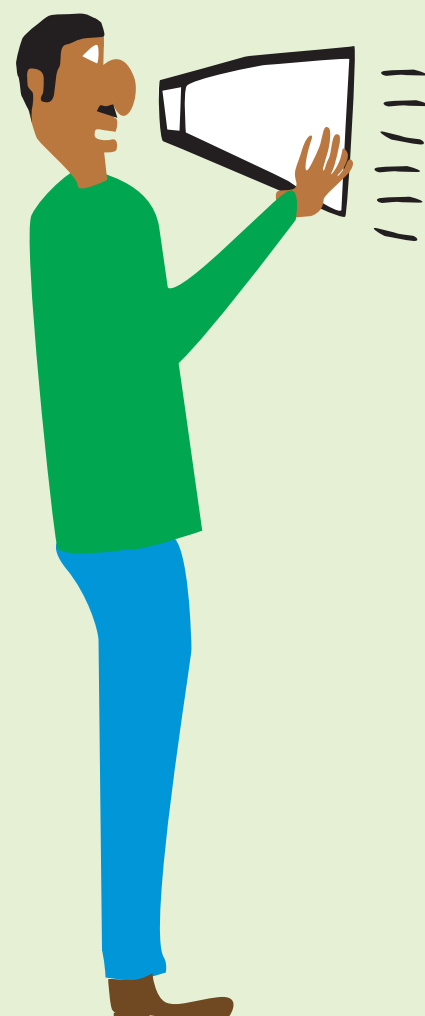


Essex Fire Authority  
Integrated Risk Management Plan 2007-2010  
Consultation document



# your life our plan



We'd like to know what  
you think about it ... *IT*  
*WILL* make a difference!



# Foreword

WELCOME to the Essex Fire Authority's Integrated Risk Management Plan (IRMP) 2007-2010, consultation document.

This document has been prepared to inform the people and businesses of Essex, including those in the unitary authority areas of Southend and Thurrock, of the main pieces of work the Fire Authority proposes to undertake over the next three years to make the communities of the county of Essex safer than they have ever been.

Since the last IRMP, Essex Fire Authority (EFA) has undergone a transformational change strategy we called "Getting Back to What Matters". This process has focused our activities towards those areas that are of the most importance to all stakeholders.

The intention of the Authority is to make the Service the highest performing Fire and Rescue Service in the UK, through working towards our vision of doing more than we have ever done to make the communities of Essex safer. The details within this plan demonstrate some of the activities that we are undertaking to make Essex a safer place to live, work and visit.

The need to focus our activities and communicate our intentions to our stakeholders has never been more important. Significant events such as the Buncefield fire in Hemel Hempsted and the London terrorist attacks of 7/7 mean that all Fire and Rescue Services must ensure that they are prepared and equipped to meet the challenges facing them. Essex provided a large-scale response to support Hertfordshire in dealing with the Buncefield incident, demonstrating the role of the Service beyond its own borders.

Essex Fire Authority is leading the way in managing community risk in the county. The Service has taken the Chair of the Essex Resilience Forum. The forum is a requirement of the Civil Contingencies Act. It consists of key partners from emergency services and other service providers working together to ensure that we are prepared and equipped to respond effectively to incidents should they occur.

The expansion of Essex is such that our planning focus must consider the longer term. The planned development of Stansted Airport, Shell Haven and Bathside Bay requires us to work with partners during the planning stages so that we may influence building design and anticipate the impact that these developments will have on the community and the Service.

This consultation document provides you with the opportunity to have your say. Our job is to make communities as safe as we can. We commend the document to you. Please let us have your comments.

*Lionel Lee, Chair Essex Fire Authority*

*David Johnson, Chief Fire Officer*



*Lionel Lee  
Chair, Essex Fire Authority*



*David Johnson  
Chief Fire Officer  
LL.B(Hons), BSc, MA, MSc*

## Speak up, or...

*You know how the saying goes. It's all very well leaving it to someone else, but we want to hear what YOU think. We really do. It'll help us fine tune our proposals and may even persuade us to do some things differently. If you have a view about anything in this document, PLEASE share it with us. See the next page for instructions about contacting us.... We'd appreciate it. Really!*





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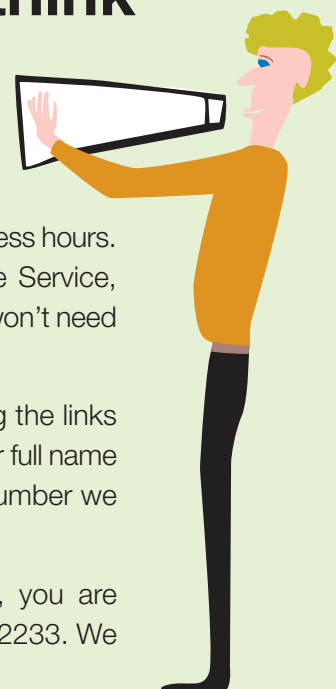
## Four ways to tell us what you think

**1: USE THE SPECIAL PULLOUT SECTION**, at the centre of this document, which includes everything you need except a pen and a postbox.

**2: WRITE TO US**, and we'll pay the postage. Put your comments down on paper, being sure to tell us your name, address and – if you don't mind us contacting you by phone – a number we can reach you on during normal business hours. Send your letter to: Chief Fire Officer (IRMP), Essex County Fire & Rescue Service, FREEPOST, EB93, CM13 1BR. Remember, we're paying the postage so you won't need a stamp.

**3: SEND US AN EMAIL**. Despatch your comments to us online by following the links to IRMP from our website: [www.essex-fire.gov.uk](http://www.essex-fire.gov.uk). Don't forget to give us your full name and address – and if you don't mind us contacting you by phone – give a number we can reach you on during normal business hours.

**4: GIVE US A RING**. Providing you do so within normal working hours, you are welcome to telephone us with your comments on 01277 222531, extension 2233. We will be only too pleased to discuss them with you.



# Introduction

THE intention of this plan is to set out our progress on the strategic objectives detailed in the 2006-9 IRMP and propose some additional objectives for the period 2007-10.

This document is designed as a consultation document to encourage stakeholders to engage in the IRMP process and influence the development of Service activities. It is this process that we believe puts democracy at the heart of our decision making and service provision. Public accountability and awareness of service provision is key to the public sector in terms of scrutiny and challenge.

It is these principles that drive our need to engage the community in the consultation process and we encourage all stakeholders to note the proposals within this document and make comment to us.

**What's a stakeholder?**  
*Basically a stakeholder is ANYONE with any kind of interest in how we perform. If you pay council tax, YOU are a stakeholder. And that means you have a right to tell us how you feel.*

**We encourage ALL stakeholders to note the proposals in this document and make comment to us**

Consultation responses from the last IRMP were presented to the Fire Authority for consideration, resulting in several alterations being made to the final outcomes.

The document has been written in such a way that it is accessible to a diverse range of audiences. We can also provide other language versions and formats. Details of these are set out on the opposite page.

We hope that you find the document useful and informative and are able to take the time to pass us your comments on where we are going and how we intend to get there.



# Background Information

## The need for an Integrated Risk Management Plan

THE requirement was established in 2003, to replace existing standards of fire cover which determined how many fire stations and fire appliances we needed.

The process is detailed within the National Framework published by The Department for Communities and Local Government (DCLG). This is given statutory effect by the Fire and Rescue Services Act 2004. The Fire and Rescue Authority's process requires it to produce a local plan setting out a strategy, in collaboration with other agencies, for:

- reducing the number and severity of fires, road traffic accidents and other emergency incidents in the area it is responsible for;
- reducing the severity of injuries in fires, road traffic accidents and other emergency incidents;
- reducing the commercial, economic and social impact of fires and other emergency incidents;
- safeguarding the environment and heritage (both built and natural);
- value for money.

## Significant legislation

In planning the way in which the Service will manage risk, it needs to take into consideration the statutory requirements placed upon it by a number of significant pieces of legislation.

### Fire and Rescue Services Act 2004

The Fire and Rescue Service has for many years carried out a wide range of activities to promote community safety. This has included fire safety education, smoke alarm installation, chip pan safety demonstrations and fire safety checks. Section 6 of the Act makes these measures, and the rescue of people in road traffic accidents, a statutory duty.

So now the Service has to formally document in its risk management plans how it intends to plan for, and carry out, these duties.

### The Regulatory Reform (Fire Safety) Order 2005

In October 2006, the Regulatory Reform Fire Safety Order (RRFSO) came into effect. It was the most significant piece of Fire Safety legislation to be introduced for over 30 years.

As part of the Government's commitment to reduce death, injury and damage caused by fire, the (DCLG) reviewed fire safety law and made a number of changes designed to make it easier to understand and comply with. These changes were introduced into law through the (RRFSO).

**Law underpins responsibilities**  
*The 2004 Act doesn't mean we've got to change the things we do... it just means that we are bound by law to carry on doing them.*



## What is The Regulatory Reform Order?

The main effect of the change is a greater emphasis on fire prevention in all non-domestic premises, including those used by the voluntary sector and the self-employed. Fire certificates have been abolished and cease to have any legal status.

The new Fire Safety Order, which applies in England and Wales (Northern Ireland and Scotland will have their own laws), delegates responsibility for compliance to whoever is in charge. In a workplace, this would usually be the employer and any other person who may have control of any part of the building. The Responsible Person should already have carried out a fire risk assessment focusing on the safety from fire of all people working in or visiting the premises.

This assessment should help remove some fire risks and reduce others, and determines what precautions need to be taken to protect people against the risks that remain. If a business employs five or more, a record of the significant findings must be kept in a documented risk assessment which is based on the chances of a fire breaking out.

Responsibility for enforcement of the Order rests with fire and rescue services. This responsibility is discharged by our undertaking a programme of risk-based inspections of premises, to ensure that they are complying with their new obligations under the Order.

## Civil Contingencies Act 2004

The Civil Contingencies Act has also brought with it statutory requirements which the authority must consider in its risk management planning. The Act details the role of the Fire Service as a Category 1 (core) responder. The Service in meeting its statutory duties has taken a lead role as chair of the Essex Resilience Forum. The forum has detailed duties under the Act in that it should deliver:

- A community risk register
- A co-ordinated response
- Effective plans.

### ***The end of fire certificates***

***If you run a business employing five people or more, you should already know that from October 2006 this will mean you MUST do your own risk assessment. We will be checking up on you to make sure you have and if you haven't, the penalty might be severe.***



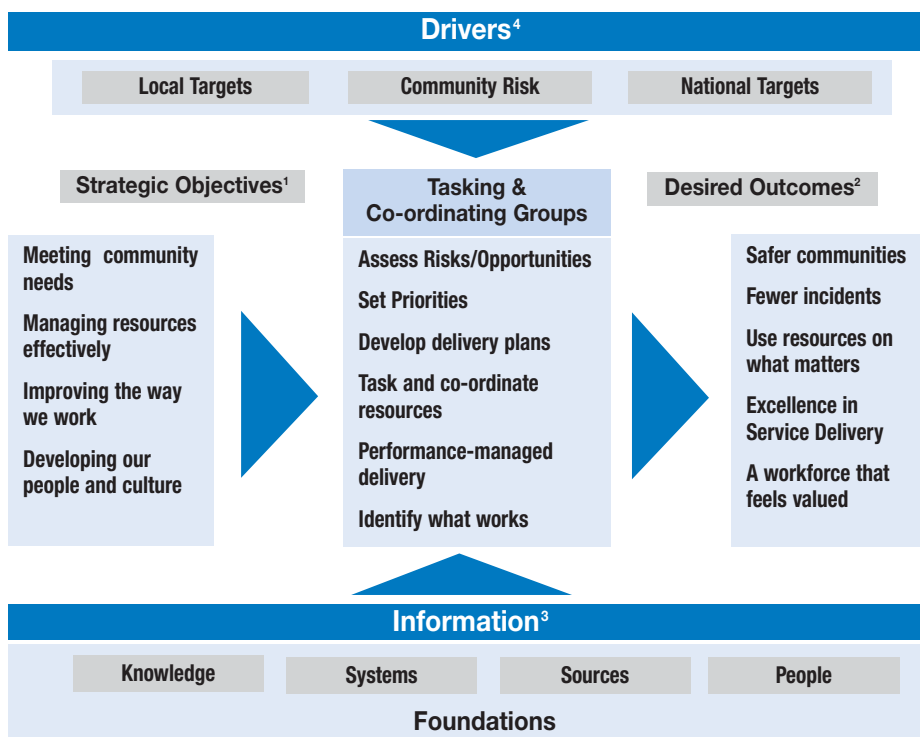
## Risk Management Arrangements

Risk is managed by the Service within different contexts. Firstly, the corporate risk context, which involves the management of business risks; and health, safety and welfare risks. Secondly, the community risk context, which addresses the Service's core role of making communities safe – and it is this context that provides the focus for this plan.



In managing community risk, it is important that decisions regarding the use of resources are intelligence-led.

In support of this intelligence-led approach to the management of risk, the Authority has adopted the National Intelligence Model (NIM). The model, which is also employed by a range of the Service's partner community safety organisations, has been modified for use within the Service and is illustrated below:



*The ECFRS Intelligence Model supports delivery of **Desired Outcomes**<sup>2</sup> - which are linked to the **Strategic Objectives**<sup>1</sup> of the Service – by systematically processing **information**<sup>3</sup>, within the context of key **Drivers for change**<sup>4</sup>.*



## Integrated Risk Management and the Organisation's Direction

The Authority has a clear definition of our primary role. Put simply, it is: To save and protect lives, property and the environment; and to achieve this to the very best of our ability we know that we need to reach a position when:

- Our people feel inspired to deliver and be part of the best fire and rescue service
- We work with other people to do more than we have ever done to make Essex safe

The Service delivers its strategy through a performance management framework known as ***Delivering What Matters***. This enables us to organise and measure ourselves against the key areas of organisational activity.

The Integrated Risk Management Plan cuts across all areas of the organisation's activities. The Service divides its activities into four key areas as identified in its Corporate Strategy. Each area is important to delivering safer communities within Essex through either:

- Delivering community safety activities
- Improving the way in which we manage our activities
- Maintaining resources to deliver more where it matters
- Develop the skills and knowledge of our workforce to be effective in their roles.

The Corporate Strategy is detailed on the next page and can also be accessed through the Service website, **[www.essex-fire.gov.uk](http://www.essex-fire.gov.uk)**.

Also referred to as our ***Strategy on a Page***, the ***Corporate Strategy*** lists measures which enable us to judge our progress towards achieving excellence in service delivery.

In simple terms, our **primary role is to save and protect lives, property and the environment**

# Corporate Strategy



## We Value...

Respect, openness, engagement and accountability

## How we do it...

Service-led and values-driven

## Why we are here

To save and protect lives, property and the environment

## Where we are going

A time when...

- ⇒ Our people feel inspired to deliver and be part of the best fire and rescue service
- ⇒ We work with other people to do more than we have ever done to make Essex safe

Priorities	What we want to achieve	Risks and Opportunities	How we know we've been successful
Meeting community needs	Make people understand risk	<ul style="list-style-type: none"> <li>• Improved understanding of risk</li> <li>• Fewer incidents</li> </ul>	<ul style="list-style-type: none"> <li>• Risk understanding measure</li> <li>• Number of incidents</li> </ul>
	Help people at risk	<ul style="list-style-type: none"> <li>• People understand &amp; use our services appropriately</li> <li>• Fewer deaths &amp; injuries</li> <li>• Lesser impact</li> </ul>	<ul style="list-style-type: none"> <li>• Service understanding measure</li> <li>• Service use measure</li> <li>• Impact measure</li> </ul>
Managing resources effectively	Find resources to do more	<ul style="list-style-type: none"> <li>• Extra money</li> <li>• Partners, volunteers &amp; others found to help</li> <li>• Resources shared with partners</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity measure</li> <li>• Shared resource measure</li> </ul>
	Use resources on what matters	Resources allocated to priorities	% of priorities for which there are resources allocated
Improving the way we work	Be good at continuous improvement	<ul style="list-style-type: none"> <li>• Problem solving approach and innovation adopted</li> <li>• New ideas encouraged</li> <li>• Performance management framework adopted &amp; used</li> </ul>	Continuous improvement effectiveness measure
	Work effectively with partners	<ul style="list-style-type: none"> <li>• We are clear about what we can offer</li> <li>• We understand our (potential) partners</li> <li>• Best practice adopted</li> <li>• Partnerships regularly evaluated</li> </ul>	Partnership effectiveness measure
	Be good at marketing, selling and communicating	<ul style="list-style-type: none"> <li>• Needs understood</li> <li>• Products developed</li> <li>• People engaged</li> <li>• Actions and plans explained</li> <li>• Services actively advertised &amp; sold</li> </ul>	Marketing, selling & communication effectiveness measure
Developing our people and culture	Deal with emergencies speedily and effectively	<ul style="list-style-type: none"> <li>• Response appropriate to incident</li> <li>• Speedy response</li> <li>• Incident dealt with effectively</li> </ul>	Emergency response effectiveness measure
	Make people feel valued	People feel valued	Valued measure
	Make ECFRS a better place to work	<ul style="list-style-type: none"> <li>• Pleasant, fit-for-purpose workplaces</li> <li>• People consider ECFRS is a good place to work</li> </ul>	Good place to work measure
	Give people rights and responsibilities appropriate to their role	<ul style="list-style-type: none"> <li>• People understand their rights and responsibilities</li> <li>• People apply their rights and responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>• % people who understand their rights &amp; responsibilities</li> <li>• Rights &amp; responsibilities application measure</li> </ul>
	Match our workforce to our needs	<ul style="list-style-type: none"> <li>• A clear statement of needs for ECFRS</li> <li>• People have skills to meet these needs</li> </ul>	Needs match measure

# Integrated Risk Management Plan

## Community Risk Management Policy

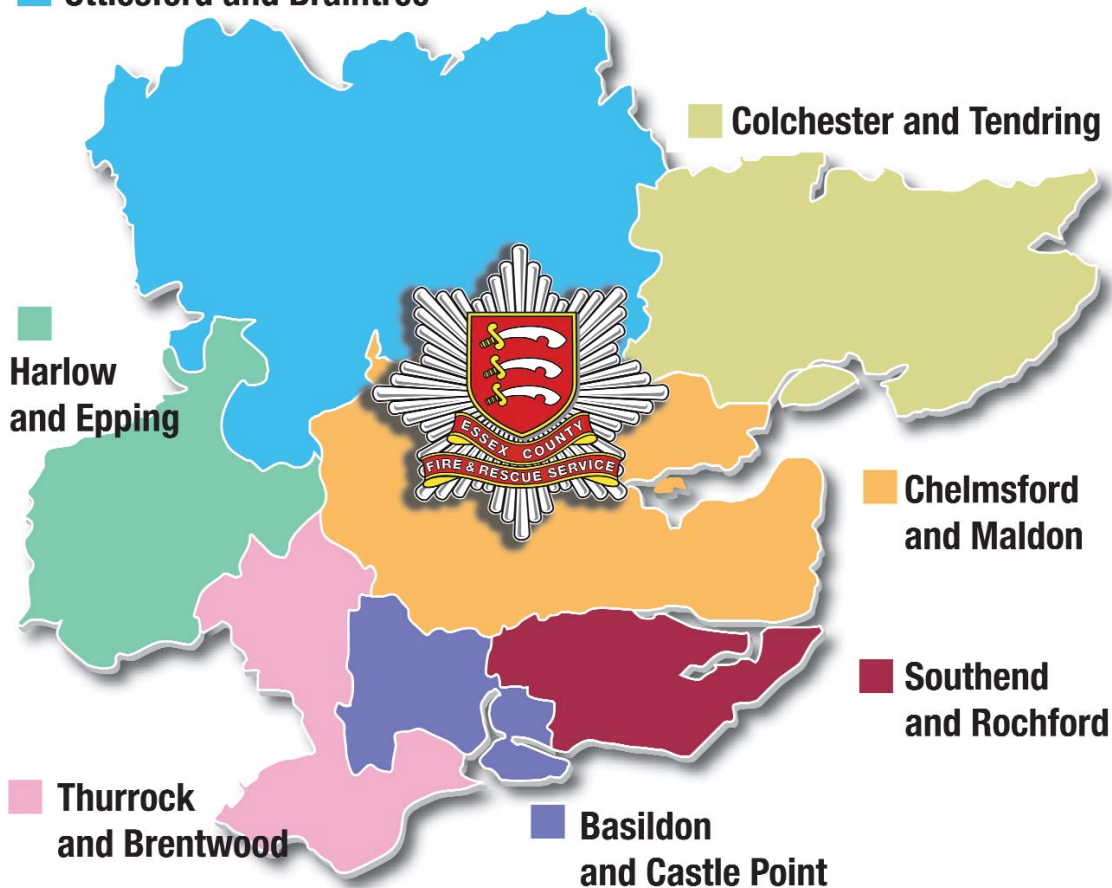
THE Authority's policy in relation to community risk management is to **reduce the level of risk within the communities of Essex, from fires and other emergencies, through delivering an appropriate balance of prevention, protection and emergency response services.**

## The Structure of The Service

To deliver this the Authority structures its community safety resources around seven Community Commands. Each has a dedicated headquarters which houses community safety and administrative staff.

As well as the seven Community Command areas that Essex is broken up into, the Service also has an administrative Headquarters in Brentwood, where central

### ■ Uttlesford and Braintree





departments 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 130 fire appliances and 149 cars and vans.

The Service has 51 fire stations (17 Whole-Time of which 4 are Day Crewed, 13 are 24/7 and 34 Retained), strategically located to provide protection to all areas of the County. It has an establishment of 965 full-time and 539 retained firefighters, 236 support and 45 Control Room staff.

## Community Risk Management Planning Process

The Fire Authority's Strategic Community Risk Management Plan addresses community risk management issues within two timeframes:

- Short/Medium-term = up to three years
- Long-term = four years and over

The short-medium term proposals in this plan combine to form the IRMP – with items intended for action during the first year being copied across into an annual action plan.

The process of producing and consulting on the contents of the IRMP is done on a rolling annual basis. Each year the IRMP is brought up to date with new draft proposals and reporting on the progress of the projects ratified previously. Following the consultation process, substantive IRMP community safety projects will be adopted and included in the Authority's Corporate Plan.

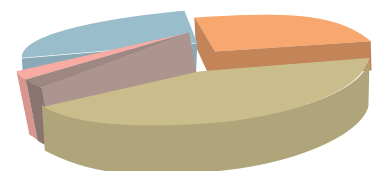
## The Community Risk Profile in Essex

The current risk profile for Essex represents a diverse range of community risk. To the East and South, the County is bordered by coastline populated by bustling seaside resorts such as Clacton and Southend. These contribute to the county's large tourist industry, attracting five to six million visitors per year. To the West and North it borders the counties of Suffolk, Cambridgeshire, Hertfordshire and the metropolitan area of London.

The current population of Essex is 1,635,600. At the time of the 2001 census:

- 2.9 per cent of the population were Mixed, Asian, Black, Chinese or belonged to another other minority ethnic group, compared to 1.8 per cent in 1991
- 2.6 per cent of the population were white minority groups such as White Irish
- Essex is also home to the largest gypsy/traveller community in England

Essex population



- 18 to 64 age group
- Ethnic groups
- White minorities
- Under 18
- Over 65

- The 2001 census identified 293,747 children and young people below the age of 18 living in Essex, representing 22 per cent of the county's population
- The fastest growth is amongst the over 80s and in 2001, there were 220,000 people over the age of 65 living within the county.

## Housing

As of 2002 Essex had a total of 564,404 dwellings representing a nine per cent growth over the period 1992-2002. The two largest areas of expansion have been Braintree and Maldon.

The London-Stansted-Cambridge M11 corridor has experienced substantial economic growth in the last decade, underpinned by clusters of some of the UK's most successful businesses in biotechnology, life sciences and ICT/software. Housing availability along this corridor is already under pressure.

According to the published, "Indices of multiple deprivation," Wards within Harlow, Tendring and Thurrock are amongst the 10 per cent most deprived in England; they can be defined as 'seriously deprived'. ECFRS works closely with a number of partnership organisations within these communities including Nacro, Crime and Disorder panels and, particularly in the Basildon area, Traveller liaison groups. Our approach is to work together with partners creatively to find solutions to the demands and constraints placed upon us.

## Transport

The county's road networks include a number of major arterial routes such as the M25, M11, A12, A13 and A127. In total there are 7586.5 km of road in the county. Accident figures for the county's roads for the period 1998-2002 show a 5.4 per cent decrease over the period 1994-1998. 2005 saw an increase of 1.5 per cent in the flow of traffic on the county's roads compared to 2004 figures. Although the county supports major motorway routes, over 70 per cent of road accidents occur on 'A' and 'B' roads. The number of cars and vans owned within the county has risen by 25 per cent in the last decade. This is reflected in an increase in road movements.

The infrastructure supporting the county's transport networks incorporates a number of rail links, including a section of the Channel tunnel rail link in the South. 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.

A major site of focus for transport and infrastructure development is Stansted Airport, the third busiest passenger airport in the country and the fastest growing airport in Europe. The airport serves 38 airlines flying to over 145 destinations. The





current passenger numbers for the airport are in the region of 22.5 million per year. The airport has planning permission to serve 25 million passengers per year and is expected to reach this level by 2008.

The expansion of Stansted Airport is part of the plan for growth in the South East under the Government's "Sustainable Communities" programme. By 2010 the airport's owners will have invested more than £1 billion in developing the airport and associated infrastructure to support growing passenger and cargo movements through the airport. There is also the possibility that a second runway will be built – leading to passenger numbers exceeding 70 million a year.

## Industry

Essex supports a complex range of industries. The North of the county is predominantly rural with a large agricultural community. This provides a contrast to the industrial South of the county, which supports a large oil refinery at Corringham and the retail shopping centre at Lakeside, Thurrock.

The county's coastline supports the busy shipping terminals of Tilbury and Harwich. Over 400 million tonnes of shipping movements each year pass through Harwich alone, as well as 1.5 million passenger movements. This adds to the volume of road and rail freight movements within the county.

## Control Of Major Accident Hazards (COMAH) sites

These are establishments that pose a particular risk due to the nature and quantity of the materials that are stored and/or processed on site. Managers of these sites are required to put in place comprehensive plans to prevent accidents happening, and to minimise their impact if they do.

There are currently 30 COMAH sites within the county.

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

ECFRS has taken a lead role in developing the county's civil protection arrangements through its role as chair of the Essex Resilience Forum.



## 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 and 56 listed churches in the county. Because of the irreplaceable nature of these buildings, it is important that particular attention is paid to ensuring that, firstly, appropriate fire safety standards are in place within them; and, secondly, that plans are made to minimise the extent of any damage if they do suffer a fire.

## Future Development

Essex is a fast growing county. The Bathside Bay area of Harwich has received approval for the development of a £300 million container terminal scheme. This will eventually develop Harwich into potentially the second largest container port in the UK.

It will see a significant expansion of the existing site, almost doubling the total quay length to three kilometres, an expansion of the existing container terminal to accommodate 26,000 full-sized shipping containers (each 40 feet in length), and rail infrastructure to transport nearly a quarter of a million of them. It is also expected to generate 772 jobs and significant vehicle movements daily.

An expansion and development of the deep-sea container port at Shell Haven/Coryton is planned. Due for completion in 2008, it will be capable of handling 1.75 million 40-foot containers annually, with three kilometres of quayside, providing enough berthing for up to 10 vessels. This will create a huge increase in shipping on the Thames, and traffic in the South of the county.

The Thames Gateway area is recognised by central Government as a national priority for regeneration and growth, with the Thames Gateway South Essex area (TGSE) expected to receive significant growth over the next 15 years – adding 55,000 jobs and 37,000 homes. The regeneration of the TGSE area is gathering momentum with the decision to award the 2012 Olympic Games to London, and the Shell Haven London Gateway Port development.

The potential for growth in housing provision up to 2021 could add 125,000 new homes. It is also recognised that achieving this growth would require significant improvements to transport and public services infrastructure.

### Listed Buildings

Grade	Number
1	271
2*	734
2	13,170

### Listed Churches

Grade	Number
A	2
B	43
C	11





# Proposals for 2007-2010

To meet the current and emerging risk within the community we have identified several proposals, which we offer here for consultation. In line with our **Delivering What Matters** strategy we have put the proposals into four key sections.

## Meeting Community Needs

### Increase the number of Home Fire Safety Visits by using Home Fire Safety Technicians

#### **Details of community risk/opportunity to be addressed:**

To deliver the Service's policy of helping people at risk and helping people understand risk we launched our **Home Fire Safety Check (HFSC)** initiative to safeguard the most vulnerable in our communities from fire starting in their home. This initiative was launched in 2005 and involves firefighters carrying out free fire safety checks and fitting smoke detectors in the homes of those we know are most vulnerable. These include the elderly, homes with young children, those living in rented accommodation, those with a disability and those who live in socially deprived areas.

In 2005/06 we carried out 10,000 visits. These confirmed to us that there are still many households without adequate smoke detection and that there are a wealth of opportunities for us to give practical advice to householders to keep them and their families safe from fire.

#### **What we intend to do:**

This year every one of our Fire Stations has a commitment and a target of HFSCs to complete to ensure that we reach as many households as possible. However, having considered the number of visits we can expect to achieve using personnel from Fire Stations we are determined to do even more. Therefore to increase this level of activity we will employ and train additional non-operational personnel to increase the total number of home checks we can complete.

#### **Why we intend to do it:**

Some of the factors that determine which people are most at risk are reflected more significantly in some communities than others. For instance a higher proportion of elderly people live in the Tendring District than elsewhere in the county. There are other areas where social deprivation results in greater numbers of fires occurring. The result of these societal factors is not only a higher potential risk, but also a present risk seen in a greater number of emergency calls and time spent on operational commitments for Fire Stations serving these particular

**Are you due a visit?**  
Maybe you are wondering how we decide when and where we are going to call. Do YOU think we need to reveal more specific information? Remember, we need you to tell us what you think!

communities. Using non-operational staff will enable the Service to supplement the time and work already carried out by personnel from these stations and help to break this circle of risk and resource availability.

### **Performance information associated with the proposal**

#### **Potential Best Value Performance Improvement Areas:**

<b>BVPI 143i</b>	<i>Number of deaths arising from accidental fires in dwellings per 100,000 population</i>
<b>BVPI 143ii</b>	<i>Number of injuries arising from accidental fires in dwellings per 100,000 population.</i>
<b>BVPI 142iii</b>	<i>Total number of calls to accidental fires in dwellings per 10,000 dwellings.</i>
<b>BVPI 144</b>	<i>Percentage of accidental fires in dwellings confined to room of origin</i>
<b>BVPI 209i</b>	<i>Percentage of fires attended in dwellings where a smoke alarm had activated.</i>

#### **Potential Local Performance Improvement Area:**

*Increase the number of HFSCs completed by the Service*

*Increase the number of schoolchildren who receive Home Fire Safety Instruction*

### **How we intend to do it:**

This project is already being piloted in Tendring and Basildon where new ways of contacting hard-to-reach groups and the effectiveness of the initiative are already being evaluated.

### **When we will do it:**

The pilot started in August 2006 and will be reviewed in January 2007.

### **Who will be responsible for its delivery:**

Community Command Dept Manager.



### **How we will resource delivery of the proposal:**

The funding for this proposal will be drawn equally against a direct grant of £168,000 received from the DCLG, and existing funds provided by the Fire Authority for community safety activity. In addition, the Authority has another £100,000 of funding which is also aligned to the Local Area Agreement.

## **Managing Resources Effectively**

### **Invest resources, and develop partnership arrangements, in support of delivering Local Area Agreement targets**

#### **Details of community risk/opportunity to be addressed:**

*As a Service we continue to attend far too many tragic incidents involving fires in the home and traffic collisions on our roads.*

*In Essex and nationally we have seen that deaths and serious injuries arising from both these types of incidents are being significantly reduced by well directed safety campaigns. As a Service, our policy is to find resources to do more and use resources on what matters. To deliver this we have entered into the Essex Local Area Agreement with a key priority to continue and accelerate this success. We aim to deliver this improvement right across the county including the Unitary Authority areas of Southend and Thurrock.*

#### **What we intend to do:**

We know that to significantly reduce the number of people killed and seriously injured on our roads and from fires in the home we need to:

- Increase the resources we provide
- Co-ordinate better with existing partners
- Inspire other partners to join us and help us achieve our objectives.

#### **Performance information associated with the proposal:**

##### **Potential Best Value Performance Improvement Areas:**

<b>BVPI 143i</b>	<i>Number of deaths arising from accidental fires in dwellings per 100,000 population</i>
<b>BVPI 143ii</b>	<i>Number of injuries arising from accidental fires in dwellings per 100,000 population.</i>
<b>BVPI 142iii</b>	<i>Total number of calls to accidental fires in dwellings per 10,000 dwellings.</i>

**BVPI 144** *Percentage of accidental fires in dwellings confined to room of origin*

**BVPI 209i** *Percentage of fires attended in dwellings where a smoke alarm had activated.*

**Government Target** *Reduce the numbers of people killed and seriously injured on the roads.*

**Potential Local Performance Improvement Area:**

*Increase the number of HFSCs completed by the Service*

*Increase the number of schoolchildren who receive home fire safety instruction*

*Increase the number of schoolchildren who receive road safety advice and instruction*

**How we intend to do it:**

To reduce road injuries we will:

- Co-ordinate all our road safety initiatives through the Essex Casualty Reduction Board to ensure maximum impact.
- Use our Fire Stations, support vehicles and appliances as high visibility locations for hard hitting road safety messages.
- Deliver targeted safety campaigns together with the Police and local authority officers aimed at young drivers and those who will be eligible to drive within the next two years.

To reduce fire injuries we will:

- Increase our HFSCs by at least 10 per cent
- Sign a new partnership agreement with the Church of England. This agreement will launch our new “With You For Life” scheme in which we will work together with the Church to protect the most vulnerable in our communities.
- Increase the range of partnership work we carry out with Social Services departments to reach a much larger cross section of cared for groups.





### **When we will do it:**

- Our new partnership agreements are being signed and will be incorporated into a formal register by December 2006.
- Community Safety Officers are being placed in post from August 2006.
- Road safety message signing of appliances will commence as new vehicles are received.
- Co-ordination of road safety activities has commenced and will be continued as an on-going process
- We have started on new initiatives to reach young drivers and this work will continue and expand throughout 2007.

### **Who will be responsible for its delivery:**

Director of Safer Communities

### **How we will resource delivery of the proposal:**

The Authority has a total of £339,000 of expenditure aligned to the Local Area Agreement priorities. In addition, a donation of £220,000 from the Authority's trading company will be used to fund community safety activity in 2007.

## **We will open a new fire station at Rayleigh Weir**

### **Details of community risk/opportunity to be addressed:**

*The appropriate location of fire stations is a key to the service policy of using its resources on what matters. The relocation of Hadleigh Fire Station to Rayleigh Weir will enable us to make the best use of our resources to both help people at risk and deal with emergencies speedily and effectively.*

### **What we intend to do:**

Essex County Fire and Rescue Service will commission the construction of the new Rayleigh Weir Community Fire Station and Basildon and Castle Point Community Command Headquarters.

The existing Hadleigh Fire Station will be closed and personnel, fire appliances and equipment will be relocated to Rayleigh Weir Fire Station. Arrangements will be made to dispose of the Hadleigh Fire Station site.

Necessary changes will be made to mobilising arrangements, to ensure that emergency response times to the Hadleigh area remain consistent with the Standards set by the Fire Authority.





Essex County  
Fire & Rescue Service

**Headquarters**

Rayleigh Road

Hutton

Brentwood

Essex CM13 1AL

**Tel:** 01277 222531

**[www.essex-fire.gov.uk](http://www.essex-fire.gov.uk)**

**Use this special pullout section to tell us what you think of our plans.**

**It won't cost you a penny, and you won't even need a postage stamp.**

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**WRITE US A LETTER** and we'll pay the postage. Put your thoughts down on paper, being sure to tell us your name, address and – if you don't mind us contacting you by phone – a number we can reach you on during normal business hours. Send your letter to: **Chief Fire Officer (IRMP), Essex County Fire & Rescue Service, FREEPOST, EB93, CM13 1BR.** Remember, we're paying the postage so you won't need a stamp.

**SEND US AN EMAIL.** Despatch your comments to us online by following the links to IRMP from our website: **[www.essex-fire.gov.uk](http://www.essex-fire.gov.uk)**. Don't forget to give us your full name and address – and if you don't mind us contacting you by phone – give a number we can reach you on during normal business hours.

**GIVE US A RING.** Providing you do so within normal working hours, you are welcome to telephone us with your comments on **01277 222531, extension 2233.** We will be only too pleased to discuss them with you.

**DOING MORE THAN WE HAVE EVER DONE TO MAKE ESSEX SAFE**



Write your comments on this page, and continue on a separate sheet of paper if you need to. You can fold extra pages inside this pullout when you fold it for the post box. Tell us, whatever your thoughts are. For example, what you like or don't like about our proposals (between pages 16 and 29), what you think we've overlooked, what you'd do differently and why. Remember, you can influence what we do, only if you communicate with us.

A large, empty rectangular box with a thin black border, intended for writing comments.

**Please tick appropriate boxes**

**Are you:**

Under 16     16-24   
25-35     35-44   
45-54     55-64   
65-74     75+

**Are you:** Male     Female

**Do you have a disability under the terms of the 1995 Disability Discrimination Act?**

Yes     No

**In your household, how many children are there in each of the following age groups?**

0-4     5-11   
12-16     16-18

**What is your ethnic group?**

**How did you hear about this IRMP consultation exercise?**

You don't have to provide the following personal details if you don't wish to. However, it is required if you are interested in joining our community consultation group. In line with the Data Protection Act 1988, any personal information you do give us will be treated as confidential and will not be shared.

**Title** Mr     Mrs     Miss     Ms     Other \_\_\_\_\_

**First Name** \_\_\_\_\_

**Surname** \_\_\_\_\_

**Address** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Postcode** \_\_\_\_\_

**Telephone (home)** \_\_\_\_\_

**Telephone (day)** \_\_\_\_\_

**Email** \_\_\_\_\_

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**No  
Stamp  
required**

Chief Fire Officer  
Integrated Risk Management Plan  
Essex County Fire & Rescue Service  
FREEPOST  
EB93  
CM13 1BR

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The existing Rayleigh Fire Station is crewed by retained personnel. The project team will identify and evaluate a number of opportunities to secure the future use of both Rayleigh Fire Station and the personnel who work there.

### **Why we intend to do it:**

The relocation of Hadleigh fire station to Rayleigh Weir ensures that the Service is better placed to use our resources on what matters in saving and protecting lives, property and the environment.

### **Performance information associated with the proposal:**

#### **Potential Best Value Performance Improvement Areas:**

- BVPI 143:** *Number of deaths and injuries arising from accidental dwelling fires*
- BVPI 144:** *Percentage of accidental dwelling fires confined to the room of origin*
- BVPI 146:** *Number of calls to malicious false alarms*

#### **Potential Local Performance Improvement Areas:**

- Percentage of times Fire Authority emergency response attendance Standards are met.*
- Number of HFSCs completed*
- Number of children who received home fire safety education*
- Number of people who receive road accident reduction education.*

### **How we intend to do it:**

Clear governance arrangements have already been established to deliver this proposal. Project teams have been established to manage the three components of the proposal, namely:

- Construction of new Rayleigh Weir Community Fire Station;
- Closure of existing Hadleigh Fire Station &
- Opportunities for continued use of existing Rayleigh Fire Station, personnel and equipment.

**Not everyone's going to like it**  
*We know that relocating a fire station is going to be a major concern to a number of people. We believe strongly that the justifications for this proposal easily outweigh the disadvantages. And we do fully appreciate that not everyone is going to see it quite like that!*



The project teams will report to a project board who will in turn report to the Essex Fire Authority. We intend to use a comprehensive process of consultation and communication to ensure that appropriate opportunity is provided for stakeholder engagement.

**When we will do it:**

Work to deliver this proposal is already underway and the Rayleigh Weir Fire Station will be operational by Spring 2009.

**Who will be responsible for its delivery:**

The Director of Safer Communities.

**How we will resource delivery of the proposal:**

The funding for this proposal has already been secured through the Service's capital programme from 2005/6 through to 2007/8. The money will be borrowed by the Authority and repaid over the expected life of the new fire station. In addition to this, an agreement has been reached with Essex Ford to part fund the development of the fire station.

Delivery of the existing Hadleigh and Rayleigh Fire Station elements of the proposal will be undertaken by Fire Service personnel.

## **Review disposition of special fire and rescue appliances**

**Details of community risk/opportunity to be addressed:**

*There is a risk associated with specialist fire and rescue appliances not arriving at incidents within prescribed attendance times, based upon an analysis of operational need.*

**What we intend to do:**

Undertake a review of the number and disposition of Special fire and rescue appliances, with a view to ensuring that the right number of such appliances are in the right place.

**Why we intend to do it:**

The Authority has established dealing with emergencies speedily and effectively as one of its key corporate objectives. In support of this, it is important that appropriate fire and rescue appliances are available; and that they are able to arrive at incidents sufficiently quickly to contribute to their being effectively resolved.



The Fire and Rescue Services Act 2004, substantially expanded the range of emergency incidents to which fire authorities have a statutory responsibility to respond. In recognition of this expanded role, the ECFRS undertook a review of its specialist appliance fleet to ensure that, in the future, vehicles, and the equipment carried on them, were procured against technical user-specifications, based upon the full range of identified operational needs.

Having agreed the type of vehicles required, the next stage in the process of ensuring necessary preparedness, was to determine the speed at which these vehicles are required to attend specified incident types. In this regard, the IRMP 2006/9 included a project to: Carry out an assessment of firefighters and equipment mobilised to emergency incidents.

With details of appliance types and response times agreed, the final stage in the process is to determine the number of vehicles required, and the most suitable geographical location for their deployment – thereby maximising the likelihood of their attendance to operational incidents within agreed response times. This proposal is intended to address this need.

### **Performance information associated with the proposal:**

#### **Potential Best Value Performance Improvement Areas:**

**BVPI 144:** *Fires confined to the room of origin*

**BVPI 143:** *Reduce the number of deaths and injuries in accidental dwelling fires*

#### **Potential Local Performance Improvement Areas:**

*A new local performance indicator will be established to monitor these attendance times*

### **How we intend to do it:**

A task-and-finish project team will be formed to undertake the review. The project team will draw upon outputs from the Special Appliance Review, and the assessment of firefighters and equipment mobilised to emergency incidents referred to above, in considering the future number and disposition of special appliances. They will also take into account the disposition and availability of such appliances in neighbouring Fire Authority areas.

The project team will produce detailed, costed proposals for future Special Appliance requirements. Once approved, an implementation project team will be assigned responsibility for their delivery.

**Right place  
right time...**  
*It's crucial that we have the right appliances in the right place. Imagine if we had all our foam dispensing equipment on hand for a potential aircraft accident at Stansted and need it for a petro-chemical incident at Coryton... nearly an hour away by road! It could happen. We need to plan and prepare for all eventualities.*



### **When we will do it:**

The review will be undertaken during the 2007/8 financial year, with the proposals being completed by September 2007.

### **Who will be responsible for its delivery:**

The Director of Safer Communities.

### **How we will resource delivery of the proposal:**

Existing staff will undertake the review as part of their normal duties. The cost of financing the purchase of new appliances specified in the review will be included in the Authority's capital spending programme.

## **Introduce Demand-Led Rostering and Mobilising arrangements for Wholetime and Retained operational personnel**

### **Details of community risk/opportunity to be addressed:**

- *Risk that insufficient numbers of emergency response personnel will be available to deal speedily, effectively and safely with emergencies.*
- *Opportunity to employ a technological solution, intended to avoid a surplus of retained emergency response personnel being mobilised to attend incidents.*

### **What we intend to do:**

Introduce arrangements intended to ensure that the number of operational response personnel available at any given time is demand-led, that is, it is based on the number of such personnel who will be required to deal speedily, effectively and safely with operational incidents, based upon an analysis of resource requirements for various incident types.

### **Why we intend to do it:**

The IRMP 2006/9 included a project to carry out an assessment of firefighters and equipment mobilised to emergency incidents. With this project complete, the Authority is now clear in terms of the number of personnel required to be available to respond to emergency incidents at any given time.

Having determined the demand for operational personnel, it is important that effective rostering and mobilising arrangements are put in place, to ensure that this demand is met as precisely as possible – avoiding both under and overprovision of staff. This proposal is intended to meet the need for effective rostering and mobilising arrangements.

## **Performance information associated with the proposal:**

### **Potential Best Value Performance Improvement Areas:**

**BVPI 143:** *Reduce the number of deaths and injuries in accidental dwelling fires*

**BVPI 144:** *Fires confined to the room of origin*

### **Potential Local Performance Improvement Area:**

*Percentage of time that emergency response appliances are available*

*Capacity – measuring how much we are doing with our resources.*

## **How we intend to do it:**

Delivery of the proposal will be divided into three workstreams, dealing with: Wholetime, fire-station-based personnel; Retained personnel; and Wholetime personnel contracted to work the Flexible-Duty system.

Outputs from the 2006/9 IRMP project to: **carry out an assessment of fire-fighters and equipment mobilised to emergency incidents** will be used to inform the levels of demand for operational personnel that rostering and mobilising arrangements are required to meet. Project teams will then use this information to develop arrangements – with necessary support from specialist consultants – for the introduction of demand-led rostering and mobilising arrangements.

## **When we will do it:**

Time scales for completion of each of the workstreams will vary. It is, however, anticipated that the new arrangements, across all workstreams, will be in place by April 2008.

## **Who will be responsible for its delivery:**

Director of Safer Communities

## **How we will resource delivery of the proposal:**

Existing staff will work with the support of specialist consultants to develop these proposals, in consultation with staff and representative bodies.

**Striking the right balance**  
*We have always had to make sure we have sufficient personnel to ensure that we can always respond effectively and keep risks to a minimum. Sometimes this has meant having more personnel available than is absolutely required. Computer technology can help us refine the process and reduce the cost to taxpayers, without compromising safety.*



## Improving The Way We Work

### Introduce flexibility to the turnout time allowed for Retained emergency response personnel

#### *Details of community risk/opportunity to be addressed:*

*There is a risk of unnecessary delay in emergency response appliances attending incidents because of rigid adherence to the traditional maximum turnout time employed when recruiting Retained personnel, and mobilising existing Retained personnel*

#### *What we intend to do:*

Undertake a detailed review of the emergency response profile into areas covered by Retained fire stations and, where appropriate, increase the time allowed for personnel employed at these stations to travel to them, once mobilised by pager to an emergency.

#### *Why we intend to do it:*

Traditionally, retained personnel have been contracted on the basis that, having been mobilised by pager when on-call, they will be able to travel to their station in order to crew an appliance in no more than five minutes. This principle has driven recruitment policy in that potential Retained firefighters will only be successful in an application for employment if they live and/or work within five minutes travel time of the fire station. This approach limits the pool of potential applicants and has a detrimental effect on the Service's ability to achieve necessary establishment levels at Retained fire stations.

These two issues reduce the amount of time that Retained appliances are available for emergency response at most Retained fire stations across the county. It would be inappropriate to allow a substantial increase to the current turnout time, but rigid adherence to it can mean an alternative appliance being despatched from a neighbouring station, taking significantly longer to arrive at an incident than the Retained fire appliance would have done with some flexibility to the five minute 'rule'. The issue is particularly relevant in sparse areas of the county.

A compelling argument exists to review the requirement for a five minute turnout time and, where appropriate, to amend it.

## **Performance information associated with the proposal:**

### **Potential Best Value Performance Improvement Areas:**

**BVPI 143:** *Reduce the number of deaths and injuries in accidental dwelling fires*

**BVPI 144:** *Fires confined to the room of origin*

### **Potential Local Performance Improvement Area:**

*Severity and impact of fires and other incidents*

*Emergency response effectiveness*

*Percentage of time that emergency response appliances are available*

### **How we intend to do it:**

A task-and-finish project team will be established to undertake the review.

The project team will carry out a comprehensive analysis of emergency response coverage for each of the 34 fire ground areas across the county covered by Retained fire stations. On the basis of this analysis, and at fire stations considered appropriate, flexibility to the existing five minute turnout time will be recommended.

### **When we will do it:**

The review, and implementation of its recommendations, will be completed by the 2008/9 financial year-end.

### **Who will be responsible for its delivery:**

Director of Safer Communities

### **How we will resource delivery of the proposal:**

The reviews will be carried out by existing staff, with specialist support being provided by consultants, where technical solutions are necessary to support revised mobilising arrangements.

**A matter of common sense**  
*It isn't always easy to get a full Retained crew on hand inside the required five minutes. That means an appliance has to be called from a neighbouring fire station often many minutes away. It doesn't matter that the Retained crew had assembled in six minutes. As things are, if the fire was 50 yards down the road, technically, the Retained crew would have to stand and watch, waiting for the neighbouring appliance. That doesn't make sense!*



## Developing Our People and Culture

### Introduce programme of large-scale, multi-agency exercises

#### **Details of community risk/opportunity to be addressed:**

The risk of a major incident occurring within Essex highlights the necessity to ensure our preparedness to deal with such an event is efficient and effective.

#### **What we intend to do:**

Conduct multi-agency exercises on a regular basis.

#### **Why we intend to do it:**

The Service has included within its **Corporate Strategy**, objectives for **dealing with emergencies speedily and effectively; and matching our workforce to our needs, including skills.**

The Civil Contingencies Act 2004 places a duty on us as Category 1 responders, – **those at the core of emergency response** – to put in place emergency plans and to co-operate with other local responders to enhance co-ordination and efficiency. The methodology to test this duty will be to conduct regular multi-agency exercises which will be designed to stretch the procedures and cross-agency working of each organisation. In addition, the Act places a duty on certain Category 1 responders to provide business continuity assistance to local businesses; we therefore intend to involve local organisations in the delivery of relevant exercises.

#### **Performance information associated with the proposal:**

##### **Potential Local Performance Improvement Area:**

*Increase the number of cross-agency exercises*

#### **How we intend to do it:**

The Essex Resilience Forum, which is currently chaired by the Fire & Rescue Service, has a Training and Exercise working group which will co-ordinate the planning and implementation of all multi-agency exercises. However the actual exercise organisation will be conducted by the Service under the co-ordination of the Civil Resilience Training Manager.

**Events that benefit us all**  
*Mistakes can happen. Especially when dealing with unusual major incidents that don't happen very often – the Buncefield oil depot fire in Hertfordshire last year for example. Personnel might attend such an incident only once in their career. Mock training incidents play an important role... ensuring that personnel are properly trained, different agencies can work effectively together, and that all the correct equipment is available.*



***When we will do it:***

These will be organised on a regular basis with a number held each year. They will be conducted at times appropriate to the exercise scenario and other logistical considerations..

***Who will be responsible for its delivery:***

The Director of Civil Contingencies.

***How we will resource delivery of the proposal:***

This will be delivered as an extension of our existing training and development programme. The planning and monitoring of the exercises will be undertaken by existing staff as part of their normal duties.



# Progress with 2006-2009 intentions

## Community Objectives

### We said we would reduce road traffic collisions

#### What we've done

Our progress so far has been good and is expected to increase substantially within the next year. So far:

We have developed a road safety partnership policy with the Essex Casualty Reduction Board and other partners. One of the Board's key aims is to co-ordinate all of the road safety agencies to present a clear and consistent safety message to road users.

We have appointed a Road Safety lead officer to our Community safety team and appointed two education officers to work in Schools.

We are now using Fire Stations and have begun to use our appliances as high visibility locations for hard-hitting Road Safety messages.

#### Still to do

We have begun an evaluation of how our own activities may contribute to Road Accidents. We know that our road accident rate is low but we will consider how this can be further improved.

The results of our evaluation will inform our IRMP process to enable us to target our resources where they may have the biggest impact.

### We said we'd put in place a community outreach worker

#### What we've done

Recruitment and selection of outreach worker has taken place. The new post was filled in August 2006.



### We said we'd respond to the Regulatory Reform Order 2005 introduced in October 06. We will continue to act as a resource for advice and enforce fire safety standards

#### What we've done

Extensive background work has been carried out by Fire Protection personnel to look at the implications of the new order. New equipment has been purchased for inspecting officers to reduce the burden on them whilst conducting audits. Software has been developed to enable

data to be captured electronically during the audit process and the data subsequently fed into central data systems. All training was completed by the first of October. This has ensured that we have the necessary knowledge and equipment to effectively enforce the Regulatory Reform (Fire Safety) Order 2005.





## We said we'd expand our safety education programme to deliver fire and road safety messages to all children

### What we've done

We have completed our Educational policy and appointed two new teaching staff. We have also set targets of increasing the number of children we reach with Fire and Road Safety messages by a minimum of 10 per cent for the next three years. Our programme of activities is currently being set both with our own Community Commands and other agencies and will be completed by the end of 2006.

We have already considerably increased our educational activities. Highlights are:

- Three new Young Firefighter groups have been started in Harlow, Thurrock and Dovercourt.
- The number of Firebreak students places has

increased by more than 25per cent to just under 400 a year.

- Our Junior Firesetters Scheme is growing by more than 10per cent a year and in total more than 1100 children who have played with fire have now been successfully counselled by our Junior Firesetters team.

### Still to do

We intend to establish new Young firefighter groups within the Chelmsford and Maldon Community Command.

We will maintain our focus to implementing our plans for reducing the number of deliberate fires and hoax calls caused by children

## Resource Objectives

## We said we'd relocate Service Headquarters to meet our future needs, including provision of a Life Skills Centre

### What we've done

We have conducted an analysis of our existing sites and our future requirements. This has given rise to a number of options to be considered against the business case for each.

### Still to do

We now need to agree a final model for delivering the relocation of our SHQ, Training and Life Skills Centre.



## We said we'd explore the feasibility of establishing a dedicated Urban Search and Rescue (USAR) station and training facility

### What we've done

**USAR Station:** Planning for the USAR station at Service Workshops, Lexden, Colchester is reaching its final stages. Detailed plans have now been completed. A tender process was due to lead on to construction starting in September with the building due for completion in March 2007, although the project is currently running behind schedule.

**USAR Equipment:** ECFRS now has three USAR Prime Movers and three USAR Modules. These include the basic USAR response module, containing a multi-purpose vehicle with ancillary equipment, and a timber shoring module. These are currently located at Southend Fire Station. The remaining two modules, a major transport accident module and a heavy breaching and breaking module are due to arrive soon.

**Recruitment:** Following a successful recruitment process 16 of the 18 USAR posts have been filled. The successful candidates will remain in their current posts, whilst they are trained. Vacancies for a USAR Technician and a USAR Watch Manager will be re-advertised.

**USAR Training at Wethersfield:** To enable the USAR team to maintain their competencies on the equipment once they have completed the USAR training at the Fire Service College, an interim USAR training facility has now been established at Wethersfield training centre. The USAR training rigs have been designed to comply with the highest standards of health and safety. The steel rigs are designed to securely hold 500kg reinforced concrete slabs at different angles to represent collapsed floors and walls. This allows USAR technicians to practice basic tools skills for breaching and breaking.

**Interim USAR Response:** ECFRS continues to provide the interim regional USAR capability using Essex UK Fire Service Search and Rescue Team (UKFSSART) members and the USAR prime movers and modules. These are also operationally available to support day-to-day incidents within Essex. A USAR Advisor is available to provide advice on equipment available and attend incidents as requested.

## We said we would establish a programme to improve and maintain our fire stations, improve quality of our sites and ensure locations remain to serve community needs by building upon the stock condition survey with a review and action plan

### What we've done

We are currently redesigning the stock condition information to make it more accessible to building users. We have started the process for Key Performance indicators to measure and inform our action plan.

### Still to do

We will conduct a sensitivity analysis to ensure that we provide the right type of facility for specific local risks.

## **We said we'd improve the Service's rescue and response capability, develop resources to meet growing operational demands, and carry out an assessment of firefighters and equipment mobilised to emergency incidents.**

### **What we've done**

We have implemented a programme to increase our all terrain capability. This included replacing our existing all-terrain vehicle fleet with new Pinzgauer appliances and providing an additional Pinzgauer at Billericay Fire Station.

We have appointed a dedicated Petroleum Officer who is managing the risk associated with the petrochemical sites in Essex. A key part of this role has been to ensure we have the appropriately trained personnel, equipment and effective partnership arrangements to ensure we continue to be the best prepared Fire Service in the country in dealing with these types of emergency.

Working Groups to review our specialist appliances have been established since early 2006 to further develop the new phase of appliances and equipment the Service provides to deal speedily and effectively with all emergency incidents. These groups are collaborating with other Fire Services, partner organisations and internal stakeholders to provide Essex with dedicated vehicles and facilities to provide Environmental, Breathing Apparatus, Welfare, Flood Rescue,

Chemical and Specialist Rescue support to deal with all emergencies.

We are developing a partnership arrangement with the Fire Brigades Union to review the Critical Attendance Standards that decide the level of resources deployed to any incident. We are also working closely with an external organisation and our stakeholders to explore opportunities for a "demand-led rostering" system within our existing shift systems.

### **Still to do**

The "what has been done" covers a significant number of work streams and project groups. These intentions were first published in April 2006 and some tangible outcomes have already been introduced.

The remainder of the work to deliver the intentions will continue into 2007 delivering ongoing improvements continuously.

**Timescales:** The work streams to address these intentions are numerous. These will continue to operate and deliver outcomes into 2007 and 2008.



## Process Objectives

**We said we'd develop a strategic approach to partnership to ensure that partnerships entered into were consistent with our values; and could be measured for their effectiveness. We also said that we would develop, maintain and manage a strategic partnership register**

### What we've done

We have developed a policy and framework for working with partners. The framework includes a partnership register and framework for each department.



**We said we'd set up systems ensuring we can consider the impact our activities and processes have on the environment**

### What we've done

We have instigated energy tracking on 16 key stations to identify abnormal energy use. We have agreed funding for a temporary Environmental Officer who was recruited in September, and we have enlisted on a local initiative with the Chelmsford Environmental Partnership to pilot some of the environmental

issues, thanks to the work of the Chelmsford & Maldon Community Command.

### Still to do

The recruitment of the Environmental Officer's post is crucial to the delivery of this objective and will be progressed as a matter of urgency.

**We said we'd implement the outcome of the recent IT Service Review that resulted in a new IT Strategy and Service Review Document**

### What we've done

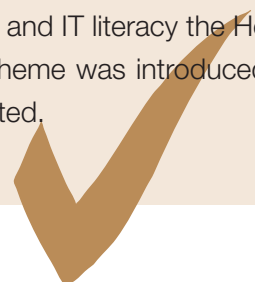
We have developed new intranet and internet websites.

The Service has improved its IT software packages including Office 2003 rolled out to all remote administrative locations.

Several new posts have been appointed to better

equip and skill the IT department including: additional Business Support Officer; Applications Support Assistant; and System Support Officer posts.

To support home working and IT literacy the Home Computing Initiative scheme was introduced. In total 344 staff participated.



**We said we'd improve the health and welfare of our staff by developing our attendance management systems and providing a support system for health improvement. We intend to deliver a good service and a good working environment by measuring performance indicators to measure our success**

**What we've done**

A new Attendance Management policy has been implemented, including the use of return to work interviews for all sickness absences.

Continued promotion of our Physiotherapy provider

has helped to keep staff at work, and assisted them to recover quicker.

We have appointed an Occupational health Nurse Advisor to complement our occupational health provision.

**We said we'd develop our performance management framework ensuring we maintain our focus on service priorities**

**What we've done**

We have developed and embedded the Getting Back to What Matters performance management framework. This has led to the development of local plans for Commands, stations and departments. The plans are performance focused setting out the priorities for each station and the performance measures

for each activity. The strategy has now evolved naturally to be known as Delivering What Matters. This will now enable us to measure what we are delivering through the performance management framework. The framework and its contents are reviewed constantly with local plans reviewed at least annually.



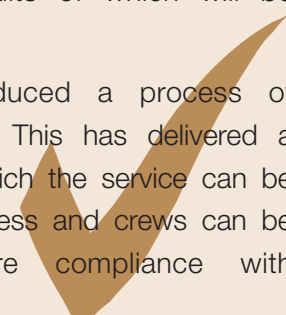
**We said we'd undertake a comprehensive audit of the service's operational assurance arrangements to ensure the highest standards of performance are delivered. The audit will be published against a national good practice model published by the ODPM**

### **What we've done**

The service has engaged fully with the Comprehensive Performance Assessment process. This year we have conducted a full assessment of our Service Delivery functions in line with the guidance given by the Department for Communities and Local Government (formerly ODPM). This has included a full audit of our process for ensuring effective risk analysis of the county; delivery of prevention and protection services; how well we are prepared to deliver our operational services; our arrangements for call

handling; and emergency response. Our performance against the assessment criteria has been judged by a team of assessors from the Department for Communities and Local Government. The results of which will be published in early 2007.

The Service has introduced a process of operational monitoring. This has delivered a mechanism through which the service can be measured for effectiveness and crews can be monitored to ensure compliance with operational policy.



## **Learning and Development Objectives**

**We said we'd encourage an organisational culture that is underpinned by a set of shared values. We will adopt a set of corporate values linked to the National Framework for 2005/6**

### **What we've done**

The Getting Back to What Matters strategy introduced the policy statement of Making people feel valued and Make ECFRS a better place to work. The IRMP consultation process for 2006-9 consulted on a set of shared values that have been adopted throughout the service. A cultural survey was undertaken in 2005, the results of which have been used to develop further cultural audits that take place on an ongoing basis through staff questionnaires to measure how much people feel valued.

### **Still to do**

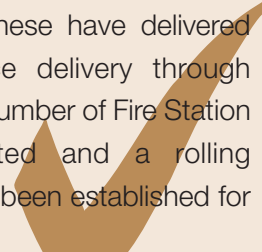
We intend to conduct a full follow up cultural audit in 2008. We will establish focus groups representing all stakeholders within our workforce to develop our communications strategy. Our ongoing process of developing and embedding the values will be augmented through a developed set of practices that are reflective of behaviours that are value based. This work is ongoing and we expect to see an improvement in the satisfaction levels of staff over the two years.

**We said we'd develop a strategy to further our ability to respond to a fast changing climate and adopt change, which will improve our ability to deliver services that reflect developing needs. We are introducing an audit process to inform decision making and help identify internal risks**

### **What we've done**

The Service has developed and launched an extensive audit system in line with ISO 1990:2001. To date, audits have been conducted at a number of our strategic sites including specific thematic audits of our BA

and control functions. These have delivered improvements to service delivery through targeted action plans. A number of Fire Station sites have been audited and a rolling programme of audits has been established for all remaining sites.



**In partnership with key stakeholders, we said we'd establish workforce planning and development boards within the framework in 'Workforce Planning in Local Authorities.' We have developed a long-term project that when established will be regularly reviewed**

### **What we've done**

This work has commenced with the review of our training functions and assessment development centres. Consultants have been appointed to complete this review and have already and are expected to report back in October 2006

### **Still to do**

Respond to the review findings and develop inputs to the workforce planning programme.

**We said we intend to reduce risk to our personnel by addressing health and safety issues. All our personnel will have effective, safer systems of work**

### **What we've done**

A working group was established to make recommendations to the Service for the design and type of working safely at height Personnel Protective Equipment (PPE). Fire crews have been afforded specialist equipment and procedural guidance for working at height.

### **Still to do**

Phase two, which includes **rescue from height**, will involve the same project group but this work will roll over to 2007.





## **We said we'd develop workstreams within the Civil Contingencies Directorate to prepare for the move to a Regional Control Centre (RCC) in 2009.**

### **What we've done**

The Post of regional co-ordinator has been established. An impact analysis has been carried out on the first 39 requirements of the transition from local to regional control. The analysis required us to determine, as near as possible, the impact in person days and cost to the service of implementation of these requirements.

An impact analysis on all IT – Data requirements is soon to be carried out.

### **Still to do**

Continue to support and develop the ongoing work stream for the transition to regional control. This is a long-term project which will run into 2008/9.

## **We said we intend to devolve appropriate budgetary responsibility to local managers to allow flexibility to manage staffing costs across stations by using an electronic retained pay system**

### **What we've done**

We are investigating the possibilities of devolving budgets and levels of financial decision making to the most appropriate level. We have already allocated a sum of money to each community commander to distribute as appropriate to deliver local community safety initiatives.

### **Still to do**

Complete the review of budget allocation and make decisions based on findings for the appropriate distribution of budgets. We need to provide training to our managers to skill them to be able to manage budgets effectively and responsibly.

# And YES.... we DO listen!

LAST YEAR, nearly 40 people contacted us about our consultation document. The responses were mainly from members of the public, although several came from our own personnel.

None rejected the proposals, or suggested alternatives. However, they included nothing controversial – such as the proposed closure of a fire station, for example. Overall, the views indicated general agreement to most of the proposals. The exception was the issue of regionalisation of Control. However, since this was, and still is, a national government-sponsored initiative, it is one we are not empowered to change.

A common criticism, that we have attempted to address this time round, was that the proposals were laid out in insufficient detail, making it difficult to get a real idea of exactly what they involved and how we would implement them.

In response, the Authority added more specific detail before it approved the document.

Finally, a number of responses indicated a feeling that the IRMP intentions are a **“done deal”** by the time they reach consultation. This is not the case. The management team is actually keen to show that proposals can be revised in response to constructive feedback.

So if you have a view about this year’s plans, please express yourself. Follow the instructions contained in the special four-page pullout, and tell us what you really think. We look forward to hearing from you.

**Lionel Lee, Chair Essex Fire Authority**

**David Johnson, Chief Fire Officer**



## Different languages

Copies of this document are available in other languages, Braille, large print and audiocassette on request. Please contact 01277 222531 ext. 2281.

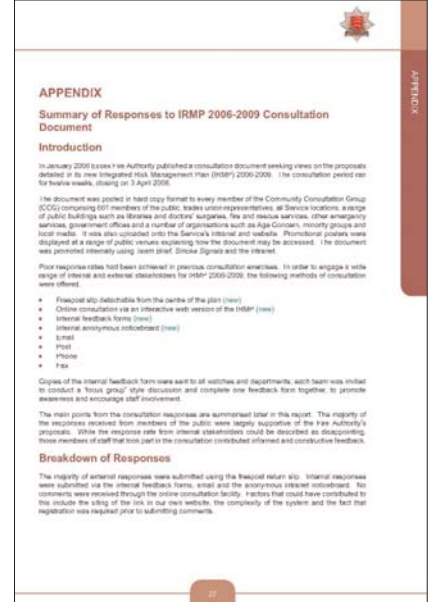
Kopje të këtij dokumenti janë të mundshme në gjuhë të tjera, në shkrimin Braj, me shkronja të mëdha dhe në audiokasetë sipas kërkesës. Ju lutem kontaktoni 01277 222531, linja direkte 2281.

Bu belge, talep üzerine, ba\_ka dillerde, Braille alfabetesinde, büyük boy harflerle ve kaset olarak temin edilebilir. Lütfen 01277 222531 numaralı telefondan 2281 dahili numarayı arayınız.

本文件還備有其他語種的文本，以及盲文、大字印刷和卡式錄音磁帶等供索取。請撥打電話：01277 222531 轉分機 2281 聯絡

इस लिखित प्रमाण की प्रतियाँ दूसरी भाषाओं, ब्रेल, बड़े प्रिन्ट और ऑडियो कैसेट पर निवेदन उपरान्त उपलब्ध हैं। कृपया नम्बर 01277 222531 को ऐक्टिवेशन 2281 पर सम्पर्क करें।

ہم نے فرمائش کرنے پر دوسری زبانوں، بریل، بڑی چھپائی میں اور آڈیو کاسیٹ پر دستیاب ہیں۔  
01277 222531 کی ایکسٹینشن 2281 پر رابطہ کیجئے۔



**All the response to last year’s plan was documented and included as an appendix in the final document**



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## Tell us what you think!

**USE THE SPECIAL PULLOUT SECTION**, at the centre of this document, which includes everything you need except a pen and a postbox.

**WRITE TO US**, and we'll pay the postage. Put your comments down on paper, being sure to tell us your name, address and – if you don't mind us contacting you by phone – a number we can reach you on during normal business hours. Send your letter to: Chief Fire Officer (IRMP), Essex County Fire & Rescue Service, FREEPOST, EB93, CM13 1BR. Remember, we're paying the postage so you won't need a stamp.

**SEND US AN EMAIL.** Despatch your comments to us online by following the links to IRMP from our website: [www.essex-fire.gov.uk](http://www.essex-fire.gov.uk). Don't forget to give us your full name and address – and if you don't mind us contacting you by phone – give a number we can reach you on during normal business hours.

**GIVE US A RING.** Providing you do so within normal working hours, you are welcome to telephone us with your comments on 01277 222531, extension 2233. We will be only too pleased to discuss them with you.

***DOING MORE THAN WE HAVE EVER DONE TO MAKE ESSEX SAFE***