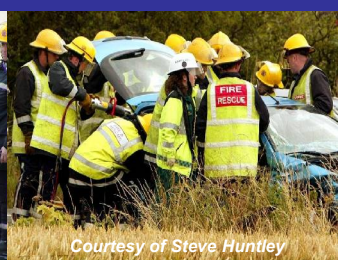
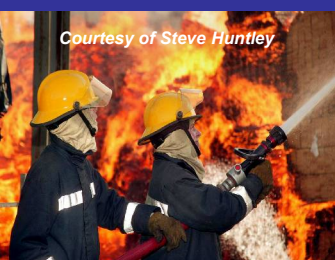


INTEGRATED RISK MANAGEMENT PLAN

YEAR 2 ACTION PLAN 2005-2006

CONSULTATION DOCUMENT

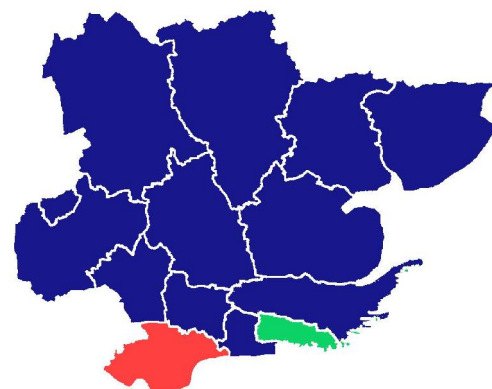


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Copies are available in other languages, Braille, large print and audio-cassette on request.

Contact: 01277 222531 extension 2281



FOREWORD

The UK Fire Service is going through an enormous modernisation programme, which has caused great change in the Essex County Fire and Rescue Service over the last twelve months.

This period has seen the old 1947 Fire Service Act replaced with a new Act, the 2004 Fire and Rescue Services Act, which better reflects the modern role of our Service. This new Act requires the Government to produce every year a 'National Framework', which is, in effect, a contract between Central Government and the fire authorities throughout the UK that sets out what the Government expects and what support it will give in return to ensure the UK Fire and Rescue Service is modern, efficient and effective.

The National Framework details a change of focus to the work we undertake, placing greater emphasis on fire prevention, protection and community safety. It also requires brigades to produce an Integrated Risk Management Plan explaining how each brigade intends to meet these aspirations.

This is our plan.

You will see that we plan to put people first and make the most productive use of our resources to:

- reduce the incidence of fire;
- reduce loss of life in fires and accidents;
- reduce injuries occurring in fire and accidents.

It is also our belief that the Fire and Rescue Service in Essex – *your* Fire and Rescue Service – should make a significant contribution to safeguarding the environment and protecting our

national heritage. In doing all the above we aim to provide local communities with real value for money.

You will see that at the back of this plan there is room for you to comment on our proposals. We would welcome your comments and take them all seriously because we wish to provide a service that you truly want and deserve, not one we think you want.

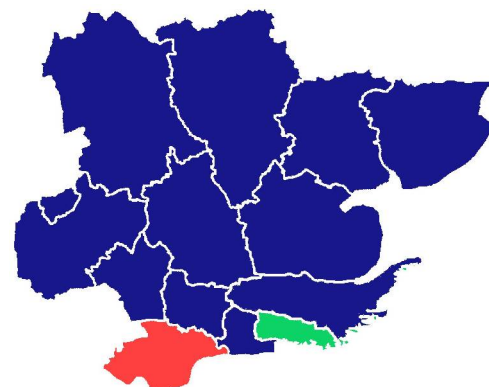
We hope you enjoy reading this plan and we look forward to hearing from you.



Cllr Lionel Lee,
Chair of the Fire Authority



Chief Fire Officer David Turner,
QFSM MSc CDipAF MIFireE



INTRODUCTION

Integrated risk management planning (IRMP) is about improving public safety, reducing the number of fire incidents and saving lives. It involves shifting the focus in planning to put people first, looking at the risk arising from fires and other emergency incidents and at the options for reducing and managing them.

It also creates a need to ensure that as an organisation, our business and financial systems, human resource (HR) strategies and basic operating processes complement our core business activities.

The outcome of an effective Integrated Risk Management Plan should be a balance between improvements to public safety and improvements to organisational effectiveness. This can be achieved by ensuring that we have the right people, with the right skills, doing the right things, in the right place, at the right time.

What does this mean to Essex County Fire and Rescue Service (ECFRS)? It means having the drive to seek out innovative ways to work with and through our partners to the benefit of our communities. It also means having the drive to be challenging as to how we deliver our Service, and seeking out more effective and efficient ways to do what we do.

Essex Fire Authority provides an excellent emergency service, of which it is rightly proud, and its employees strive hard to ensure it is the best available. Whether in providing an emergency response, community safety or any of the many support roles that they fulfil, our members of staff deserve the recognition and encouragement that should be focused on their activities.

The key to their role is the ability to improve beyond the already high standards that they have achieved. This year's IRMP focuses on supporting improvement, and sets out opportunities to develop both community safety and organisational effectiveness. It is also intended to help prepare the Service for its forthcoming Comprehensive Performance Assessment, which will be conducted by the Audit Commission.

The quality of our Service and our ability to demonstrate that we are modernising is directly linked to our capability to measure and manage performance. By ensuring that we have set out how we intend to develop the frameworks that will underpin our work, we are confident that our stakeholders will support the intentions set out in this plan.



THIS YEAR'S OPPORTUNITIES FOR INNOVATION – OUR PROCESS

Integrated risk management planning (IRMP) requires continuous assessment of the Service's operating environment to take into consideration existing and future risks to the delivery of our objectives. It also provides a framework for exploring opportunities for development by looking for new and innovative ways of providing and supporting our services.

A comprehensive risk profile will be developed over the coming months, which will significantly contribute to the IRMP process. In the shorter term, the Service has already identified a number of risks and opportunities for innovation, which all have the potential to prevent or aid the delivery of our objectives. Some of these are unique to ECFRS, others form part of the wider Fire and Rescue Service modernisation process. In either instance, we need to be confident that where there is risk, adequate control measures are planned and put in place. Also, where there are opportunities to adopt more innovative ways of delivering our service, robust evidence must be gathered to support any business case for change.

The operational changes in our 2004/05 IRMP, which set out to improve standards of service delivery at local level, were based on information gathered on the incidents that we attended. We used this information to concentrate on the identification and assessment of risk arising from fires and other emergency incidents that resulted in:

- Loss of life
- Injury
- Adverse commercial, economic and social effects
- Damage to the environment and heritage

This work is an ongoing project, as we have to be completely confident that all of our incident data that is collected and analysed is accurate, appropriate, up-to-date and fully integrated with other safety-based strategies. This will then enable us to provide:-

- more effective targeting of resources and protective and preventative measures; and
- more dynamic, flexible and appropriate levels of emergency response to incidents.

Time is an important factor in ensuring we get this process right as we are also dependent on further guidance being produced by Central Government, national issues being addressed collectively by fire and rescue services and robust internal systems being in place. Strategies incorporating incident data will therefore not be developed until our next IRMP.

A key development area of this work is the introduction of more soundly-based standards of fire and rescue cover.

For many years, how quickly a fire engine reached a fire has been based on the number and type of buildings within a given area.

Continued...



INTRODUCTION

New standards are being developed, in collaboration with the other fire and rescue services in the region, which place the risk to life at the forefront of our Service, rather than the risk to buildings.

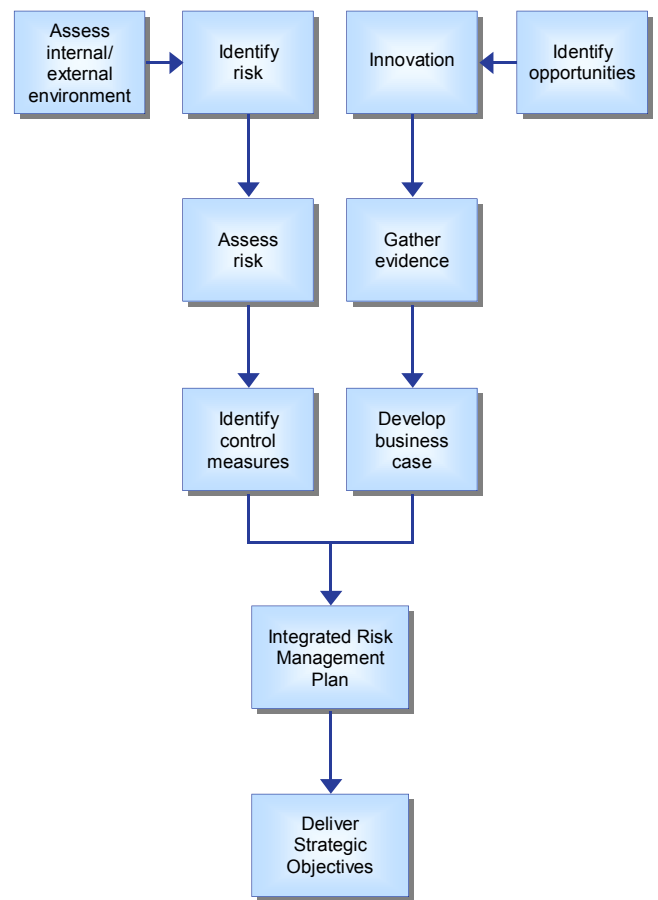
Research into three years of fire data¹ has shown that 70% of people who need to be rescued from fires are done so by the first fire engine that arrives. Also, that if that fire engine arrives within the first ten minutes of receiving a call, the chances of a successful rescue, should one be required, are greater.

Obviously, in a county the size of Essex it is simply not possible to get a fire engine everywhere in ten minutes. Therefore, the work on incident data that is going on now will tell us where fires and other emergencies are likely to occur – this will help us make sure our resources are best targeted. In areas of lower risk, community safety initiatives will be focused to drive down the risk from fire and other emergencies – this is the balance between intervention and prevention that underpins IRMP.

Why is it important that we get the process right? The public rightly holds the Fire Service in high regard. We want this to continue to be the case, not just because we provide a first-class emergency response when called upon, but because we also want to ensure that we apply the highest levels of stewardship to all our activities.

Figure 1, opposite, sets out our developing approach to IRMP. In either instance, whether we are responding to risk or opportunity, the focus of our activity will remain on improving the service we deliver.

**FIGURE 1.
RISK/OPPORTUNITY
ASSESSMENT
MODEL**



¹ Fire Service Emergency Cover (FSEC) Project Team

SETTING THE SCENE: WHO WE ARE

Organisational Structure

The Service fire cover and community safety intervention work is managed through seven Community Commands. The aim of this structure is to group our fire stations and fire prevention resources so that their work can be more closely focused on the needs of their local communities, with each Community Command covering two District or Borough Council areas.

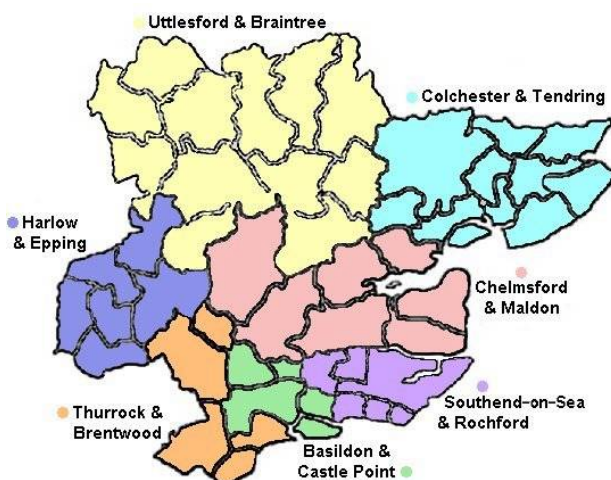
Within the overall objectives of the Integrated Risk Management Plan (IRMP), the local Community Commanders will determine the priorities for their own areas following consultation with their local communities. As well as the Community Commands, the Service has an administrative headquarters in Brentwood, where central departments such as Property, Fire Prevention, Health and Safety, Human Resources and our Control Room are located.

There are a number of other centres around the County that contribute to the running of the organisation, such as our training centres at Wethersfield, Witham and Orsett. In addition, there is a Service vehicle workshop at Lexden, near Colchester, which maintains our operational equipment and fleet of 135 fire appliances and 146 cars and vans.

Relationship to the Fire Authority

The Authority that administers Essex County Fire and Rescue Service is called a Combined Fire Authority (CFA). It is composed of 25 elected members (shown overleaf); these are councillors representing the constituent authorities of Essex, Southend-on-Sea and Thurrock. There are 20 members from Essex County Council, 3 from Southend-on-Sea Borough Council and 2 from Thurrock Borough Council (Southend-on-Sea and Thurrock are both Unitary Authorities). The CFA has a duty to provide a Fire Service as laid down within the Fire and Rescue Services Act 2004.

Figure 2. Essex County Fire and Rescue Service's Community Commands



Resources

The Service has 51 fire stations (17 full-time and 34 part-time), strategically located to provide protection to all areas of the County. It has an establishment of 934 full-time firefighters, 483 part-time firefighters, 214 support staff and 38 Control staff. We aim to provide sufficient personnel so that all fire stations maintain emergency cover 24 hours a day, 365 days a year.

SETTING THE SCENE: WHO WE ARE



Cllr Lionel Lee,
Chair of the Fire Authority

MEMBERS OF ESSEX FIRE AUTHORITY



Cllr B R Aspinell
Lib. Dem. Brentwood



Cllr P R Barlow
Lab. Witham North



Cllr K Bobbin
Lab. Basildon Pitsea



Cllr C Dandridge
Lab. Southend Unitary



Cllr G Davies
Con. Thurrock Unitary



Cllr R F T Davy
Con. Southend Unitary



Cllr L J Double,
Lab. Group
Spokesperson Harwich



Cllr R D Eschle
Lab. Harlow Great Parndon



Cllr C Finn
Con. Loughton St John's



Cllr Mrs S Flack
Con. Dunmow



Cllr I A Gale BSc PhD
Lib Dem. Chelmsford East



Cllr A Goldsworthy
Lab. Great Tarpots



Cllr I Harrison
Con. Thurrock Unitary



Cllr A M Hedley
Con. Billericay North



Cllr Mrs A Holland
Vice Chair
Con. Southend Unitary



Cllr N J Hume
Con. Woodham Ferrers
& Danbury



Cllr Mrs C Jessop
Con. Clacton East



Cllr C F Lumber
Con. Tendring Rural East



Cllr D W Morris
Con. Basildon Crouch



Cllr R A Pearson
Con. Rochford South



Cllr Mrs J M Reeves
Con. Benfleet Castle Point



Cllr J Roberts BSc
Con. Brentwood Hutton



Cllr T C Smith-Hughes BA ACIB,
Lib Dem. Group Spokesperson
Chelmsford North



Cllr S M Walsh
Con. Bocking

SETTING THE SCENE: WHO WE ARE

Essex the County

The County of Essex is a reflection of today's diverse society and lifestyles. Within its boundaries there are major road networks, airports, seaports, centres of industry and a diverse population. This diversity is reflected in the geographical and industrial nature of the County; the north is largely rural in nature, contrasting with the more densely populated unitary authorities of Thurrock and Southend.

Transport

Although major incidents involving aircraft, trains and shipping are rare, ECFRS needs to be prepared for the potential of an accident involving these forms of transport.

The road networks include a number of major arterial routes such as the M25, M11, A12, A13 and A127, as well as a number of rail links that run throughout the County including a section of the Channel Tunnel rail link in Grays in the south of the County. The high number of daily rail passenger movements in the County is illustrated by passenger figures for the two largest rail networks, which now exceed 73 million passengers annually.

New road expansion programmes for the A120 and A130 have introduced faster links to major population centres throughout the County. These developments have been necessary to support the growth in population.

In 2000, total public transport figures for the County of Essex, excluding Thurrock, showed over 75 million passengers, but this still represented less than 13% of total passenger journeys. This demonstrates the continuing reliance on private vehicle usage. The transport picture as a whole is

one of an increasing number of journeys, resulting in a growing demand being made on our resources.

Essex supports a number of industrial sites including Bradwell Power Station (now being decommissioned) and the seaports of Harwich and Tilbury, which add to the road and rail freight moved within the County.

COMAH Sites

These are industrial sites that, due to the nature of the working practices and materials stored, are required to put in place particular security and control measures to safeguard against accidents, hence 'COMAH', which stands for Control of Major Accident Hazards. The Health & Safety Executive and the Environment Agency enforce the COMAH regulations with the aim of ensuring all possible measures are taken to prevent major accidents and thereby reduce the danger to people and the environment. There are currently thirteen top-tier COMAH sites within the County.

The Fire Service plays a key role in planning and preparing for incidents involving these sites. This includes exercises and visits to maintain familiarity with layout and procedures.

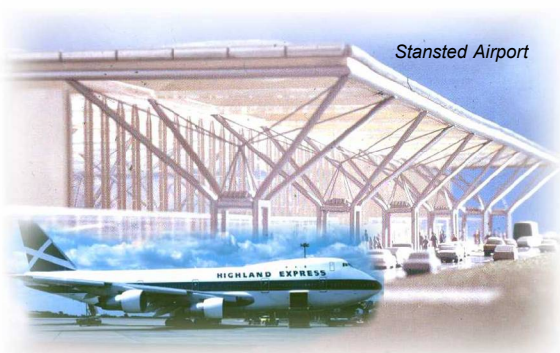


Original photo
courtesy of
Paul Wood

SETTING THE SCENE: WHO WE ARE

Stansted Airport

Essex is the home of Stansted Airport, the fourth busiest airport in the Country and the fastest-growing airport in Europe. Stansted will eventually serve more than 25 million passengers per annum.



By 2010 BAA will have invested more than £1 billion in developing the airport and associated infrastructure.

The County also accommodates a number of smaller airports such as Southend and a number of light airfields, which add to the air traffic operating over the County.

Heritage

Essex is rightly proud of its wealth of historic buildings. However, it is not widely appreciated that there are over 14,000 listed buildings in the County, distributed as follows:

Buildings		Churches	
Grade	Number	Grade	Number
1	271	A	2
2*	734	B	43
2	13,170	C	11

Incidents involving these buildings can have a significant impact on the loss of heritage and tourism. The irreplaceable

nature of these treasures has earned their rightful inclusion in the comprehensive risk profile of the County.

A detailed list of all the highest-grade properties has been passed to local senior fire officers for consideration as to how we can work in partnership to protect these important assets for future generations.

Environment

Protecting the environment is a key role for the Service. The Service can achieve this in a number of ways. By preventing fires we reduce the amount of pollutants released when they occur. At incidents we take steps to reduce the impact of our firefighting activities on the environment, including controlling water run-off from firefighting activities.

The Service also plays a significant role in controlling environmental threats posed by chemical spills and incidents involving hazardous materials.

To achieve the aim of protecting the environment, the Service works closely with the Environment Agency to ensure that our actions and procedures minimise the overall environmental threat.



SETTING THE SCENE: WHO WE ARE

Tourism



Tourism has a continuing major impact on the County. Although figures are not precise, the two main resort areas of Southend-on-Sea and the Tendring coastline receive between them five to six million visitors a year. Even though the majority of these are day visitors and do not pose an increased risk in terms of large numbers of hotel guests, they are inevitably part of the total risk picture. In particular, they contribute significantly to the total number of road and rail journeys made. Additional annual risk planning by all of the emergency services also needs to be put into effect to cope with large annual tourist events such as the Southend and Clacton air shows and the Chelmsford Hylands Park open air 'V' festival.

Social Impact

Whilst the protection of life is our main priority, it must also be remembered that risk from fire and other emergencies is a far wider concept and reality. A fire in a factory in which no one is injured can have a devastating impact on business prospects. An arson attack on a key employer or school may also have an effect on a community that is far greater than the immediate financial loss incurred. In this respect we fully agree with the Association of British Insurers that community fire safety initiatives to reduce risk "must not be restricted to domestic premises alone".



Original photo
courtesy of
Paul Wood

VISION AND MISSION

Our vision and mission statements provide a common direction for everyone working for the Service. They also form the cornerstones for our planning framework. Our vision can be thought of as the ultimate goal of our Service, **"Continuously making our communities safer"**.

Our mission statements form the road map that we need to follow in order to achieve our vision. This year we have included a new mission statement, **"Continuously seeking opportunities to improve our Service"**. This additional statement allows us to reflect the work that arises from the Integrated Risk Management Plan (IRMP).



WHAT WE INTEND TO DO

This year our IRMP will continue with the theme of having the right people, with the right skills, doing the right things, in the right place and at the right time. This will give us the opportunity to continue to examine in greater detail those areas where further organisational improvements can be achieved. This section contains the proposed Strategic Intentions on which we wish to consult; these are intended to establish the foundation stones for future improvement and development opportunities.

We have thought carefully about the changes we need to make that will improve the service you receive from us, how much value for money it provides and, most importantly, the difference it will make to increasing community safety. To help you understand the reasons behind each intention, we have grouped the intentions accordingly under the following headings:

➤ To Improve Community Safety

By this, we mean that our aim is to reduce the number of fire-related deaths and injuries, and reduce the number of fires, other emergency incidents and false alarms.



➤ To Improve Service Delivery

By this, we mean that our aim is to increase the percentage of times that our current standards of fire cover are met, to send an appropriate response to all emergency incidents

and to increase the time devoted to community safety initiatives.



➤ To Improve Value for Money

By this we mean that our aim is to increase the effectiveness and efficiency of the management of all our resources and processes.

Under each intention, as well as explaining what we want to do, why, and how, we have also included information on the financial implications. The consequences of not taking these actions are also explained under the heading 'Risk Management Implications'.

The 2004/05 IRMP produced 46 Strategic Objectives and we are pleased to report that several have been completed and our progress on the remainder is on track (see page 53). The amount of activity being generated by these objectives is still considerable and involves input from all Service functions in order to deliver our priorities. This year's IRMP is therefore intended to allow improvements in both community safety and organisational effectiveness, but within the realistic confines of our resource capacity.



WHAT WE INTEND TO DO

...TO IMPROVE COMMUNITY SAFETY

STRATEGIC INTENTION NO. 1

WHAT WE INTEND TO DO

Essex Fire Authority proposes to commit itself, with local and regional partners, to establishing within the County a purpose-built, interactive Life Safety Centre.

WHY WE INTEND TO DO IT

Every Fire and Rescue Service devotes a considerable amount of time providing quality training to its staff. We therefore have a wide and proven appreciation of the value that practical training in realistic environments can provide.

We also work closely with head schoolteachers throughout the County, who endorse this practical approach by confirming that children learn far quicker and remember better when they are able to practically experience what they are learning.

"Working with young people, educating them about the dangers of fire, gets results."

~ Phil Hope MP,
Parliamentary
Under Secretary
of State

"The thing that will stick in my mind is the sound of the car crash. It made me jump. I didn't think the car would go that far before it would stop"

~ Kate

"Very impressed with the sheer quantity of essential messages covered in two hours, and presented in such a way that the children are bound to take notice and remember many of them - and great fun too!"

~ Educationalist



WHAT WE INTEND TO DO

STRATEGIC INTENTION NO. 1 CONTINUED

We have also visited and spoken extensively with those responsible for running existing Life Safety Centres and we are encouraged by their enthusiasm and the positive feedback they are receiving. Safety concerns us all in many different ways and to raise awareness and reduce accidents requires an innovative means, whereby a consistent and cogent, quality safety message can be delivered in a practical and memorable way to as many people as possible throughout the County. We firmly believe that by working in partnership with the many agencies that have a social responsibility for improving safety the creation of a Life Safety Centre will achieve this.

Figure 3. Audience Figures for Fire Safety Talks in Schools, 01/04/2002 – 31/03/2004

Key Stage	Average No. of Pupils	Average No. of Pupils Visited	Average Percentage of Pupils Visited Per Year
KS1	56,215	21,220	37.75%
KS2	79,655	37,260	46.78%
KS3 and KS4	104,163	29,543	28.36%

Source for pupil numbers: the Department for Education and Skills web site, www.dfes.gov.uk.

Figure 4. Locations of Non-fatal Accidents During 2000

Source: the Royal Society for the Prevention of Accidents

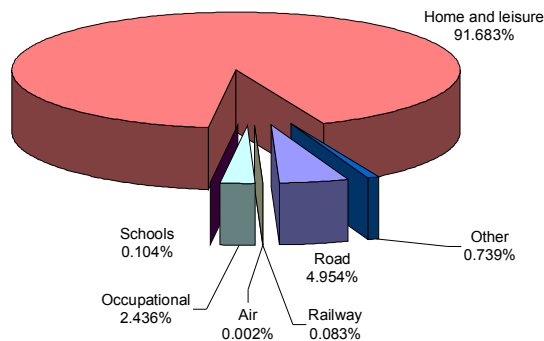
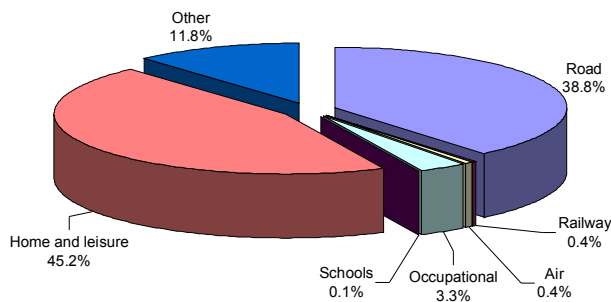


Figure 5. Locations of Fatal Accidents During 2000

Source: the Royal Society for the Prevention of Accidents



Figures 4 and 5 above represent national totals and clearly illustrate the need to concentrate on safety in the home and on the road.

Continued...



WHAT WE INTEND TO DO

STRATEGIC INTENTION NO. 1 CONTINUED

HOW WE INTEND TO DO IT

To achieve this major project the Authority proposes to assist in the formation of a project team board incorporating key partners from a wide range of disciplines including Essex Police, health, education and local authorities and the Essex business community.

It is intended that the proposal will provide a centre of national safety excellence, which will be based on a concept that has already been established in several other counties. The centre will, within the setting of a life-sized environment, provide safety scenarios that can be used to provide realistic, hands-on education to raise awareness of safety and good citizenship issues. Safety at home, in the workplace, on the roads, in the countryside and in and around water will be covered in a specially constructed small town centre complex, which will be supported by teaching and conference facilities.

The complex will be sited to allow it to be easily accessible to everyone. The centre will utilise the very latest in technology to provide a setting that allows both children and adults to interact and learn about risks in a realistic yet safe environment.

FINANCIAL IMPLICATIONS

This initiative will need to attract substantial external funding of £3–5 million, which will include an approach to Central Government, providing the County with the very best educational resource for making Essex a safer place in which to live and work. Initial consultation costs will be met from within the existing community safety budget.

RISK MANAGEMENT IMPLICATIONS

If we do not do this...

- An opportunity will be lost for us to be involved in the creation of a facility that will provide a 'living' experience of safety to all age groups and sectors of the community.
- Our commitment to partnership working may lose credibility.
- ECFRS will lag behind other fire and rescue services in this modern approach to creating safer communities.

LINK TO STRATEGIC AIM

Strategic Aim No. 1 (please refer to page 52 for a list of all Strategic Aims)

The Partners that Share Our Commitment to Community Safety:

- Essex Business Link
- Essex County Council
- Essex Education Department
- Essex Police
- Learning Skills Council
- Thames Gateway South Essex Partnership Group



STRATEGIC INTENTION NO. 2

WHAT WE INTEND TO DO

We intend to introduce a community safety foundation plan that draws together existing community safety activities and combines them with future aspirations including the development of home safety risk assessments, introducing a 'Friends of the Fire Service' programme and expanding existing and new youth schemes.

WHY WE INTEND TO DO IT

Research carried out by the Office of the Deputy Prime Minister (ODPM) and fire and rescue services shows that those most likely to be at risk from fire are those in the lower socio-economic groups, the elderly, ethnic minorities and families with young children who are concentrated in deprived neighbourhoods. For a variety of reasons these groups may be particularly hard to reach with safety advice and unable or unwilling to take action in response. We therefore need to find more innovative methods of targeting our resources to reach these groups in order to reduce the risk. To be effective we recognise the importance of having in place a coherent community safety plan that draws together the many safety initiatives already in place or being developed. We therefore need a community safety plan that enables us to advance in a logical and progressive manner, responds to the new statutory duty to promote fire safety and expands our ability to collaborate with such key partners as health, social services, housing, education, the voluntary sector and other emergency services. The rate of injuries from accidental dwelling fires and preventable fire fatalities in dwelling fires varies widely across different age groups (see figures 6 and 7, opposite). The Foundation Plan will seek to address this imbalance.

Figure 6. Rate of Preventable Fire Fatalities by Age Group, per 100,000 People Within that Age Group Residing in Essex, April 1999 to March 2004

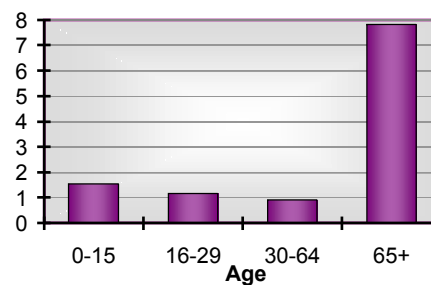
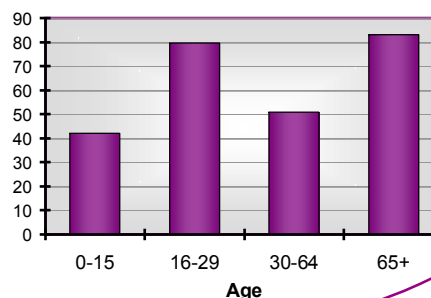


Figure 7. Injuries from Accidental Dwelling Fires by Age Group, per 100,000 People Within that Age Group Residing in Essex, April 1999 to March 2004

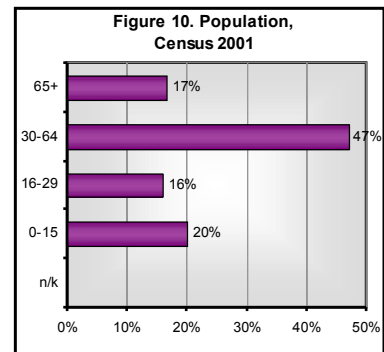
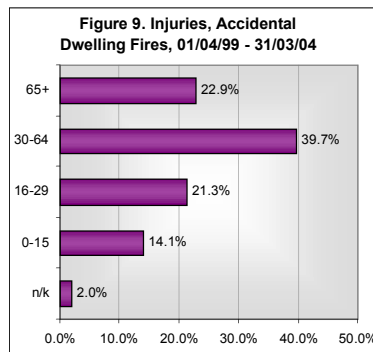
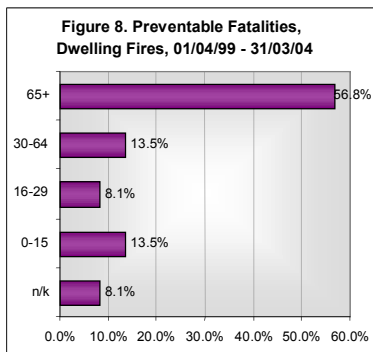


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WHAT WE INTEND TO DO

STRATEGIC INTENTION NO. 2 CONTINUED



The proportion of fatalities and injuries in the 65+ age group arising from fires attended by ECFRS deviates massively from the distribution of ages across Essex. Over half of all preventable fire fatalities arising from dwelling fires and more than 2 out of 5 injuries arising from accidental dwelling fires occurred in this age range.

HOW WE INTEND TO DO IT

The challenge facing the Service is to rapidly expand the work it already carries out in community fire safety to encompass a wider community safety remit and to engage successfully with an increasing number of partners in the community. We must achieve this without sacrificing the quality of the programmes we deliver or losing focus by attempting to achieve too much too soon.

One of our main aims in 2005 will therefore be to establish a robust Community Safety Strategy that will provide a sound foundation for future growth. This work will need to address important issues such as where we can be most effective, setting up mechanisms for measuring the difference we have made, agreeing specific goals we need to set and deciding how best to support our partners who also work in the field of community safety. The completion of the Foundation Plan will enable us to move forward, for example, in the following key areas:

Home Fire Safety Visits



We intend to increase the number of home fire safety visits we complete to fulfil our commitment to reduce risk to the most vulnerable in our communities. The charts in this section illustrate that our greatest concern is for those in the 65+ age group. In

our first year of implementing our home safety visit programme we have set a target to visit 10,000 homes and fit up to 11,000 smoke detectors, as part of our aim to continuously reduce the number of accidental dwelling fires.

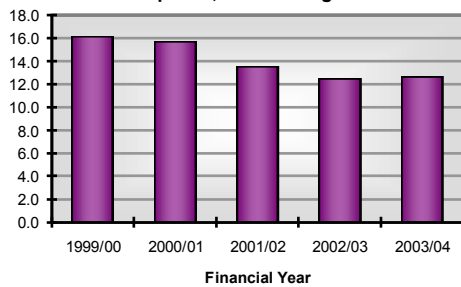
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WHAT WE INTEND TO DO

STRATEGIC INTENTION NO. 2 CONTINUED

Figure 11. Accidental Dwelling Fires per 10,000 Dwellings



The additional financial implications of this element of the strategy for 2005/06 are:-

- £62,000 will be required to fund the purchase of 11,000 smoke detectors. This will be achieved by finding £47,000 in efficiency savings and raising the remaining £15,000 through sponsorship.
- Funding will also be required to increase the number of hours available for retained stations to enable fire safety visits to be carried out by retained firefighters. This funding will be made available from the savings achieved in operational activity reductions as identified in the 2004/05 IRMP.

Friends of ECFRS

One informal partnership we do have at present is a network of people throughout the County who assist us on an *ad hoc* basis. We intend to formalise and strengthen this relationship by setting up "Friends of Essex County Fire and Rescue Service Association", which will better utilise the skills and goodwill of volunteers who wish to work alongside us in making their communities safer.

The additional financial implication of this element of the strategy for 2005/06 is £7,000 (to fund the appointment, training, equipping and checking of volunteers)

Working with Young People

The Service has recognised for some time the valuable role it can play in reducing crime and disaffection among young people and by assisting other agencies in re-introducing excluded children back into mainstream education. To increase its effectiveness in this work the Service proposes to:

- 1) Expand its existing Firebreak Youth Scheme, which already works in partnership with schools and the Youth Offending Service, so that sufficient schemes are introduced to cover the entire County.

Figure 12. Number of Permanently Excluded Pupils per Council During 2003

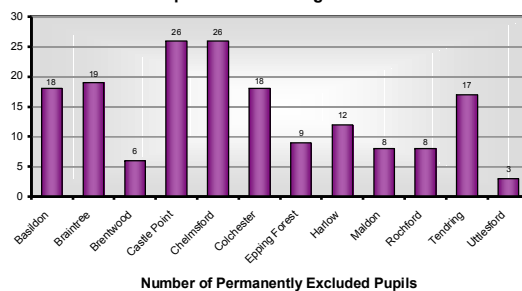
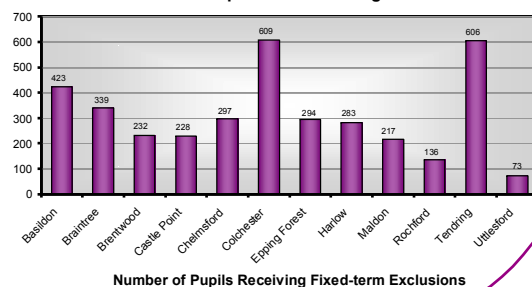


Figure 13. Number of Pupils Receiving Fixed-term Exclusions per Council During 2003



Figures 12 and 13 above show that a significant number of children and young people are either permanently excluded or at risk of permanent exclusion across the County.



WHAT WE INTEND TO DO

STRATEGIC INTENTION NO. 2 CONTINUED

- 2) Increase the number of its Young Firefighter 'Cadet' Schemes, which provide support to individual schools.



- 3) Submit a major funding bid to launch a new arson reduction initiative across the County. This will include investigating the commissioning of a theatre group to produce an education package to reduce fire setting behaviour among young people.

The additional financial implication of this element of the strategy for 2005/06 is £15,000 (to introduce two further Young Firefighter Schemes within the County).

FINANCIAL IMPLICATIONS

The total financial commitment for these initiatives will be £69,000 (excluding £15,000 sponsorship). It is intended, however, through the implementation of other elements of the IRMP process, to fund these initiatives from within existing budgetary provision. The Service is committed to ensuring it delivers its services in a manner that represents value for money to the people of Essex. Over the coming months, internal funding streams will be identified that can produce the appropriate efficiency savings. Further details can be found on page 46.

Youth Schemes

Essex County Fire and Rescue Service continues to run a number of schemes to promote fire safety awareness and citizenship for youths within the County.

- To date the Firebreak Scheme, which trains young people who have been, or are expected to be, excluded from mainstream education, has reached 48 young people.
- The Young Firefighters Scheme, which is a partnership cadet scheme with local schools, has reached 53 youths so far.
- The Juvenile Fire Setters Scheme, which mentors young people with tendencies to play with fire, has delivered fire safety advice to 452 children in the past 4 years.

RISK MANAGEMENT IMPLICATIONS

If we do not do this...

- High areas of risk may not be properly targeted.
- Inefficient use of resources may occur.
- Integrating our planning process to identify and meet the needs of all sectors of our community may fail.
- Our approach to partnership working will be weakened.

LINK TO STRATEGIC AIM

Strategic
Aim No. 1
(page 52)



WHAT WE INTEND TO DO

STRATEGIC INTENTION NO. 3

WHAT WE INTEND TO DO

We intend to develop the role and functions of corporate communications.

WHY WE INTEND TO DO IT

The traditional role of the Fire Service is being challenged and influenced by external pressures, which is bringing about a change in the delivery of service to focus its resources more on community safety through prevention and protection.

To communicate and shape these changes it is the Authority's intention to seek greater interaction with both the community and its employees. To ensure that we are able to capitalise on the feedback from these relationships it is essential that we have a mechanism to communicate the needs and views of stakeholders. The proactive approach to providing safer communities will require an expansion of community fire safety work and other initiatives within the community to improve service delivery. Developing the role of corporate communications will enable us to deliver quality programmes to serve locally focused needs.

These improvements in service delivery will not be achieved by procedural change alone; a significant change in culture will also have to be achieved. It is fully recognised that effective communications will be vital in managing this change.

To measure the success of these schemes, feedback needs to be received, processed and incorporated into revised plans to

ensure that we can build on our successes and improve where necessary.

The corporate communications strategy will serve to develop stakeholder interaction with the Authority's objectives, thereby reducing the risk of failure through increased involvement and support.

HOW WE INTEND TO DO IT

The way in which we communicate with our employees and other stakeholders must have a sound foundation and be capable of reflecting the strategic changes taking place. Figure 14, opposite, illustrates one corporate communication strategy being considered and, in particular, the points at which stakeholder consultation, feedback and evaluation take place.

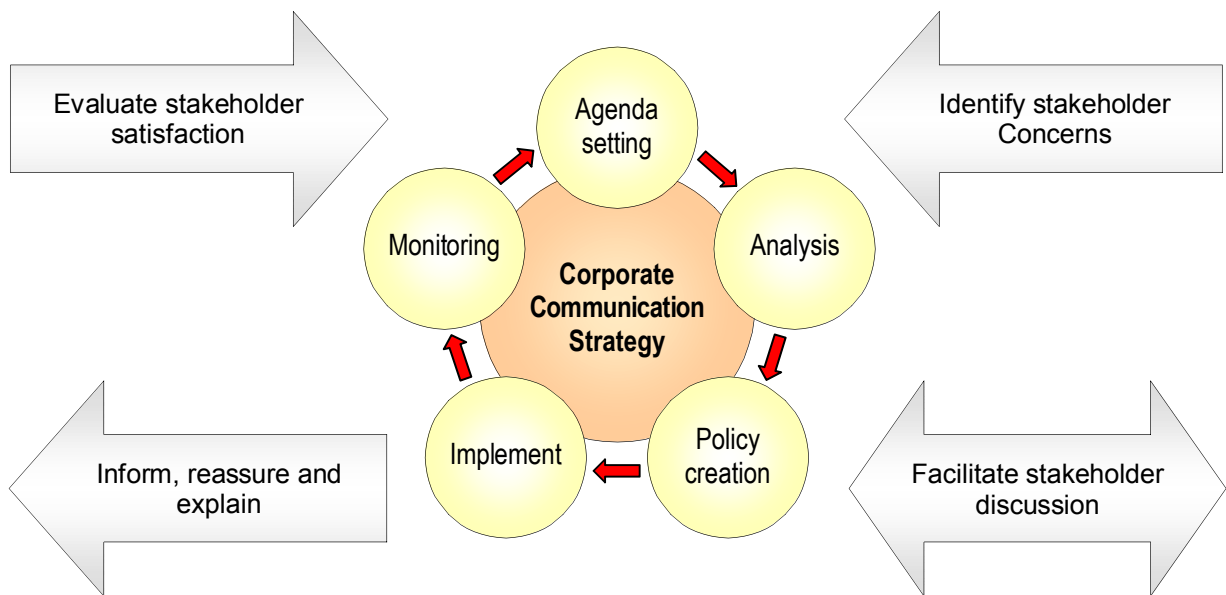
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WHAT WE INTEND TO DO

STRATEGIC INTENTION NO. 3 CONTINUED

Figure 14. One Corporate Communication Strategy Being Considered



Although we are confident that we have comprehensive methods of providing information in place, we recognise that communication is not fully integrated into corporate strategies and the implications and effects of poor communication are not fully appreciated by managers at all levels. We have identified that to achieve and maintain clear and regular channels of communication with all stakeholders we must adopt the following principles:-

- Good, honest and open two-way communication is the lifeblood of any high-performing organisation.
- Strong communication is essential in encouraging employees to be motivated in supporting the organisation's strategy and performance goals.

- Information should be shared and made freely available in support of corporate excellence.
- All communication – spoken, written and electronic – should be clear, easily understood, consistent, timely and up-to-date.

Continued...



WHAT WE INTEND TO DO

STRATEGIC INTENTION NO. 3 CONTINUED

- Explicit responsibilities should be defined for all employees for the part they play in good communication.
- Processes need to be in place to measure the effectiveness of all communication.
- All published material should adhere to our accepted corporate style and be easily and instantly identifiable as originating from Essex Fire Authority.

RISK MANAGEMENT IMPLICATIONS

The over-arching aim of developing good corporate communications is to build mutual relationships of trust and accountability among the workforce and create effective working partnerships that benefit the local community as a whole.



FINANCIAL IMPLICATIONS

The financial commitment of this intention is calculated to be £55,000. This will be achieved by restructure of the Corporate Services Department and rationalisation of the Communications budget to realise £40,000.

The additional £15,000 will be found from additional efficiency savings in the existing budget. Further details can be found on page 46.

RISK MANAGEMENT IMPLICATIONS

If we do not do this...

- Stakeholders will fail to understand fully the changes that have to be made and the direction in which the Authority is moving. This will result in reduced involvement and support, ultimately leading to possible failure in achieving our objectives.

LINK TO STRATEGIC AIM

Strategic Aim No. 7 (page 52)



WHAT WE INTEND TO DO

STRATEGIC INTENTION NO. 4

WHAT WE INTEND TO DO

We intend to integrate those elements of the Fire and Rescue Service National Framework document that have not already been addressed into our corporate risk profile and set out a clear timescale for the delivery of the opportunities that it presents.

WHY WE INTEND TO DO IT

The National Framework sets out the strategy for ensuring that the Fire Service is able to meet the challenges of the future through an improved service that achieves better value for money for the communities it serves.

The Framework now has statutory force, derived from the new Fire Service Act, which gained royal assent in July this year. It is now incumbent on the Fire Service to grasp the opportunities that the Framework presents and build them into new and existing work streams.

The National Framework delivers a structure to the Fire Service nationally that will serve to deliver improvements through increased partnership working and the reform of many practices that have acted to slow the modernisation of service delivery.

The objectives built into the Framework must be built into the day-to-day activity of the Service; failure to do so will create risks to the delivery of our objectives that cannot go uncontrolled.

HOW WE INTEND TO DO IT

Delivering the Framework will not be a simple task, as many of the objectives it sets out will require detailed investigation and development before they can be implemented. In some instances this will require the allocation or redirection of resources so that work can be adequately planned and the most effective outcomes achieved. Although the National Framework will be produced and updated annually by the Government, much of that which it includes will change areas of the Fire Service for many years to come.

Figure 15, overleaf, illustrates the impact of the Framework.

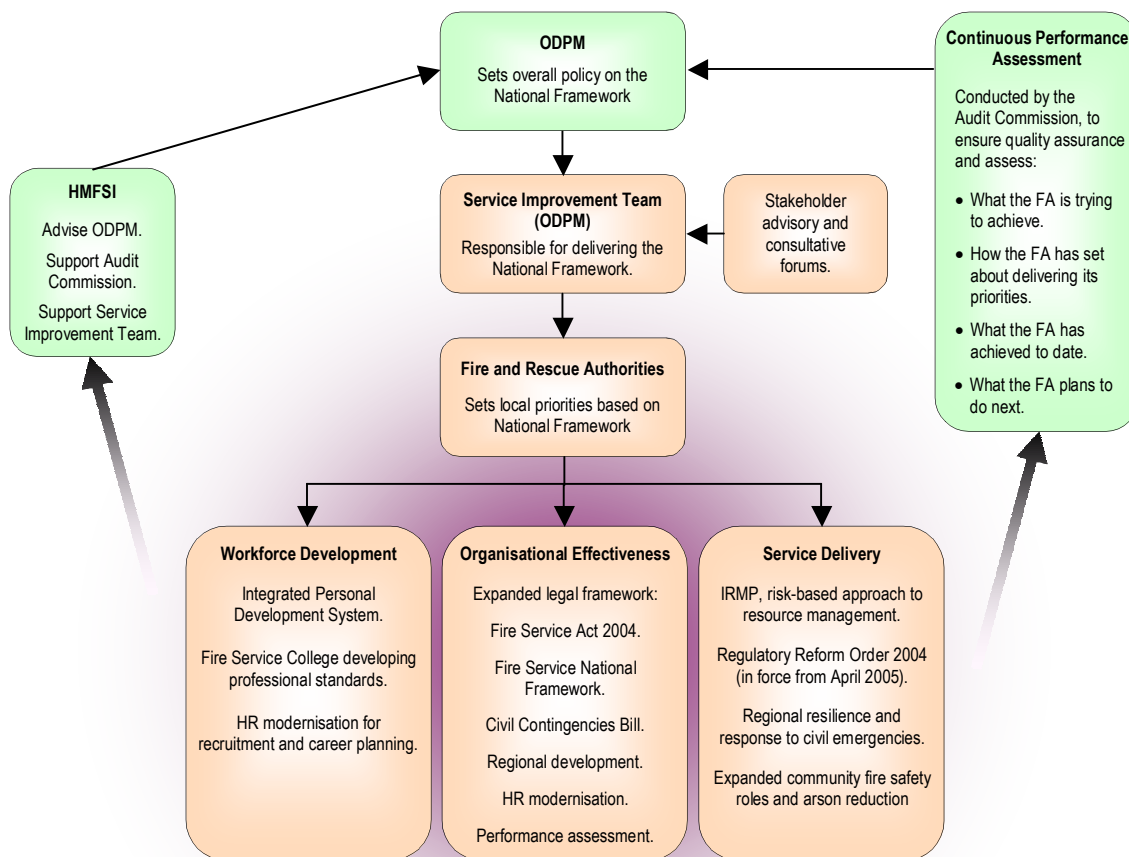
Continued...



WHAT WE INTEND TO DO

STRATEGIC INTENTION NO. 4
CONTINUED

Figure 15. Diagram Illustrating the Impact of the National Framework



FINANCIAL IMPLICATIONS

Opportunities will evolve to produce both savings and growth; each of these will need to be addressed as to their possible financial implications. Consultation will take place as these opportunities are identified.

RISK MANAGEMENT IMPLICATIONS

If we do not do this...

- We will fail to meet our legislative obligations.
- An imbalance will be created in the determination and achievement of priorities.

LINK TO STRATEGIC Aim

Strategic Aim No. 9 (page 52)



WHAT WE INTEND TO DO

...TO IMPROVE SERVICE DELIVERY

STRATEGIC INTENTION NO. 5

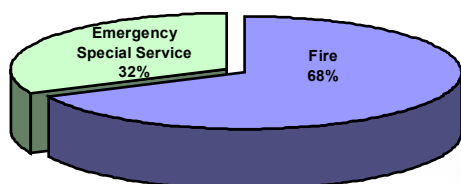
WHAT WE INTEND TO DO

We intend to consolidate the outcomes of the reviews relating to the roles and functions of special appliances that were identified in the 2004/05 IRMP. When this work is completed, further consultation will take place on the proposals for change.

WHY WE INTEND TO DO IT

The Fire and Rescue Services Act 2004 places a new duty on fire authorities to make provision for attending road traffic accidents (RTAs). Although all fire and rescue services have traditionally attended this type of emergency incident there has never been any legal requirement to do so. A further new statutory duty also gives fire authorities the power to respond to other emergencies other than fire that may cause or are likely to cause one or more individuals to die, be injured or become ill, or incidents that harm the environment, including the life and health of plants and animals.

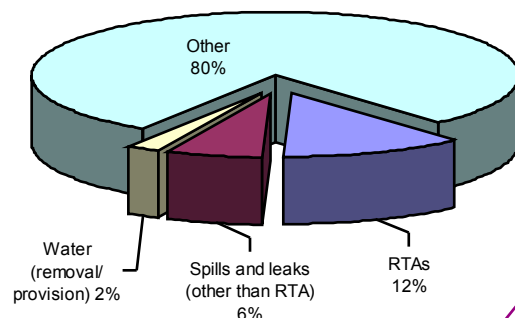
Figure 23. Emergency Incidents Attended by ECFRS in Essex, April 2001 to March 2004 (Excluding False Alarms)



Over the past three years, emergency special services such as RTAs have represented almost a third of all emergency incidents attended by ECFRS in Essex.

The types of emergency incidents other than fire are diverse (see figures 23 and 24, below) and represent a significant percentage of the incidents that we attend.

Figure 24. Types of Emergency Special Service Incidents Attended, April 2001 to March 2004



Continued...



WHAT WE INTEND TO DO

STRATEGIC INTENTION NO. 5 CONTINUED

They also require the attendance of what we term 'specialist appliances', which are vehicles other than fire engines. These specialist appliances also carry specialist equipment, for example heavy-duty cutting equipment for road traffic accidents. The skills and roles required to deal with these types of incidents are also different than those required for firefighting.

We were aware last year of the probability of these new statutory duties being placed on fire authorities and that is one of the reasons we commenced reviewing all functions relating to specialist appliances in last year's IRMP. Once these reviews are all completed we need to consider carefully the outcomes to ensure that we comply with these new statutory duties, every aspect of attending emergency incidents is amalgamated and the provision of specialist appliances, equipment and training is cost-effective and efficient.

HOW WE INTEND TO DO IT

The 2004/05 IRMP identified several Strategic Objectives that were related to improving our service delivery to emergency incidents where the attendance of specialist appliances and equipment is required. The types of incident included are, for example, road traffic accidents, large-scale major incidents, flooding and spillage of hazardous materials. All of these reviews are scheduled to be completed by April 2005. It is therefore important that the outcomes of these Strategic Objectives are consolidated into one strategy that coordinates the roles and functions of specialist appliances required at emergency incidents.

The Strategic Objectives referred to from the 2004/05 IRMP are SO12, 14, 15, 18, 43, 44, 45, and 46. A description of all our 2004/05 Strategic Objectives can be found on page 53.

FINANCIAL IMPLICATIONS

It is envisaged that several options will be identified to produce, subject to approval, significant savings and increased efficiencies.

RISK MANAGEMENT IMPLICATIONS

If we do not do this...

- We will fail to comply fully with new statutory duty to make provision for emergency incidents other than fire.
- We will fail to provide the most appropriate resources to deal with the ever-increasing and changing demands of specialist emergency incidents.

LINK TO STRATEGIC AIM

Strategic Aim No. 2 (page 52)



WHAT WE INTEND TO DO

STRATEGIC INTENTION NO. 6

WHAT WE INTEND TO DO

We intend to create two new posts to deal with civil contingencies and emergency planning.

WHY WE INTEND TO DO IT



Above: Incident Response Unit carrying new decontamination equipment

The introduction of new legislation has placed additional responsibilities upon the Fire and Rescue Service for dealing with civil emergencies, whilst also recognising the role and expectation of the Service when dealing with such incidents.

The Fire and Rescue Services Act 2004 identified additional roles and responsibilities for fire authorities. The Fire and Rescue Service National Framework document expands on these new responsibilities, providing the priorities that the Government places upon fire and rescue services. The Civil Contingencies Bill identifies the Fire and Rescue Service as a category 1 responder.

Combined, these pieces of legislation place further duties and responsibilities on fire and rescue services for planning and equipping for and dealing with civil emergencies. An example of this is the recent addition to our resources of an incident response unit, which has a specific capability for dealing with mass public decontamination.

HOW WE INTEND TO DO IT

In response to these new demands the Authority is to appoint one new post at Station Manager B level to augment the current Emergency Planning Officer role. A second post, equivalent to Watch Manager B, will be created and absorbed into the Training Department to coordinate the additional training required as a result of the new civil resilience duty. These posts will be further utilised to support operational requirements.

Continued...



WHAT WE INTEND TO DO

STRATEGIC INTENTION NO. 6 CONTINUED

FINANCIAL IMPLICATIONS

The creation of two new posts will result in a growth cost of £65,000, which will be funded in the first year from the savings identified from the Strategic Intentions contained within this plan. Further details may be found on page 46.



Above: Public Decontamination Structure

RISK MANAGEMENT IMPLICATIONS

If we do not do this...

- We will fail to comply with new statutory duties placed upon fire authorities.
- Adequate arrangements will not be in place to deal with large-scale civil emergencies and terrorist threat.



Above: Firefighter Decontamination Structure'

LINK TO STRATEGIC AIM

Strategic Aim No. 1 (page 52)

Below: Incident Response Unit carrying new decontamination equipment



WHAT WE INTEND TO DO

STRATEGIC INTENTION NO. 7

WHAT WE INTEND TO DO

We intend to support the work of the Regional Management Board (RMB) by proactively seeking opportunities to contribute to its agenda and, where possible, underpin its work with resources.

WHY WE INTEND TO DO IT

The Fire and Rescue Service National Framework, which is placed on a statutory footing to provide national guidance to fire authorities, makes clear reference to Regional Management Boards (RMBs). The Government's commitment to a regional approach for fire and rescue services was set out in the White Paper 'Our Fire & Rescue Service' which was instrumental in the establishment of RMBs. Now that they have been set up they must operate with clear aims and objectives and be able to delegate powers to those aims and objectives. The Government will also monitor RMBs on their progress in the following six key areas with the expectation that they have the capacity of both resource and expertise to deliver in these key areas.

- Integrate common and specialist services, eg fire investigation.
- Put in place effective resilience plans for large-scale emergencies.
- Introduce regional personnel and HR functions.
- Develop a regional approach to training.
- Establish regional Control centres.
- Introduce regional procurement within the context of a national procurement strategy.

HOW WE INTEND TO DO IT

Some of the activities included within the new Fire and Rescue Service National Framework have already been started, the most noticeable of which is the establishment of Regional Management Boards. These Boards comprise each Fire Service within the eastern region (Essex, Suffolk, Norfolk, Cambridgeshire, Hertfordshire and Bedfordshire – please refer to the map on the next page)

The East Regional Management Board has already been established and has a budget that is supported by contributions from each of the constituent fire services.

The success of the RMB, and therefore its key areas of activity, is dependent on the support that it receives from those fire and rescue services that form its constituent elements. We intend to support the work of the RMB by proactively seeking out opportunities to contribute to its agenda and, where possible, underpin its work with resources.

Continued...



WHAT WE INTEND TO DO

STRATEGIC INTENTION NO. 7 CONTINUED

FINANCIAL IMPLICATIONS

A commitment of £25,000 per year has already been made from the 2004/05 budget, which will continue, with a £25,600 allocation from the 2005/06 revenue budget.

RISK MANAGEMENT IMPLICATIONS

If we do not do this...

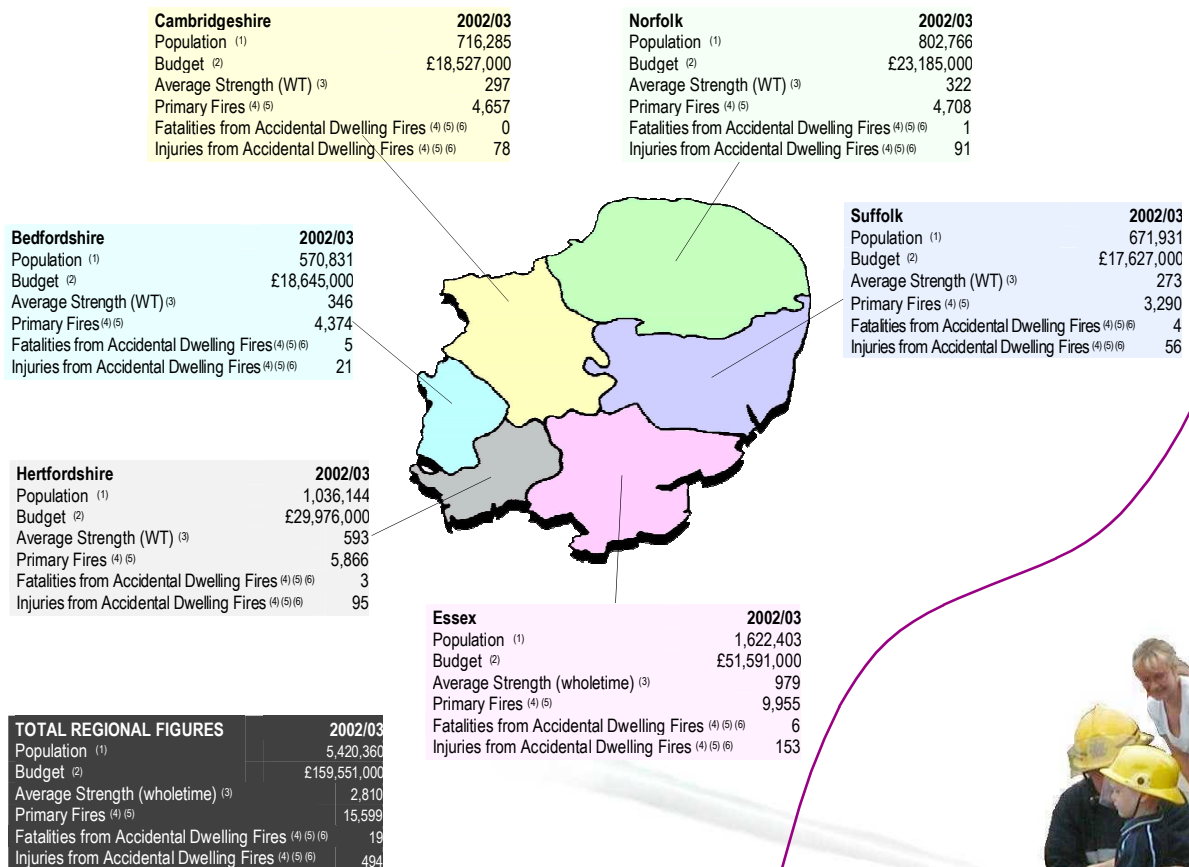
- We will fail to comply with legislative obligations.
- The opportunity to achieve greater scales of economy will be lost.
- The risk of an imbalance in our priorities will be increased.

LINK TO STRATEGIC AIM

Strategic Aim No. 9 (page 52)

Figure 25. The Eastern Region

⁽¹⁾ Source: ONS 2002 mid-year estimates. ⁽²⁾ Source: as provided by ODPM Local Government Finance from RO5 return. ⁽³⁾ Source: ODPM annual returns. ⁽⁴⁾ As returned on form FDR1. ⁽⁵⁾ Includes estimates for incidents not recorded during periods of industrial action. ⁽⁶⁾ Includes caravans, houseboats and other non-building structures used as permanent dwellings.



WHAT WE INTEND TO DO

...TO IMPROVE VALUE FOR MONEY

STRATEGIC INTENTION NO. 8

WHAT WE INTEND TO DO

We intend to amalgamate resources currently assigned to implementation of the Integrated Personal Development System, with those employed in the facilitation and delivery of training, into a single Learning and Development Department.

WHY WE INTEND TO DO IT

A key element of the national Fire and Rescue Service modernisation programme involves introduction of the Integrated Personal Development System (IPDS).

IPDS is a learning and development system founded on the basis that corporate excellence can only be achieved if the right people are selected for roles in an organisation and that, once selected, those people are provided with necessary professional development at the point of need. The system draws upon generic learning and development best practice and applies it in a fire and rescue service context.

Recognising the importance of establishing IPDS in the Service, the Fire Authority approved significant growth for inclusion in its 2004/05 budget to, firstly, set up an IPDS Implementation Team and, secondly, ensure that resources were available to meet the cost of providing all personnel with necessary development opportunities at the appropriate time.

As the IPDS implementation project has progressed, it has provided the impetus for the Service to begin the transition from being an organisation in which training is delivered, to one in which its people actively engage in learning and development. Additionally, the implementation process has led to the creation of a number of innovative, high-quality personnel development solutions offering excellent value for money.

By employing these solutions in taking up demand previously met by traditional, relatively high-cost providers, an opportunity to make significant financial savings has emerged.

Continued...



WHAT WE INTEND TO DO

STRATEGIC INTENTION NO. 8 CONTINUED

In order to exploit this opportunity – and to support the cultural change from being a training organisation to becoming a learning organisation – it is necessary to strengthen existing human resources in IPDS Implementation and Training, and amalgamate these into a single Learning and Development Department.

HOW WE INTEND TO DO IT

We intend to structure the department such that it comprises two functional strands: Learning and Development (Delivery) and Learning and Development (Support).

The Learning and Development (Delivery) function is to be headed by the existing Service Training Manager and will be responsible for delivering all in-house learning and development courses.

The Learning and Development (Support) arm will be responsible for: assessment of personnel; preparation of personal development programmes; facilitation of all internally and externally delivered learning and development courses; and the provision of specialist advice in relation to IPDS. A newly appointed Learning and Development (Support) Manager will have responsibility for this function.

Administrative support for the department will also be bolstered by making permanent 2.5 posts, which are currently occupied on a temporary basis.

FINANCIAL IMPLICATIONS

The proposal will generate gross savings of £201,000 and, having deducted £96,000 in connection with the additional posts identified above, a net saving of £105,000 will be realised.

RISK MANAGEMENT IMPLICATIONS

If we do not do this...

- An opportunity to replace traditional, remotely delivered residential courses with locally delivered alternatives, which are both family-friendly and sensitive to the competing demands on the time of part-time/retained personnel, will be lost.
- An opportunity to enable personnel to engage in personal development programmes whilst available to respond to emergency calls will be lost.
- Significant financial savings will not be realised.
- Resources will not be effectively deployed in support of achieving the cultural shift from being a training organisation to becoming a learning organisation.

LINK TO STRATEGIC AIM

Strategic Aim No. 3
(page 52)



WHAT WE INTEND TO DO

STRATEGIC INTENTION NO. 9

WHAT WE INTEND TO DO

We intend to assess existing duty systems and, where appropriate, introduce alternatives that better meet the needs of the Service and its employees and provide best practice for the alignment of resources to the risk to the community from fire and other emergencies.

WHY WE INTEND TO DO IT

The Government's modernisation programme for fire and rescue services, changes in employment legislation, the need to better reflect the make-up of the community we serve by the staff we employ and the requirement to use our resources effectively and efficiently to provide improved community safety all place additional demands on the Fire Authority. If we are to continue to provide a quality and timely service we must:-

- Stimulate good employee relations and improve recruitment and retention by adapting to a growing 24/7 lifestyle. An increasing number of employees now require greater flexibility in their working patterns to allow them to achieve a better balance between work, home and all the other priorities that must be juggled.
- Comply with relevant legislation. For example, The Employment Act, which came into force in April 2003, provided new rights for employees in relation to flexible working and family friendly working policies. The Disability Discrimination Act, which comes into force in October 2004, will also provide new standards for vision and hearing, amongst other things.

- Demonstrate best practice in all areas of Human Resource. The move away from a 'one size fits all' work pattern will help open up opportunities for people from a wider range of backgrounds and communities. Making the Service more accessible will also increase the diversity of the people it employs; currently, we do not reflect the community that we serve. Only 3.6% of our wholtime operational staff are women and 0.4% of staff in the whole workforce are from minority ethnic backgrounds.
- Demonstrate best practice in all areas of service delivery (ie, the number of fire engines/firefighters we send to an incident and the time it takes for them to arrive). This is driven by the risks identified in our IRMP, which sets out when and where people and other resources are needed, how they will be used, in operational and non-operational roles, and what skills are required.

Continued...



WHAT WE INTEND TO DO

STRATEGIC INTENTION NO. 9 CONTINUED

Following the review of the Fire Service, changes were proposed in a White Paper, 'Our Fire and Rescue Service', in 2003 that set out a vision of a modern fire and rescue service. This highlighted the need to have flexible, modern working practices.

The White Paper identifies the rigid watch structure as central to a closed working culture and suggested a move to more flexible shift patterns. This has been reflected in part in the new conditions of service, which not only allow more flexibility, but are also introduced at a time when, nationally, there is a move to reduce current restrictions on overtime and the combining of shift patterns.

Figure 16. Percentage of Incidents Attended by ECFRS in 2003/04 on Wholetime (Including Day Crewed) Station Grounds by Hour of Day

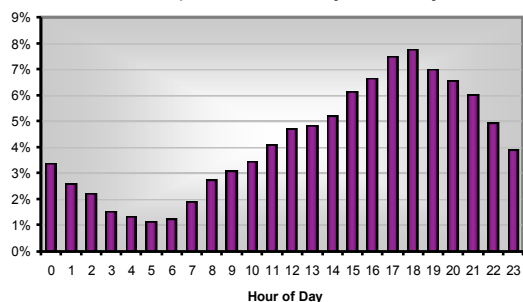


Figure 17. Percentage of Incidents Attended by ECFRS in 2003/04 on Retained Station Grounds, by Hour of Day

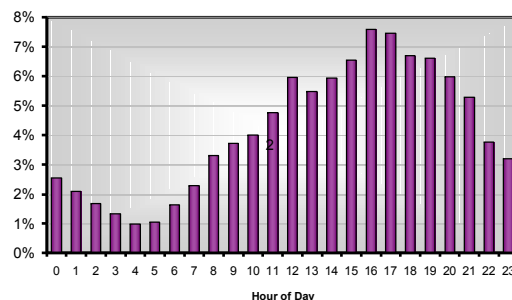
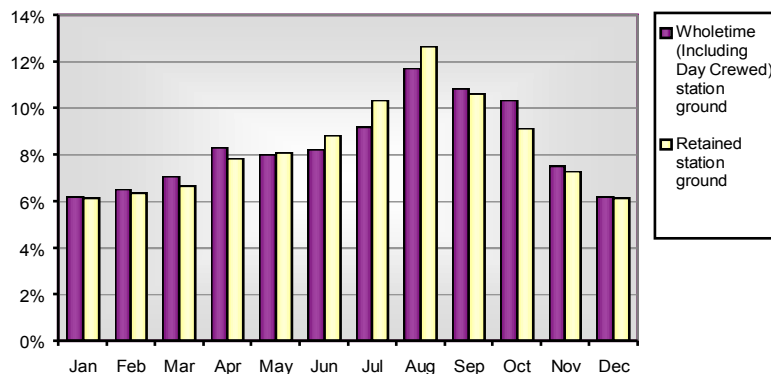


Figure 16 above shows the distribution of incidents attended throughout the day by wholetime and day crewed station grounds. Busy and quiet periods can be clearly seen. The same resources are available 24 hours a day, 7 days a week, to respond to incidents throughout the County.

Figure 17 shows the distribution of incidents attended throughout the day by retained station grounds. Again, busy and quiet periods can be clearly seen. This can cause problems for a workforce with other working responsibilities and social commitments.

Figure 18 below shows the distribution of incidents attended throughout the year. A similar pattern is seen in both groups, with a high level of incidents during summer months. Duty systems need to be able to respond fully to all levels of activity.

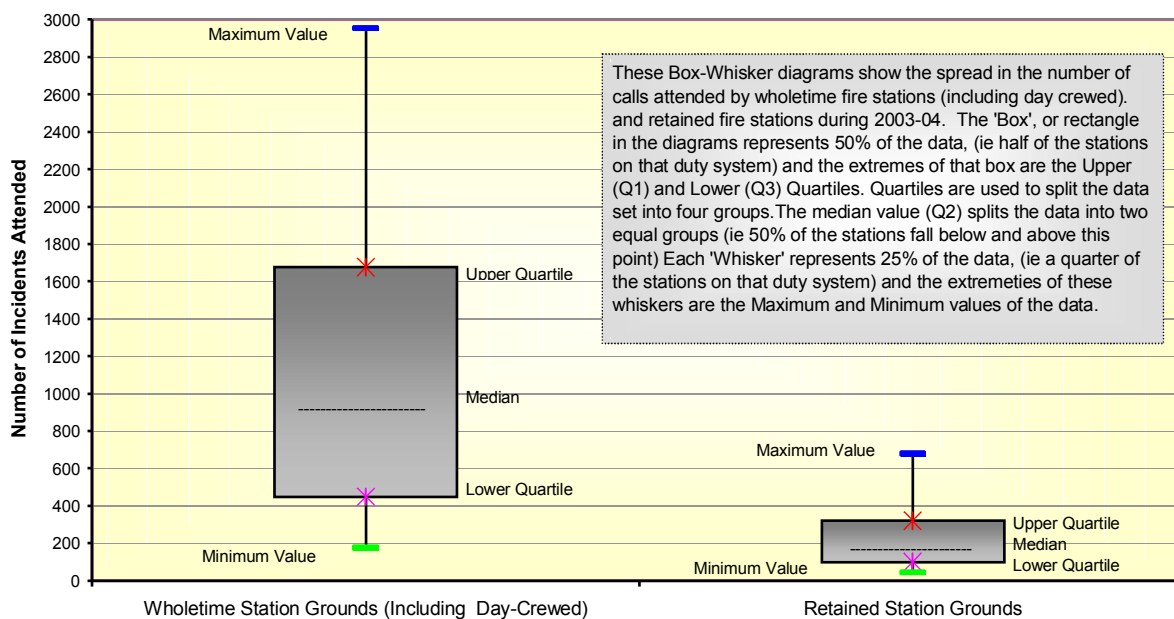
Figure 18. Percentage of Incidents Attended by ECFRS by Month (2003/2004)



WHAT WE INTEND TO DO

STRATEGIC INTENTION NO. 9 CONTINUED

Figure 19. Diagram Comparing the Spread in Number of Incidents Attended by ECFRS on Individual Station Grounds during 2003-04, by Duty System



The minimum value of the wholetime stations takes an almost identical value to the median value of the retained stations group. This tells us that more incidents were attended on 50% or half of the area covered by retained stations, than on the area covered by wholetime stations experiencing the least number of incidents.

The maximum value for the retained stations is higher than the lower quartile value for the wholetime stations. This means that the area covered by retained stations on which the highest number of incidents were attended had more incidents than 25%, or a quarter, of the area covered by wholetime stations.

HOW WE INTEND TO DO IT

Previously, it has not been possible to explore these options due to existing rules relating to how we crew fire engines. However, fire authorities now have greater flexibility to consider a choice of shift systems that may better suit personal circumstances, home life and the needs within the local community.

Continued...



WHAT WE INTEND TO DO

STRATEGIC INTENTION NO. 9 CONTINUED

The review of duty systems formed part of one of our 2004/05 Strategic Objectives – "Maximise the opportunity for flexible working" (SO22).

A project commenced in June to specifically provide a toolkit for services on alternative duty systems to meet locally identified risks. Its three key objectives are:

- A detailed review of current duty systems, to include all legislative requirements.
- Identification of best practice for the alignment of resources with the risks recognised through the IRMP process.
- Identification of alternative duty systems that offer a better work-life balance and complement all organisational Strategic Objectives.

Description of Shift Systems

The types of duty systems being reviewed cover the following (right):



(a) Shift System – 24/7 stations

This system is used primarily at larger stations. Employees work shifts that require them to be on call from the station. Staff working at these stations will provide cover on a 24/7 basis, including nights and weekends. The shifts usually involve a 15-hour night and 9-hour day shift.

(b) Day crewing (and its variants)

This duty system ensures that personnel are on call from the station Monday to Friday during normal working hours (0900-1800). Outside these hours they respond to fire calls from their home by means of a pager alerter.

(c) Day duties and the 9-day fortnight (and its variants)

Specialist personnel such as fire prevention officers work this duty system. They provide normal office working hours, normally 0900-1700. On one day a week they provide evening training to retained personnel at stations.

(d) Flexi duty systems

The flexi duty system is operated by fire service officers who provide evening and weekend cover from their home address and day cover from a place of work around the County. Flexi duty officers work in predominately specialist and station management positions.

(e) Retained duty system

Personnel operating on the retained duty system provide cover at stations that are not permanently crewed under the day crewing or 24/7 shift system. Retained personnel are not employed full-time by the Service and usually undertake other full-time employment. Personnel are mobilised to attend at these stations by pager from their home address or place of work. Personnel working these systems provide either 24/7 availability or part cover depending on Service requirements and personal circumstances.

(f) Combinations of the above

The modernisation of the Fire Service will incorporate many new working practices. These include the way we deploy personnel to provide operational cover. The Service is reviewing its current duty systems and new systems may emerge that combine many of the existing as well as some new ones.



WHAT WE INTEND TO DO

STRATEGIC INTENTION NO. 9 CONTINUED

The findings will enable participating fire and rescue services to have a toolkit of suitable alternative systems. The project will not offer a prescriptive approach for the future, but puts the emphasis on flexibility and efficiency, and focuses on matching resources to demand and level of identified risk.

The benefits of this will be to;

- Make efficient use of our personnel.
- Provide greater recruitment opportunities by increasing accessibility to the Service for applicants previously unable to meet the requirements of the current duty systems.



- Develop flexible working systems to enable us to deliver the IRMP.

FINANCIAL IMPLICATIONS

Subject to formal consultation with all relevant stakeholders and necessary approval, there may be potential to produce significant savings.

This is dependent on the type of shift systems adopted; however, it should be stated that efficiency savings are not the main driver behind this intention.

RISK MANAGEMENT IMPLICATIONS

If we do not do this...

- Rigid duty systems will continue.
- Flexibility in service delivery will not be available.
- Opportunity to adopt family-friendly working practices will be missed.
- An opportunity to increase diversity in our workforce will be missed.

LINK TO STRATEGIC AIM

Strategic Aim No. 7 (page 52)



STRATEGIC INTENTION NO. 10

WHAT WE INTEND TO DO

We intend to make improvements to the provision of our financial services.

WHY WE INTEND TO DO IT

Combined fire authorities were established between 1996 and 1998 following Local Government reorganisation. The Essex Fire Authority was created in April 1998 from the constituent authorities of Essex County Council (ECC) and the newly-formed unitary councils of Thurrock and Southend-on-Sea.

Due to the historical links with the County Council, who previously held responsibility for delivering the Service, the new Fire Authority relied heavily on ECC to provide core support and administrative functions. These included areas such as finance, legal and democratic services as well as Fire Authority meetings.

At the time these arrangements were seen to be the most appropriate way of ensuring the new Authority could discharge its responsibilities with minimum initial disruption to all interested stakeholders. It is also fair to say that at the time of creation the terminology used to describe combined fire authorities as single-purpose authorities was appropriate with the focus almost entirely on the delivery of front-line operational services.

These arrangements have worked well in the original context but there is now a clear need for a review and for changes to be

made. The need for change stems from national and local drivers, such as,

- Corporate governance
- Fire Service and Local Government modernisation
- Best Value/comprehensive performance assessment
- Government's modernisation agenda
- Local Government Act 2003, which has seen the Authority become a precepting Authority in its own right. This requires the Authority to take a different approach to its fiscal policy with regard to planning, to enable it to forecast the level of precept it wishes to set as part of the Council tax.

Of particular and immediate need is the requirement to address the arrangements for the delivery of the financial services currently provided by the County Council under contract. These services constitute a significant proportion of the total central support services provided to the Essex Fire Authority.

Continued...



WHAT WE INTEND TO DO

STRATEGIC INTENTION NO. 10 CONTINUED

There are five main areas that the Fire Authority has agreed to address:

- Possible duplication in respect of areas such as budgetary development and Control and in the use and application of IT systems.
- Direct appointment of a Treasurer to the Fire Authority.
- A review of costs.
- Improved medium/long-term financial planning.
- Maximisation of resource allocation.

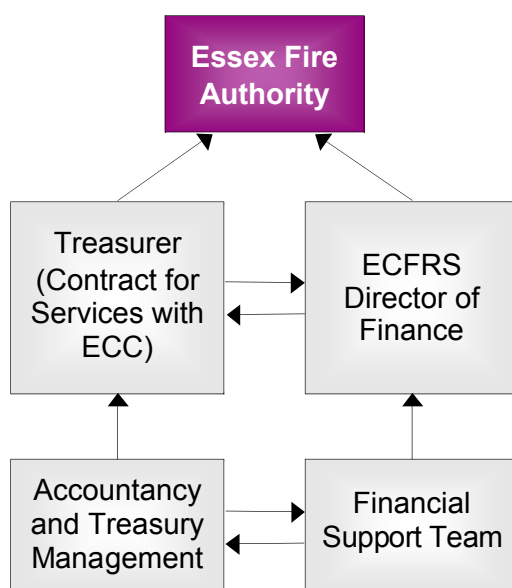
Any improvements identified will serve to aid the long and medium-term financial planning of the Service, and minimise the risk posed to the Service from the recent capping regulations imposed by the Government.

HOW WE INTEND TO DO IT

There is a clear recognition at both local and national levels that the Fire Service is entering into a period of exceptional change. The Authority should begin to position itself in the most appropriate way in anticipation of these changes, by ensuring it has the most effective and efficient financial structures and processes.

The current provision of financial services is illustrated in figure 20 below.

Figure 20. The Current Provision of Financial Services



Continued...



WHAT WE INTEND TO DO

STRATEGIC INTENTION NO. 10 CONTINUED

We intend to make this structure more efficient through the direct appointment of a financial director with the title of "Director of Finance and Treasurer" with the responsibility for undertaking a comprehensive review of structures and supporting systems.

The new arrangements can be represented as shown in figure 21 (opposite):

The nature and structure of the support team will be governed by the outcome of the review process, but will be designed to address the areas already identified by the Fire Authority.

FINANCIAL IMPLICATIONS

The appointment of a Treasurer to the Fire Authority will produce a year-on-year saving of £44,000. It is anticipated that further savings will be identified following approval of this appointment.

RISK MANAGEMENT IMPLICATIONS

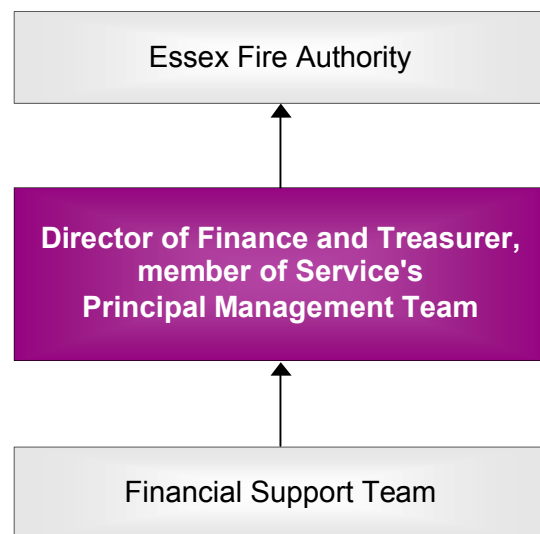
If we do not do this...

- Potential savings will be lost.
- Our ability to react to anticipated changing business environment will be reduced.
- Inefficient use of resources may occur.

LINK TO STRATEGIC AIM

Strategic Aim No. 9 (page 52)

Figure 21. The New Structure for Financial Services



WHAT WE INTEND TO DO

STRATEGIC INTENTION NO. 11

WHAT WE INTEND TO DO

We will develop a corporate governance framework that ensures the Service has the highest standards of strategic and financial planning and performance measurement/management, providing the direction and leadership required by the Service.

WHY WE INTEND TO DO IT

The Service has an obligation and duty to employ the highest standards of strategic and financial planning and performance measurement/management. This means having in place a framework that ensures we meet this obligation and duty whilst providing the direction and leadership required by the Service.

HOW WE INTEND TO DO IT

Corporate Governance determines whom the organisation is trying to serve and how the purposes and priorities of the organisation should be decided. It may be defined as the framework that provides the means by which the organisation becomes accountable to its employees and stakeholders for the decisions that it takes and the way in which its leadership controls and delivers the objectives of the Service.

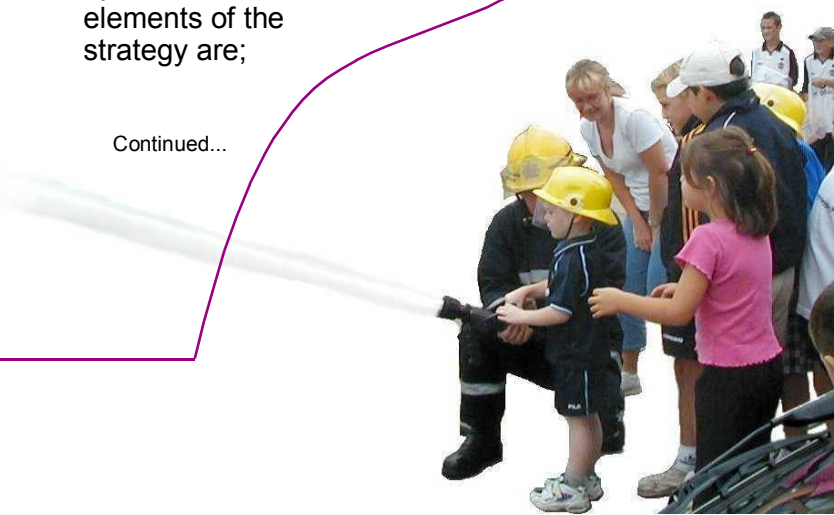
In other words, by ensuring there is a clear, external focus on the needs of the service users and the community, corporate governance is the process by which organisations manage their business, determine strategy and objectives and implement them. Central to the concept of corporate governance is risk management – the identification, analysis and control of

risk that might prevent an organisation from achieving its objectives.

Effective corporate governance means risk management must be integral to policy, planning and managed implementation. This expands the original concept of integrated risk management planning to include all business risk. It is incumbent on the Service to have in place an effective corporate governance framework. To achieve this we have set in progress a corporate governance strategy that will encompass those areas of Service activity for which we intend to demonstrate the highest levels of stewardship. A key element of this will be stakeholder involvement and consultation.

The strategy identifies our aspirations in each of the core governance areas and will set into motion a series of work streams, which are intended to dovetail into the IRMP process by summer 2005. The core elements of the strategy are;

Continued...



WHAT WE INTEND TO DO

STRATEGIC INTENTION NO. 11 CONTINUED

- Corporate risk profiling
- Performance measurement/management
- Scrutiny, audit and reporting
- Standards and ethics
- Business continuity
- Communication

Corporate Risk Profiling

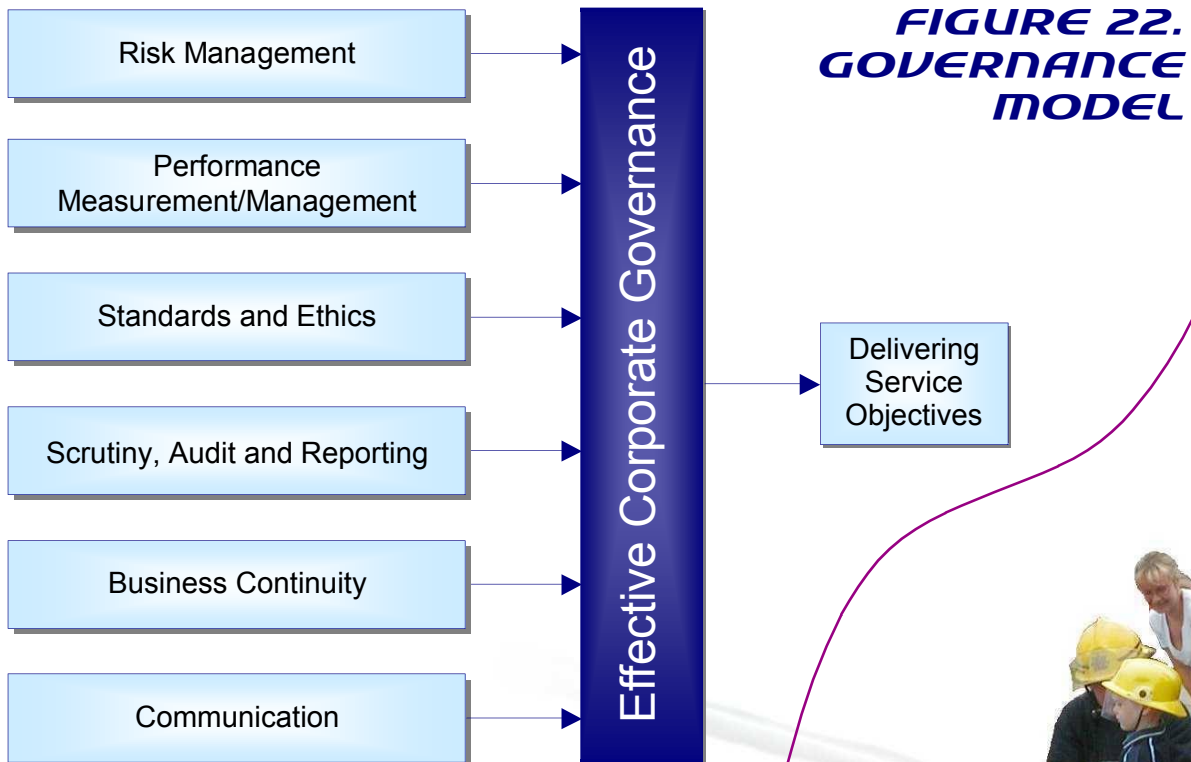
We will develop a corporate risk profile that will identify those risks which may prevent the Authority from delivering its business objectives.

These will then be assessed to establish whether existing control measures reduce the risk to an acceptable level and if not, will set out what is considered the necessary actions required to do so. This will form the foundation for the IRMP.

Performance Measurement/Management

We will develop our ability to identify and gather performance-related data that is relevant, timely and accurate. This data will then be used to provide information that will be employed to drive performance improvement within a clearly defined framework.

Continued...



WHAT WE INTEND TO DO

STRATEGIC INTENTION NO. 11 CONTINUED

Scrutiny, Audit and Reporting

We will establish our scrutiny, auditing and reporting frameworks so that information relating to performance and decision-making is accurate and timely, whilst being considered at the most appropriate level within the Authority and Service.

Standards and Ethics

We will establish clear standards and ethics relating to performance and behaviour for all our personnel, where necessary linking this to existing work streams and IPDS.

Business Continuity

We will develop a business continuity plan, which will ensure that the Authority is able to provide an acceptable level of service during and following a major disruptive challenge such as catastrophic IT failure, widespread flooding or major staff sickness.

These core elements are not intended to provide a definitive list of work that will be required to ensure the success of the framework, moreover to set out the overall direction that it is intended to take. The next stage in the process is to develop an action plan, which will set out the individual elements within each of the main business streams. This will include timescales and responsibilities.

FINANCIAL IMPLICATIONS

The work necessary to complete this project will be absorbed into existing workloads.

RISK MANAGEMENT IMPLICATIONS

If we do not do this...

- Significant financial risk could be created.
- We could fail to deliver completely all the Strategic Objectives of the Authority.
- We could fail to recognise and manage those risks that threaten the Authority and community.

LINK TO STRATEGIC AIM

Strategic Aim No. 9 (page 52)



WHAT WE INTEND TO DO

SUMMARY ACTION PLAN

PROPOSAL	RESPONSIBLE OFFICER	COMPLETION DATE
<p>Strategic Intention No. 1</p> <p>Essex Fire Authority proposes to commit itself, with local and regional partners, to establishing within the County a purpose-built, interactive Life Safety Centre.</p>	Assistant Chief Officer (Service Delivery)	September 2005
<p>Strategic Intention No. 2</p> <p>We intend to introduce a community safety foundation plan that draws together existing community safety activities and combines them with future aspirations including the development of home safety risk assessments, introducing a 'Friends of the Fire Service' programme and expanding existing and new youth schemes.</p>	Assistant Chief Officer (Service Delivery)	October 2005
<p>Strategic Intention No. 3</p> <p>We intend to develop the role and functions of corporate communications.</p>	Principal Management Team	August 2005
<p>Strategic Intention No. 4</p> <p>We intend to integrate those elements of the Fire and Rescue Service National Framework document that have not already been addressed into our corporate risk profile and set out a clear timescale for the delivery of the opportunities that it presents.</p>	Deputy Chief Fire Officer	August 2005



WHAT WE INTEND TO DO

<i>PROPOSAL</i>	<i>RESPONSIBLE OFFICER</i>	<i>COMPLETION DATE</i>
<p>Strategic Intention No. 5</p> <p>We intend to consolidate the outcomes of the reviews relating to the roles and functions of special appliances that were identified in the 2004/05 IRMP. When this work is completed, further consultation will take place on the proposals for change.</p>	Assistant Chief Officer (Service Delivery)	December 2005
<p>Strategic Intention No. 6</p> <p>We intend to create two new posts to deal with civil contingencies and emergency planning.</p>	Assistant Chief Officer (Service Delivery)	June 2005
<p>Strategic Intention No. 7</p> <p>We intend to support the work of the Regional Management Board (RMB) by proactively seeking opportunities to contribute to its agenda and, where possible, underpin its work with resources.</p>	Principal Management Team	April 2006
<p>Strategic Intention No. 8</p> <p>We intend to amalgamate resources currently assigned to implementation of the Integrated Personal Development System, with those employed in the facilitation and delivery of training, into a single Learning and Development Department.</p>	Assistant Chief Officer (Service Support)	July 2005
<p>Strategic Intention No. 9</p> <p>We intend to assess existing duty systems and, where appropriate, introduce alternatives that better meet the needs of the Service and its employees and provide best practice for the alignment of resources to the risk to the community from fire and other emergencies.</p>	Director of HR and Corporate Services	October 2005



WHAT WE INTEND TO DO

<i>PROPOSAL</i>	<i>RESPONSIBLE OFFICER</i>	<i>COMPLETION DATE</i>
<i>Strategic Intention No. 10</i> We intend to make improvements to the provision of our financial services.	Director of Finance and Treasurer	March 2006
<i>Strategic Intention No. 11</i> We will develop a corporate governance framework that ensures the Service has the highest standards of strategic and financial planning and performance measurement/management, providing the direction and leadership required by the Service.	Deputy Chief Fire Officer	November 2005



WHAT WE INTEND TO DO

FINANCIAL SUMMARY

We are committed to the modernisation programme that has been set by the Government for fire and rescue services to provide an improved service that achieves better value for money for the communities it serves. As a result of a notional budget of £63 million being set for the Fire Authority, the Government's expectation is that any growth will be derived through efficiency savings. We agree with this principle and fully support the view that the public is entitled to good value for money and should expect high standards and a quality service.

The financial summary below details how the achievement of the eleven proposed

Strategic Intentions would be cost neutral. This would be done primarily by transferring the savings to those Strategic Intentions requiring additional funding. The principal means of making these savings has been achieved by re-evaluating workloads and streamlining our processes to become more efficient and effective, many of which are directly related to the modernisation programme.

We are confident that the financial arrangements that we have put in place to fund the Strategic Intentions will not incur any growth in our funding and will demonstrate that we are making better use of our resources.

STRATEGIC INTENTION	COST £000'	SAVINGS £000'	NET COST/ (SAVING) £000'
1. Life Safety Centre	Initial costs to be met from existing community safety budget	0	0
2. Community Safety Foundation Plan			
• Smoke detectors	62	15 (Sponsorship)	47
• Friends of ECFRS	7	0	7
• Young FF schemes	15	0	15
3. Corporate communications	55	40 Organisational restructure and rationalisation of existing communications budget	15

Continued...



WHAT WE INTEND TO DO

<i>STRATEGIC INTENTION</i>	<i>COST £000'</i>	<i>SAVINGS £000'</i>	<i>NET COST/ (SAVING) £000'</i>
4. Integration of National Framework	Potential savings to be identified subject to stakeholder consultation and approval	0	0
5. Special appliances	Potential savings to be identified subject to stakeholder consultation and approval	0	0
6. Civil contingencies and emergency planning	65	0	65
7. Regional Management Board	Costs to be met from existing budget allocation	0	0
8. VFM (learning and development)	96	201 Revised arrangements for the delivery of training and personnel development	(105)
9. VFM (duty systems)	Potential savings to be identified subject to stakeholder consultation and approval	0	0
10. Financial Services		44	(44)
11. Corporate Governance Framework	Costs to be met from existing budget allocation	0	0
Totals	300	300	0



YOUR CHANCE TO HAVE A SAY

OUR CONSULTATION STRATEGY

THE AIM

We are committed to using the widest range of approaches to consult with all our stakeholders, and ensure that we listen carefully to your views to inform our decision-making and reflect your needs from the services we provide.

WHY WE WILL CONSULT

Consultation will aim to seek informed opinion, not just instant reaction, on a wide range of issues. Any consultation will contain a clear statement describing why it is being carried out and how the results will be used. Before any new consultation begins, a thorough search will be made to find out whether relevant questions have already been asked, avoiding unnecessary repetition.

HOW WE WILL CONSULT

Consultation should aim to seek a representative cross-section of views. It is widely documented that some sections of the community are harder to engage in consultation than others. Appropriate action should be taken to ensure that the views of these individuals and groups are not excluded or overlooked and that results are representative of the community as a whole.

The Authority will use a wide range of public consultation methods. They will be used appropriately, reflecting the strengths and weaknesses of each method and will be managed with a clear understanding of the particular skills, knowledge and resources that consultation requires.

Consultees will be given adequate time to prepare their responses. It is recognised that the length of time will vary depending on the time of year and the level of response that is sought. Sufficient time will be allowed for the results of consultation to be collated, analysed and considered.

WHAT WE WILL DO WITH THE INFORMATION

Results will be used to help inform decisions. The Service will adopt clear processes of consultation, which, wherever possible, produce results that are measurable and can be evaluated objectively.

The full range of views expressed during consultation will be acknowledged and attention drawn to areas of agreement and disagreement. The results of public consultation will be weighed carefully together with other evidence and considerations. Accessible feedback will be provided on both the results of consultation and how they have been used, in order to encourage greater public participation in the future.



YOUR CHANCE TO HAVE A SAY

The effectiveness of consultation will be evaluated and the results shared to encourage broader lessons to be learned. Evaluation will consider not only the number of responses received but also the quality, cost and timeliness of the consultation and the overall usefulness of the results in helping to inform decisions.

OUR CONTRACT WITH CONSULTEES

These principles of effective public consultation can be expressed in the form of a contract between the Authority and its consultees, which sets out standards of performance and behaviour that should be the ambition of the whole community.

We will:

- value your contribution to consultation;
 - present a clear reason for carrying out consultation and define how we anticipate the results will be used;
 - aim to provide sufficient background information to enable you to understand and respond to the consultation material;
 - aim to make the consultation inclusive by taking account of any particular needs or difficulties you have to enable you to respond to the consultation;
- offer feedback on the results of the consultation and on how these results have been used to inform decision-making, once the consultation is complete; and
 - respond to your comments on being consulted by considering how future consultations might be improved.

In response, as consultees, you are asked to:

- ensure your contribution is accurate and authoritative, especially where your particular skills or expertise are being sought;
- ensure when responding on behalf of a group that you represent the full range of members' views, highlighting areas where agreement and disagreement exists;
- ensure your responses are as clear and concise as possible and relevant to the issues being considered; and
- be courteous and respectful of other people's views and courteous towards representatives of the Authority when engaging in public consultation events.



THE SERVICE'S CONSULTATION METHODS FOR THIS PLAN

WHO IS BEING CONSULTED?	METHOD OF CONSULTATION
All stakeholders	<ul style="list-style-type: none"> ➤ Placed on ECFRS web site with invitation to comment.
Essex County Fire and Rescue Service staff	<ul style="list-style-type: none"> ➤ Copy of plan distributed to every Service location inviting comments. ➤ Discussions between Community Commanders and the Assistant Chief Officer (Service Delivery). ➤ Regular updates through appropriate internal communication methods, ie Information Bulletin. ➤ Presentation to Senior Management Team.
Employees – uniformed and support staff trade representatives	<ul style="list-style-type: none"> ➤ Copy of plan sent to each trade union inviting comments. ➤ Meetings with Chief Fire Officer as appropriate.
Public representatives	<ul style="list-style-type: none"> ➤ Copy of plan requesting comments, sent to: <ul style="list-style-type: none"> • Essex Fire Authority (EFA) members • Members of Parliament • Chief Executive of Unitary Authorities • All District, Town and Parish Councils ➤ Presentations to EFA members.



YOUR CHANCE TO HAVE A SAY

<i>WHO IS BEING CONSULTED?</i>	<i>METHOD OF CONSULTATION</i>
General public and community organisations	<ul style="list-style-type: none"> ➤ Posters placed in every library providing information on availability of plans. ➤ Plan in every District and Town Council office. ➤ Plan sent to cross-section of members of our established Community Consultation Group inviting comment. ➤ Electronic copy sent to all members of our established e-Community Consultation Group inviting comment. ➤ Full plan available at every fire station. ➤ Plan sent to all ethnic minority groups as stated in our Race Equality Scheme inviting comment. ➤ Plan sent to specific community groups such as the Chamber of Commerce, voluntary, handicapped, etc.
ODPM/Her Majesty's Fire Service Inspectorate	<ul style="list-style-type: none"> ➤ Copy of plan requesting comments.
Public agencies, other emergency services and any other interested parties (as per list Fire Service Circular 7/2003)	<ul style="list-style-type: none"> ➤ Copy of plan. ➤ As appropriate to any request received for further information.







STRATEGIC AIMS FOR 2004/05

NUMBER	STRATEGIC AIM
1	To reduce the risk to the community from fire and other emergencies through a balanced combination of protection, prevention and emergency response.
2	To ensure that our appliances, equipment and uniform meet the needs of the Service.
3	To ensure that we have the right people with the right skills to effectively carry out their roles and achieve their full potential.
4	To protect and improve the health, safety and welfare of all our people.
5	To create a positive environment that is committed to equality and fairness for everyone.
6	To e-enable Essex County Fire and Rescue Service.
7	To communicate effectively with all stakeholders.
8	To ensure the Service's property portfolio is appropriate and fit for purpose.
9	To employ the highest standards of strategic and financial planning, and performance and project management.



STRATEGIC OBJECTIVES IN THE 2004/2005 INTEGRATED RISK MANAGEMENT PLAN

NUMBER	STRATEGIC OBJECTIVE	PROGRESS
SO1	Review attraction, selection, assessment and development centres.	
SO2	Review the skills needed by our people in each of their roles.	
SO3	Take action to promote a more diverse culture within the Service.	
SO4	Comprehensively review all our human resource policies, procedures and practices.	Completed
SO5	Adopt and implement the Integrated Personal Development System.	
SO6	Introduce a new 'risk-based' inspection programme.	
SO7	Increase the time devoted to community fire safety.	Merged with SO6
SO8	Review requirements for fire stations to become safety 'one-stop-shops'.	
SO9	Introduce a 'home safety check' package.	
SO10	Provide smoke alarms for high-risk properties.	Merged with SO9

Key	
	Completed
	Good progress
	Some progress
	No progress



SUPPORTING INFORMATION

<i>NUMBER</i>	<i>STRATEGIC OBJECTIVE</i>	<i>PROGRESS</i>
SO11	Conduct a proactive campaign to promote the use of sprinklers.	Completed
SO12	Assess the risk to the public from all emergencies.	
SO13	Review and develop the role and function of our Control staff.	
SO14	Work with Hertfordshire Fire and Rescue Service to ensure efficient emergency cover across the County border.	
SO15	Review specialist vehicles and equipment required at operational incidents.	Deferred
SO16	Review all specialist functions carried out at incidents.	Merged with SO15
SO17	Discuss co-responder schemes with Essex Ambulance Service.	Completed
SO18	Support the Government Civil Contingencies arrangements.	
SO19	Review Service premises.	
SO20	Introduce arrangements for pre-arranged overtime.	
SO21	Look at different ways our people might work across all roles in the Service.	Merged with SO2
SO22	Maximise the opportunity for flexible working.	



SUPPORTING INFORMATION

<i>NUMBER</i>	<i>STRATEGIC OBJECTIVE</i>	<i>PROGRESS</i>
SO23	Closely monitor and review attendance management.	
SO24	Review arrangements for the granting of all types of leave.	
SO25	Develop and implement a Corporate Health Strategy.	
SO26	Develop resources for performance management.	
SO27	Implement a new Service Procurement Strategy.	
SO28	Design and implement a Communication Strategy.	
SO29	Develop information technology services.	
SO30	Rationalise the number of different ranks and grades.	Merged with SO2
SO31	Make part-time firefighter contracts more flexible and attractive.	Merged with SO22
SO32	Secure additional resources in human resources.	Completed
SO33	Establish an Implementation Team for Integrated Personal Development System.	Completed
SO34	Issue an After the Fire advice leaflet.	



SUPPORTING INFORMATION

<i>NUMBER</i>	<i>STRATEGIC OBJECTIVE</i>	<i>PROGRESS</i>
SO35	Create an Education Specialist post.	
SO36	Reduce the number of unwanted calls and predetermined attendances.	
SO37	Determine new emergency response standard.	Merged with SO12
SO38	Integrate the Geographical Information System into Control.	
SO39	Remove second part-time fire appliance from Dovercourt Fire Station.	Completed
SO40	Relocate fire appliance from Hadleigh to Basildon area.	
SO41	Establish a dedicated Community Safety Officer for the Braintree area.	Completed
SO42	Change the crewing status of Ongar Fire Station to part-time.	
SO43	Relocate the Incident Command Vehicle to a fire station.	
SO44	Alternately crew the Bulk Foam Vehicle.	Completed
SO45	Review specialist heavy-duty rescue equipment.	
SO46	Establish an Operations Support Team.	



WHERE TO FIND REFERENCE FROM THE TEXT

<i>DOCUMENT</i>	<i>WEBSITE</i>
2004/2005 Integrated Risk Management Plan	www.essex-fire.gov.uk
White Paper 'Our Fire and Rescue Service' 2003	www.odpm.gov.uk
Fire and Rescue Services Act 2004	www.parliament.the-stationery-office.co.uk
Fire and Rescue Service National Framework Document	www.odpm.gov.uk
Civil Contingencies Bill	www.publications.parliament.uk
Local Government Act 2003	www.odpm.gov.uk



CONTACT US

The Fire Authority welcomes your comments on our intentions, or any other aspect of this plan. You can forward your comments to us by any of the following means:

IN WRITING

Chief Fire Officer (IRMP)
Essex County Fire and Rescue Service
EB93
FREEPOST SERVICE
CM13 1BR

(Please find a comments form attached to this plan)

BY TELEPHONE

01277 222531

(Ask for the Performance & Review Department)

BY FAX

01277 848428

BY E-MAIL

performance@essex-fire.gov.uk

MEMBERS OF THE FIRE AUTHORITY

Members of the Fire Authority can be contacted through the Corporate Services Manager, Shirley Potter, on extension 2263, or e-mail shirley.potter@essex-fire.gov.uk, or by sending a letter to our Service Headquarters address.

If you require any further information on Essex County Fire and Rescue Service, please visit our website at www.essex-fire.gov.uk.



*Designed and produced in-house
by the Performance & Review Department*



COMMENTS

If you wish to comment on any aspect of this plan, please detach and complete this form, then send it to the Chief Fire Officer (IRMP), Essex County Fire and Rescue Service, EB93, FREEPOST SERVICE, CM13 1BR, by no later than 7 February 2005.

If you wish to become a member of our Community Consultation Group, please provide your contact details and tick this box:

Title:..... Initial(s): Surname:.....

Telephone number:.....

Address:.....

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E-mail address:.....

YOUR COMMENTS

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