High quality, reliable, equal emergency response centre service

Strategy 2021-2024

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Strategy of Emergency Responce Centre Agency 2021-2024

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Summary:

In the present ERC Agency 2021-2024 strategy, we describe the objectives and measures that will ensure that we can provide high-quality, reliable and equal ERC services. The objectives and contents of operational development are guided by goals derived from the Ministry of the Interior's strategy and changes in the operating environment.

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Content

Emergency Responce Centre Agency 2021-2024

The ERC Agency plays a key role as the provider of crisis tolerance and safety culture in Finnish society. We represent one part of overall security and our mission is to strengthen trust in the authorities and to maintain a sense of security for our citizens. We must continuously monitor the development of threats and public safety as a whole, and prepare for changing situations to secure ERC services.

During the previous strategy period (2015–2020) of the ERC Agency, national networking of the Agency's operations was a key objective. The introduction of the new ERC infor-mation system has made it possible to deploy a networked operating model in operati-ons. The networked operating model enables us to provide ERC services with even higher quality than before. We also reformed the Agency's administrative and support services with the aim of smoother operating processes and internal service among the personnel.

The financial situation in Finland is difficult after the exceptional circumstances caused by the coronavirus pandemic, and economic uncertainty is also reflected in the operation of organisations in the safety sector. A potential reduction in resources would be in disparity with the increasing number of tasks that are growing more complex, the citizens' expecta-tions, and the changes in the operating environment. In any case, we must be prepared to adapt to completely new kinds of service requirements and to engage in efficient coope-ration with various authorities and stakeholders. The development of ERC services re-quires a new kind of competence and vision from all of us, as well as a strong desire to change the working culture.

In the present ERC Agency 2021-2024 strategy, we describe the objectives and measures that will ensure that we can provide high-quality, reliable and equal ERC services. The ob-jectives and contents of operational development are guided by goals derived from the Ministry of the Interior's strategy and changes in the operating environment.

Our objective is to provide even more comprehensive support for the whole chain of as-sistance and to improve the effectiveness of ERC operations.

Taito Vainio
Head of the Emergency Response Centre Agency

1 Changes in the operating environment

Society and the operating environment of emergency center operations are constantly changing and have spill-over effects on 112 services.

Changing population structure: people are living longer and the population structure is ageing. It is likely that an older population structure will also increase the number of elder-ly people with reduced functional capacity (such as people with various memory disor-ders). For example, in emergency care tasks, it has already been noticed that there are many elderly people and they need help and treatment for various diseases.

The birth rate is falling: immigration is increasing and, as a result, the population is beco-ming more international and diversified.

Urbanisation will continue: the population is concentrated in a few areas in growth cent-res, while elsewhere the population is decreasing.

Technology develops and changes practices: technology is developing rapidly and changing thought and operating models, exposing us to new large-scale disruptions and cyber threats. Understanding technology is emphasised in all activities, and new deve-lopments include virtual and augmented reality, sound and gesture control, the Internet of Things or the Internet of Everything. AI applications permeate society, making information transfer fast and unpredictable. Anticipating the effects is difficult, as this development is nonlinear, the rate of development varies by sector, and changes have cross-sectoral ef-fects.

The climate is warming and extreme weather is becoming more common: global warming continues, leading to large-scale climate refugees, coastal flooding and the non-viability of many areas, among other things. Extreme weather events are increasing, including mo-re **intense floods and storms.**

Global threats, polarization and social exclusion are increasing: freedom of movement, internationalisation and strong networking present global threats that affect security. Polarization is increasingly visible in the economy, well-being, opini-ons and values. Social exclusion becomes a national challenge.

In addition to the above, changes in legislation and guiding standards (e.g. the EU) and different changes in the activities of public authorities (e.g. health and social services) may have an impact on ERC operations in the future.

2 Mission, Vision, Values

The justification for the existence of the ERC Agency and its mission statement remain the same. The mission was recorded during the establishment of the ERC Agency, and it still describes our Agency's core mission well.

Mission
The first official link in the emergency response chain and safety provision.

Vision
We provide high-quality, reliable and equal emergency response centre services.

Values

Professional skills
We maintain our professional skills by :
- ensuring the development of skills and quality assurance
- listening to various stakeholders and developing solutions in networks
- being enthusiastic about new technology and its potential

Reliability
We provide service reliably by :
- responding quickly and with a good service approach
- supporting and providing advice, also to a colleague
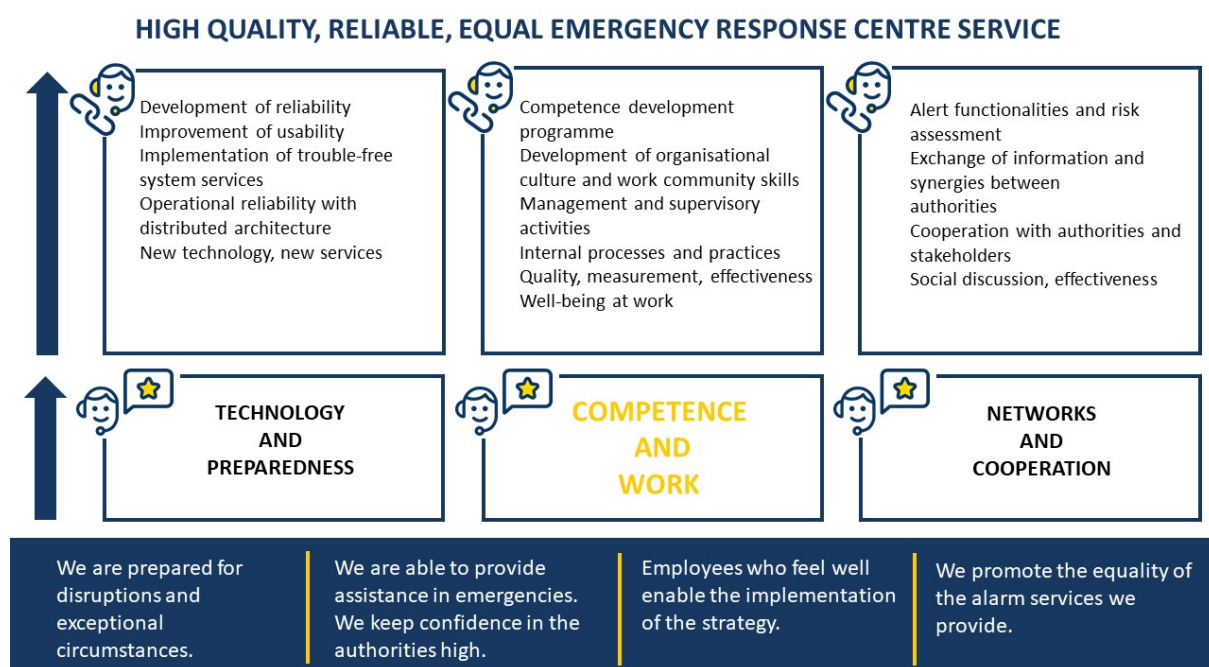- rejoicing in life and its relevance

Fairness
We serve our customers and each other fairly by :
- respecting differences and diversity
- acting equally and in the same way in similar cases
- ensuring the realisation of the principle of equality

3 Sets of key objectives and actions in 2021-2024

Our objectives: We provide high-quality, reliable and equal emergency response centre services.

The strategy consists of three sets of objectives and measures; competence and work community, technology and preparedness, networks and cooperation. During the strategy period, we pay special attention to the goals and contents of the competence and work community section.

HIGH QUALITY, RELIABLE, EQUAL EMERGENCY RESPONSE CENTRE SERVICE

Development of reliability Improvement of usability Implementation of trouble-free system services Operational reliability with distributed architecture New technology, new services	Competence development programme Development of organisational culture and work community skills Management and supervisory activities Internal processes and practices Quality, measurement, effectiveness Well-being at work	Alert functionalities and risk assessment Exchange of information and synergies between authorities Cooperation with authorities and stakeholders Social discussion, effectiveness
TECHNOLOGY AND PREPAREDNESS	**COMPETENCE AND WORK**	**NETWORKS AND COOPERATION**
We are prepared for disruptions and exceptional circumstances.	We are able to provide assistance in emergencies. We keep confidence in the authorities high. / Employees who feel well enable the implementation of the strategy.	We promote the equality of the alarm services we provide.

3.1 Competence and work community

We are unable to provide high-quality ERC services without a competent and committed personnel. In this strategy period, we wish to place special emphasis on the importance of competence, a functioning organisation and work community, and a good working at-mosphere in the performance of our core tasks. The first set of objectives emphasises the development of competence, organisation and work community.

We have identified the need to develop our organisational culture, harmonise manage-ment and improve the Agency's common operating methods and processes. We will sys-tematically carry out measures aimed at the development of the ERC Agency's organi-sational culture. One priority in the development of our organisation's operation will be to

analyse our own activities and monitor their impact, and to systematically improve their quality.

3.1.1 Key objectives related to the Competence and work community section

- We will invest comprehensively in the development of our competence.

- We will harmonise the Agency's operating processes, management and project management in all areas.

- We will begin our systematic and comprehensive quality assessment work, where we develop new indicators and measurement methods in the various areas of our operation.

- We will reform and harmonise practices related to personnel's well-being and ability to cope.

- We will develop the organisational culture and find new ways to increase a positive and encouraging work atmosphere.

3.1.2 The entity promotes the following objectives of the Ministry of the Interior's strategy

- Employees who feel well enable the implementation of the strategy.

- We are able to provide assistance in emergencies.

- We promote the equality of the alarm services we provide.

3.1.3 Success indicators

- Results of the job satisfaction survey (VMBaro)

- Investments in well-being at work and human resource development (€/person-year)

- Turnover of personnel %

- Number of sickness absences

- Occupational health care, cost €/person-year

- Proportion of disability pensions %

- Implementation of the competence development programme, Investments in training (€/person-year, days/person-year, VMBaro)

- Quality assessment (self-assessment/external audit)

- Measurement of results of professional competence

- Satisfaction with operational shift planning

3.2 Technology and preparedness

The second set of objectives for the strategy period relates to technology, preparedness and operational activities. Provision of high-quality ERC services requires a competent personnel as well as functional and reliable technology. In technology that supports ERC operations, we will invest especially in operational reliability and user-friendliness. We will also find, test and introduce technology that improves the provision of ERC services.

In the strategy period, we will establish the networked operating model and improve our ability to act during different disruptions and exceptional situations.

3.2.1   Key objectives related to the Technology and preparedness section

- We will ensure nationally networked processing of emergency calls with distributed architecture.

- We will develop the ERC Agency's operating picture functionality and operational preparedness.

- We will develop the ERC information system and introduce new technology.

- We will develop new forms of service suitable for the scope of the ERC Agency.

- We will develop hazard information and services for special groups.

- We will reform the administration and testing of alarm systems.

- We will actively develop the 112Suomi application and other applications that improve ERC services, taking into account accessibility and equality.

- We will prepare an operational model for preparedness for disruptions in emergency response centre operations, in cooperation with the authorities and service providers involved in ERC operations.

- We will draw up a risk-based continuity plan to secure ERC operations in all situations.

- We will enhance allocation of resources and matching of work and leisure.

3.2.2 The entity promotes the following objectives of the Ministry of the Interior's strategy

- We are able to provide assistance in emergencies.

- We are prepared for disruptions and exceptional circumstances.

- We keep confidence in the authorities high.

- We promote the equality of the alarm services we provide.

3.2.3 Success indicators

- Availability percentage of the ERC information system services

- Introduction of the distributed emergency call system

- Recovery time from disruptions

- Utilisation rate of other new ERC services

- Digitisation degree of contracts for alarm devices and degree of testing automation

- Introduction of the operational picture system

- Introduction of new versions of ERICA

- Introduction of eCall NG and VIRVE 2.0

- Introduction of the shift planning optimisation system

3.3 Networks and cooperation

Cooperation and dialogue between the authorities participating in ERC activities must remain active in the future. The operation of the chain of assistance often requires simultaneous and coordinated actions from authorities taking part in ERC operations. It can be seen that interdependence between security authorities will increase further in the future. We aim to ensure that the ERC Agency has a clear role as a coordinator between various actors in the chain of assistance. We want to increase the effectiveness of operations

in the safety sector by promoting the synergy between ERCs, the ERC Agency's Command and Control Centre and the situation centres of the authorities.

We will strengthen cooperation with performance-controlled ministries, authorities involved in ERC activities, educational institutions and other stakeholders.

3.3.1 Key objectives related to the Networks and cooperation section

- We will develop alert functionalities and risk analyses in cooperation with the authorities.

- We will have an active impact on the development of ERC operators' degree education.

- We will enhance the Agency's research and development activities. We will find and introduce channels of external funding suitable for this purpose.

- We will influence the reform of the legislation on ERC activities to enable more effective cooperation between authorities.

- W will actively participate in social discussion related to ERC operations.

- We will submit proposals based on up-to-date and accurate information to ensure the Agency's human resources and other resources.

3.3.2 The set of actions promotes the following objectives of the Ministry of the Interior's strategy

- We are able to provide assistance in emergencies.

- We keep confidence in the authorities high.

- We promote the equality of the alarm services we provide.

3.3.3 Success indicators

- Results of reputational studies and customer satisfaction surveys aimed at citizens

- Results of an influencer survey aimed at political decision-makers, results of a stakeholder survey

- Percentage of separate funding

- Development of human resources in 2021-2024

- Number of erroneous emergency calls

- Number of active users of the 112 Suomi application

- Reform of legislation

- Introduction of new services

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