Joint Operational Learning/National Operational Learning (JOL/NOL) will be completed within agreed timescales</p>
<p>Review and implement required enhancements to Protection quality assurance framework</p> <p>ST 1,4 & 6</p>	<p>Assurance Framework in place and embedded within Protection Governance Structure by the end of 2021</p> <p>Draft Policy to be amended and agreed by the end of September 2021</p>	<p>All 4 Offices to receive an annual assurance visit by the end of March 2022</p> <p>100% of crews Fire Safety Checks to be audited on an ongoing basis for the next 12 months by competent Fire Safety Officers</p> <p>A process will be in place by the end of March 2022 to receive, record and monitor changes required as a result of new guidance and information</p> <p>We will also ensure we respond to national policy consultations in a timely manner</p>

<p>Utilise Government Grant funding to deliver upskilling Protection training for all staff and to recruit new members of staff</p> <p>ST 4</p>	<p>6 new trainees will be recruited by the end of September 2021</p> <p>All staff will receive Protection upskilling training by the end of March 2022 from our seconded and FTC staff recruited using Government funding. This includes either face-to-face or e-Learning packages dependant on the work group</p>	<p>6 new trainees on a development plan by the end of September 2021</p> <p>All staff received Protection training by the end of March 2022</p>
<p>A new Legislative Change Board will be introduced to manage relevant legislative changes across the Service</p> <p>ST 1 & 6</p>	<p>All changes are received, understood, assessed and implemented in a prioritise way using resources s required across the Service. This includes the new Fire Safety Act by the end of March 2022, as well as the incoming Building Safety Bill which is yet to be enacted</p>	<p>All known changes required by the Fire Safety Act to be embedded within the Service by the end of March 2022</p> <p>Structures set up in the form of a Board to manage the incoming Building Safety Bill changes by the end of September 2021</p>
<p>Embed and comply with the competence framework for Fire Safety</p> <p>ST 4</p>	<p>All staff will work to achieve compliance with the new competency framework</p>	<p>All existing staff will achieve compliance with the competence framework by the end of March 2022</p> <p>All new starters will be placed on a supported development programme</p>

<p>Embed and improve our annual assessment of risk process by improving our risk information accuracy and the volume of risk information on our system</p> <p>ST 3</p>	<p>Our CRM database will be updated with information available from existing external databases by the end of March 2022</p>	<p>This information will be used to inform local risk profiles and the resultant resource allocation from the Protection department to reduce this risk. It will also help inform our Protection education and partnership initiatives</p>
<p>Lead a task and finish group to implement the changes set out in the IRMP in relation to AFA reduction</p> <p>ST 5</p>	<p>A Communication Strategy will be agreed and engagement with the business community will commence by the end of September 2021</p>	<p>Our agreed AFA Reduction Strategy will be implemented by the end of March 2022</p>
<p>Complete EIAs for all Prevention and Protection initiatives and policies</p> <p>ST 1</p>	<p>All activities held within our library will have an agreed EIA attached to it to ensure we are delivering equality of opportunity to our community and not unfairly or unjustifiably disadvantaging any members of the community</p>	<p>100% of our Policies and initiatives will be completed by the end of March 2023</p> <p>EIAs to be completed for 50% of the listed activities in our library by the end of March 2022</p> <p>30% of our Policies will have an accompanying EIA by the end of March 2022</p>

<p>Embed and improve our annual assessment of risk process by improving our risk information accuracy and the volume of risk information on our system</p> <p>ST 3</p>	<p>Our CRM database will be updated with information available from existing external databases by the end of March 2022</p>	<p>This information will be used to inform local risk profiles and the resultant resource allocation from the Protection department to reduce this risk. It will also help inform our Protection education and partnership initiatives</p>
<p>Lead a task and finish group to implement the changes set out in the IRMP in relation to AFA reduction</p> <p>ST 5</p>	<p>A Communication Strategy will be agreed and engagement with the business community will commence by the end of September 2021</p>	<p>Our agreed AFA Reduction Strategy will be implemented by the end of March 2022</p>
<p>Complete EIAs for all Prevention and Protection initiatives and policies</p> <p>ST 1</p>	<p>All activities held within our library will have an agreed EIA attached to it to ensure we are delivering equality of opportunity to our community and not unfairly or unjustifiably disadvantaging any members of the community</p>	<p>100% of our Policies and initiatives will be completed by the end of March 2023</p> <p>EIAs to be completed for 50% of the listed activities in our library by the end of March 2022</p> <p>30% of our Policies will have an accompanying EIA by the end of March 2022</p>

<p>We will introduce a public sense check programme through which we will engage with the public on key matters by raising at a number of identified established and engagement groups (touchstone forums)</p> <p>ST 1</p>	<p>We will engage with appropriate stakeholders to gain the most benefit from these Forums</p>	<p>Due to COVID we will aim to achieve 1 Touchstone Forum by the end of March 2022</p>
<p>Embed the new HSV manual note</p> <p>ST 4, 7, 8, 9</p>	<p>Out for consultation that closes on the 17 August 2021</p>	<p>Draft agreed and implemented</p> <p>Reasonable amendments made and re-circulated for consultation if necessary</p>
<p>Deliver HSV training to operational crews</p>	<p>Autumn 2021</p>	<p>All operational crews trained and QA process implemented</p>
<p>Introduce Quality Assurance for all HSV delivery</p> <p>ST 4, 7</p>	<p>Autumn 2021 following completion of HSV training for Ops Crews</p>	<p>High quality HSVs delivered Service-wide</p> <p>Reduction in fire related incidents, injuries and deaths</p> <p>Number of QA checks completed by operational crews</p> <p>Number of QA checks undertaken by Community Safety Manager</p>

Embed the Partnership & Engagement Business Partners across the 3 geographical groups ST 4, 7	Central & East P&Es in place from 21 June 2021 West P&E FTC advertised following recruitment process	Closer working between Groups and Community Safety resulting in enhanced partnership working, increase in HSVs delivered and re-start delivery of the Prevention strands
Support delivery of our CRM upgrade (HSV), including appropriate user training ST 3, 4, 7	Awaiting implementation in late summer 2021 User training will be implemented once the HSV product has been rolled out	Reduction in the admin processes associated with the legacy database Provide additional admin capacity for work that has not been able to be delivered. Standardised application of the hierarchy of risk thereby improving risk forecasting
Review the thematic action plans and ensure that every initiative in the library has an evaluation toolkit that is used consistently ST 4,7	One of the first tasks for the new P&E business partners by July 2021	Ensure that the Prevention strand action plans reflect the risks indicated through the Assessment of Community Risk Ensure that the Initiative Library remains current and includes evaluation tools
Further develop our Children & Young Persons (CYP) engagement programme ST 4,7,9	Education Team undertake a review and refresh of CYP Engagement Policy and all related activities by summer 2021 (during the school holidays)	Refreshed CYP Policy reflects current risks and mitigating activities

Fully embed the processes and procedures developed through the alternative Prevention model review ST 4, 8, 9	The draft outcome report will identify opportunities to be considered - February/March 2022	Fully costed Prevention plan that will identify current and future needs in respect of ESFRS and partner agencies
Refresh the Annual Assessment of Risk (AAR) ST 4, 7	Review the AAR and station profiles to reflect any changes in risk - January 2022	Update and refresh station profiles and the percentage quota for Prevention and Protection delivery Prevention and Protection activities match the risk associated with the geographical area

Priorities for year 2

What we will do & related Strategic Theme(s) (ST)	Key milestones including final completion	Performance targets/success measures
<p>Deliver against our audit, consultation and complaint PIs</p> <p>ST 1 & 6</p>	<p>Annual targets met by end of March 2023</p>	<p>Monthly targets achieved as shown on CRM and on the EoM returns</p> <p>Number of Inspections of high risk premises completed</p> <p>Number of Operational Fire Safety Checks</p> <p>Number of Protection engagement events</p> <p>Number of attendees at Protection engagement events</p>
<p>Embed new approach to risk reduction</p> <p>ST 1, 2 & 3</p>	<p>A 3 year process to update and populate our risk database (CRM) with actual risk rather than perceived risk, to inform future activity</p>	<p>Year 2 – By April 2022, produce a list of both perceived and actual high risk premises for staff to visit at an agreed rate which has been partly informed by information gathered during actual visits in year 1</p>
<p>Utilise Government Grant funding to continue to develop our trainees</p> <p>ST 4</p>	<p>6 new trainees will be recruited by the end of September 2021. They will be supported through a 2 year development pathway to become full Inspecting Officers</p>	<p>6 new trainees continuing their development plan</p>

Respond to the learnings from incidents of significance including Grenfell public inquiry ST 4 & 6	Milestones are as contained within the Grenfell action plan and any other OA action plans	All actions contained within the Grenfell action plan and general OA action plans to be completed within the agreed timescales
Finalise EIAs for all Protection and Prevention initiatives and Policies ST 1	Policies and Initiatives to have a current EIA by the end of March 2023	100% of Policies and Initiatives to have a current EIA by the end of March 2023.
Continue to use the 'Legislative Change Board' to manage workloads required by changes in legislation or guidance ST 1, 2, 4, 6	Initial Building Safety Bill requirements to be understood and policies, procedures and systems to be in place with partners to manage the new BSR process for high risk buildings by the end of December 2022	Legislative Change Board to be held at least once per quarter as a minimum. All Policies and Procedures to be up-to-date and compliant with latest guidance and legislation.
Evolve the Services IRMP driven AFA UWFS Policy ST 5	Produce a paper for SLT providing an overview of the impact from changes carried out to date and propose any further changes if appropriate	Review team set up to carry out AFA change review
Complete delivery of our CRM upgrade work stream ST 3	MVP sprints to take place in April 2022 with training for staff taking place with tablets in May 2022 and June 2022	The Protection module of CRM will be in place, with staff trained and effectively using the new product by the end of July 2022.

Review the embedding of the Prevention and Protection standards ST 1, 4	We will embed the relevant fire standards as they are released and following a full gap analysis. This will be achieved by the end of March 2022	Implementation of and compliance with new Protection and Prevention Fire standards as they are released
Review implementation of alternative Prevention models ST 4, 8, 9	6 months after implementation, to review the arrangements and outcomes - September 2022	Review progress and how that has impacted delivery of Prevention
Review HSV Quality Assurance ST 4, 7	6 months after QA implemented – review progress and update the policy to reflect lessons learnt - April 2022	Delivery of high quality HSVs across the Service Reduction in fire related incidents, injuries and deaths
Review our CYP engagement ST 4, 9	6 months after CYP refresh: Review progress - March 2022	Delivery of high quality targeted CYP activities to reduce risks to young people (home / fire, road and water
Review Prevention strands ST 4	Review implementation of the refresh of the Assessment of Community Risk to ensure that the action plans are relevant and accurate and the Initiatives Library remains current - October 2022	Prevention activities match the risk associated with the geographical area Reduction in harm, fire related incidents and injuries / death associated with home / fire, road and water

Priorities for year 3

What we will do & related Strategic Theme(s) (ST)	Key milestones including final completion	Performance targets/success measures
Deliver against our audit, consultation and complaint PIs ST 1 & 6	Annual targets met by end of March 2024	Monthly targets achieved as shown on CRM and on the EoM returns
Embed new approach to risk reduction ST 1 & 2 & 3	A 3 year process to update and populate our risk database (CRM) with actual risk rather than perceived risk, to inform future activity	Year 3 – produce a list of both perceived and actual high risk premises for staff to visit at an agreed rate which has been partly informed by information gathered during actual visits in year 1 and 2. This process will continue in future years
Continue to use the Legislative Change Board to manage workloads required by changes in legislation or guidance ST 1, 2, 4, 6	Initial Building Safety Bill requirements to be understood and policies, procedures and systems to be in place with partners to manage the new BSR process for high risk buildings by the end of Dec 2022	Legislative Change Board to be held at least once per quarter as a minimum All Policies and Procedures to be up-to-date and compliant with latest guidance and legislation
Ensure all our Fire Safety Inspecting Officers are accredited	We will ensure all our Fire Safety Inspecting Officers are accredited to the agreed process	All new IOs and existing IOs will need to be reaccredited by peer assessors at a cost to the Service

Review effectiveness of CRM	We will carry out a review of the effectiveness of our new CRM system in complementing our RBIP process	A full review of our process and the effectiveness of our supporting database will be completed by the end of March 2024. This will inform future plans
Utilise Government Grant funding to achieve a sustainable Protection capability ST 4	6 new trainees will be recruited by the end of September 2021. They will be supported through a 2 year development pathway to become full Inspecting Officers	6 new trainees continuing their development plan
Evolve the Services IRMP driven AFA UWFS Policy ST 5	Produce a paper for SLT providing an overview of the impact from changes carried out to date and propose any further changes if appropriate	Review team set up to carry out AFA change review
Review implementation of alternative Prevention delivery models ST 4, 8, 9	12 months after previous review, to further review the arrangements and outcomes - September 2023	Review progress and how that has impacted delivery of Prevention Increase in Prevention activity Reduction in incidents, injuries and death
Review HSV Quality Assurance process ST 4, 7	12 months after QA reviewed – further review progress and update the policy to reflect lessons learnt - April 2023	Delivery of high quality HSVs across the Service Reduction in fire related incidents, injuries and deaths

Review our CYP engagement ST 4, 9	12 months after CYP refresh: Further review progress - March 2023	Delivery of high quality targeted CYP activities to reduce risks to young people (home / fire, road and water
Review Prevention strands ST 4	Following the previous year's Assessment of Community Risk to ensure that the action plans are relevant and accurate and the Initiatives Library remains current - October 2023	Prevention activities match the risk associated with the geographical area Reduction in harm, fire related incidents and injuries / death associated with home / fire, road and water

Priorities for year 4

What we will do & related Strategic Theme(s) (ST)	Key milestones including final completion	Performance targets/success measures
Deliver against our audit, consultation and complaint PIs ST 1 & 6	Annual targets met by end of March 2025	Monthly targets achieved as shown on CRM and on the EoM returns
Review the RBIP (risk reduction) process ST 1 & 2 & 3	Review the 3 year process now complete to update and populate our risk database (CRM) with actual risk rather than perceived risk, to inform future activity	Provide a final paper to SLT on impact and proposed changes
Ensure all of our Fire Safety Inspecting Officers are accredited ST 4	We will ensure all our Fire Safety Inspecting Officers are accredited to the agreed accreditation process	All new IOs and existing IOs will need to be reaccredited by peer assessors at a cost to the Service
Review the Services Protection staffing profile to ensure we are fit for the future ST 1 & 6	Produce a report with HR on the likely impact on the department of staff retirements and movements, etc.	Identify any corporate risk areas with regards to competencies and put in place a plan to address these risks
Review implementation of alternative Prevention delivery model ST 4, 8, 9	12 months after previous review, to further review the arrangements and outcomes - September 2023	Review progress and how that has impacted delivery of Prevention Increase in Prevention activity Reduction in incidents, injuries and death

Priorities for year 5

What we will do & related Strategic Theme(s) (ST)	Key milestones including final completion	Performance targets/success measures
Deliver against our audit, consultation and complaint PIs ST 1	Annual targets met by end of March 2026	Monthly targets achieved as shown on CRM and on the EoM returns
Implement changes agreed following last year's RBIP (Risk reduction) review ST 1 & 2 & 3	Review the 3 year process now complete to update and populate our risk database (CRM) with actual risk rather than perceived risk, to inform future activity	Provide a final paper to SLT on impact and proposed changes
Ensure all our Fire Safety Inspecting Officers are accredited ST 4	We will ensure all our Fire Safety Inspecting Officers are accredited to the agreed accreditation process	All new IOs and existing IOs will need to be reaccredited by peer assessors at a cost to the Service
Deliver the training and recruitment requirements identified by the department review carried out last year ST 1,2, 4 & 6	Recruit staff required and develop them to the required standard to enable us to deliver our statutory responsibilities	Carry out a recruitment drive as required Fund and deliver a training programme to develop staff to the required level
Review implementation of alternative Prevention delivery model ST 4, 8, 9	12 months after previous review, to further review the arrangements and outcomes - September 2023	Review progress and how that has impacted delivery of Prevention Increase in Prevention activity Reduction in incidents, injuries and death

