

Essex County
Fire & Rescue Service

Our Values: Respect, Accountability, Openness and Involvement



IRMP 2011-14

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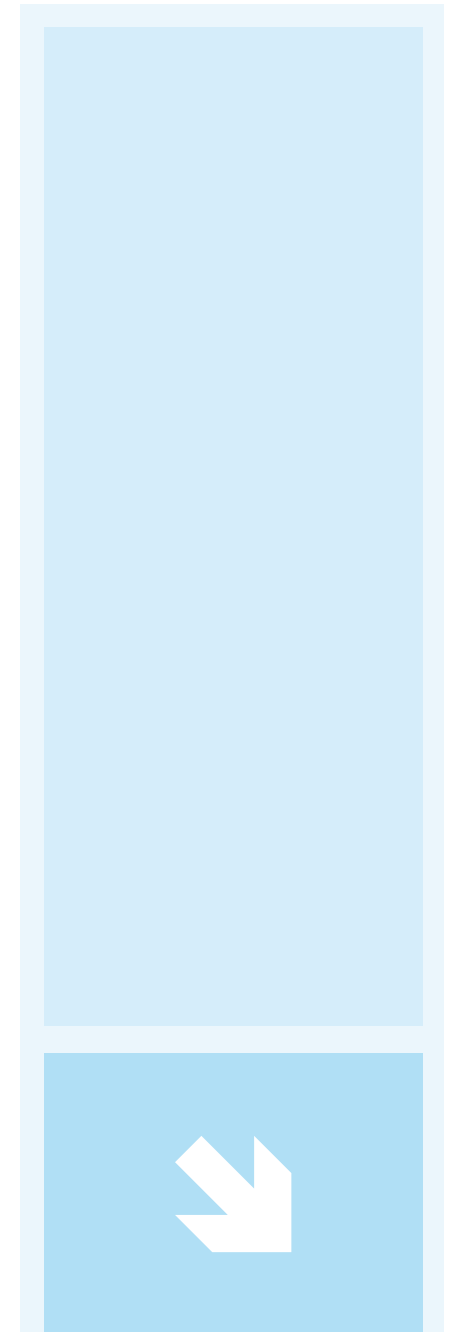
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Call 0845 6012495 or see www.essex-fire.gov.uk**

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Consultation

Due to the significance of its fire cover review, ECFRS began consultation around potential outcomes in July 2010.

Prompted by widespread media coverage throughout Essex, we received some 1,500 responses from the public – the biggest response we have ever seen from any consultation exercise.

As part of our routine business planning process, we produce an Integrated Risk Management Planning consultation document. This year's document provides us with another opportunity to gain further public feedback at a time when the Service is facing significant financial challenge in delivering its plans and intentions for the coming years.

This document deals with the principles on which we will base future savings from our front line response services. The information relating to what this will mean in practical terms will not be available until the Fire Authority's Policy and Strategy Committee has considered the options and recommendations of a comprehensive report. Their decision on which option to progress will be made on 19 January 2011. Following this meeting the selected option with all the affected stations named will be shared publicly as a supplement to this IRMP document. Consultation will end on January 31.

If you care about the future of your fire and rescue service, we would urge you to consider carefully the information contained within this document and ensure that your views are taken into account by completing the enclosed survey or go online at essex-fire.gov.uk and take part electronically; alternatively write with your response to the proposals to Lisa Hart, Consultation & Engagement Officer, Essex County Fire & Rescue Service, Service Headquarters, Kelvedon Park, Rivenhall, Witham, Essex CM8 3HB

Introduction

Welcome to the Essex Fire Authority's latest Integrated Risk Management Planning (IRMP) consultation document. It aims to provide everyone in Essex with a helpful and practical summary of the strategies and concepts that the Fire Authority intends to implement in order to maintain our current status as a best performing Fire Authority, while at the same time meeting the significant challenges that we are faced with following the cuts to our grant funding.

The modern world presents a dynamic environment for organisations and managers; and this is particularly true for the Fire and Rescue Service. Recent Government initiatives have had a significant impact on the way we do business and the way we are held accountable and it is highly likely that this evolution of fire and rescue services will continue.

The economic climate together with current and emerging risks present challenges and opportunities. Our intentions within this planning document will therefore provide the strategies that will enable Essex County Fire and Rescue Service to meet these challenges and seize the opportunities. Our desire to constantly seek to do more with our resources, together with a clear understanding of risk, are key to the delivery of safer communities in our area.

To assist our understanding of the current and emerging risks, we have completed a 'County-wide strategic assessment of risk'. This document is updated annually to reflect the ever changing environment and the risks that we face. It is the 'foundation stone' that informs our planning and targeting of activities, allowing us to address the risks we have highlighted.

It is important to remember that this is a consultation document and that IRMP is a process to enable us, in conjunction with our corporate plans, to use our resources to deal with the risks we have identified. As such, once you have read our intentions, we ask that you complete the enclosed feedback form on page 21 and provide us with your views on our proposals for the future of your fire and rescue service. If you prefer to send us your views electronically, this survey can also be found on our website at essex-fire.gov.uk.



David Johnson, Chief Fire Officer, LL.b (Hons), BSc, MA, MSc, FCMI



Tony Hedley, Chairman Essex Fire Authority

Vision: Where do we want to be?

We want to be able to direct our resources and services more flexibly to where they are most needed, reducing risks as well as costs, and supporting wider civil resilience in communities.

For the public

Resources where we need them most

- Maintain our current status of a best performing fire and rescue service by always being where we are needed most when we are needed.
- Reduced fire risk for high risk groups, particularly old people and deprived communities
- Proportionate cover - service matched to risk; less constrained by infrastructure
- More mobile, flexible cover, rapidly adjusting to risk changes



For communities

Tailored services, shared responsibilities

- More informed, more collaborative, more resourceful public and businesses that are willing to support prevention and protection activities in their own communities.
- Joint work with partners in emergency service planning and delivery
- Shared services, assets and responsibilities with partners and communities where it adds value



For taxpayers

Lower costs and improved outcomes

- Assets and people effectively utilised and shared where possible
- Reduction in headcount over time
- Crewing systems that have the flexibility to meet varying demands effectively and efficiently.



For our people

Innovative, forward looking, trusted leaders at all levels

- Comprehensive understanding of our communities' needs and risks, our costs and value for money
- Effective devolved leadership
- Greater change capacity with greater emphasis on innovation, performance and greater accountability for delivery.
- Integrated, supportive internal cultures



Actions: What will we change over the next three years?

Over the next three years we will continue to make our communities safer. We will do this by delivering resources based on an intelligence-led assessment of risk. We will use the freed time and resources for wider and more targeted prevention and protection activity. We will establish more flexibility and accountability for our stations so that local officers and firefighters can establish initiatives that make their local communities safer and their stations a more effective and essential part of the local community.

Fire cover

Shift cover toward high risk areas

We will

- change the way we crew our fire appliances to create a more effective balance between Service Delivery and cost.
- Change our attendances to some 999 calls to ensure that we are making the best use of our resources and not unnecessarily tying up resources at calls where they are not needed.

Community safety

Tailor community safety services

We will

- Use our resources to target prevention and protection services on higher risk areas and community groups.
- Strengthen relationships with key industries and communities to increase their self sufficiency

Data & intelligence

Build insight

We will

- Ensure resource allocation decisions are based on accurate and timely information.
- Improve cost, supplier and performance management

People

Broaden roles, toughen rules

We will

- Increase average utilisation and capacity for specialisms (e.g. urban search and rescue) including community engagement
- Support effective leaders
- Target training at business need and specific roles

Assets

Share assets

We will

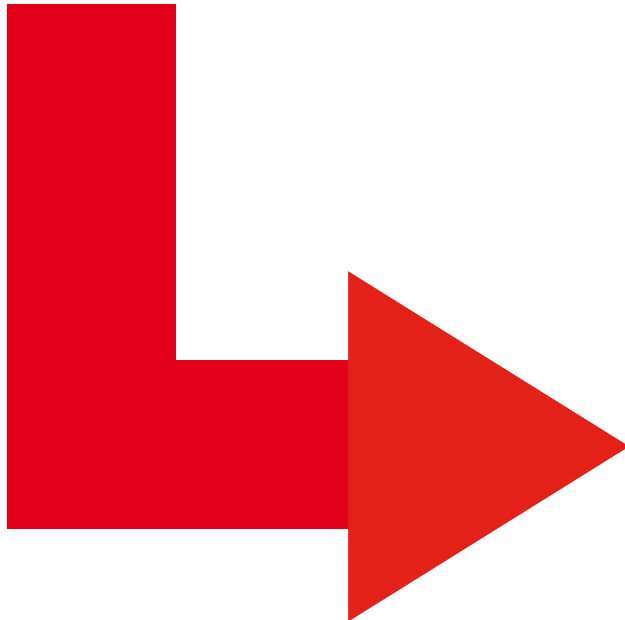
- Improve utilisation of assets and services (e.g. Shared use of property with Essex Police)

Culture

Build freedoms and support

We will

- Give more freedom for station managers to define services within a clear performance and value framework
- Redefine the relationship between local services and headquarters functions to support local priorities in our communities
- Encourage a flexible approach to uniformed/non-uniformed split of roles



Vision



Resources where we need them most



Tailored services, shared responsibilities



Lower costs and improved outcomes



Innovative, forward looking, trusted leaders at all levels





What have we done in the last year?

ECFRS has seen its fire deaths reduced from 10 to 7 based on the previous year. This pattern is the same for non-fatal casualties with a large reduction from 138 in 2008/09 to 67 in 2009/10.

Road safety and the reduction of road traffic collisions (RTC's) remains a priority both nationally and locally. In conjunction with partners, 2009/10 saw further reduction in killed and seriously injured casualties and the Service is on track to exceed its target by more than 10%.

Home Fire Safety Visits (HFSV) remain the cornerstone of our community safety activity for the general public of Essex. We are increasing the proportion of home fire safety visits that are intelligence-led. Following a successful trial in the Chelmsford area, a new approach to prioritising HFSV is being rolled out across the Service, to make sure we can reach those most in need of our services. So far this year more than 7,000 smoke alarms have been fitted, 71% of these were fitted in homes within 'at risk' groups.

Under the Regulatory Reform (Fire Safety) Order, the fire safety inspection process has changed significantly and developed into a risk-based audit. Our fire safety officers delivered more than 12,500 business visits in 2009/10, of which there were 1,491 premises audits and 2,019 building regulation consultations.

There has been further development in our suite of tools to improve our community risk analysis. For example, the Fire Services Emergency Cover Toolkit (FSEC) is used to model the potential impact of strategic decisions on risk and cost. The recent review of day crewing is an example of how FSEC was used to support our analysis. Incident data and lifestyle data are analysed using geographic information systems to provide a detailed breakdown of risk patterns and trends across the County and help to inform our plans to manage community risk. For example, modelling work carried out by consultants ORH Limited has been used to assess the impact of changes, to fire station locations, crewing systems and appliance numbers on attendance times. The successful implementation of the new Incident Recording System (IRS) in April 2009 has enabled us to capture more detailed information about the emergency incidents we attend. This also contributes to our understanding of local needs and risk.

A programme to improve the Service's Incident Command System has been underway since 2008. The review has led to changes in mobilising and policy arrangements, equipment and vehicle provision and training aligned to national arrangements. A key element of this work is the critical incident policy, which deals with the provision of

additional support to incident commanders in the event of spate conditions or large incidents: swine flu, severe weather and widespread flooding represent some recent examples.

Further to a proposal offered for consultation in the previous IRMP process, the Service recently introduced new crewing arrangements for aerial ladder platforms and rescue tenders. This has released resources to fund other initiatives, including:

- Increased Retained Duty System training
- Additional training instructors
- Increased community safety resources of:
 - one home fire safety technician post
 - one juvenile firesetters post
 - one educationalist post
 - one road traffic collision reduction post

The Service has changed its policy on sending standby firefighters to day crewed stations, reducing from two to one. This has reduced costs and improved operational availability. Other changes implemented to improve operational availability and the cost of 'out duties' include a new leave policy, revised day crewing contracts and an updated Fitech policy.



How we see risks changing in Essex

We are constantly looking to develop the ways in which we consider risks within Essex to help us target our resources and activities.

To do this we look at:

- Local community risks – such as people and how they live, health, housing and deprivation.
- Strategic risks – industry, transport, hospitals and events like flooding.
- Future risks – proposed building development, climate change, an ageing population.

All this information is put together to decide:

- How to target community safety activity to reach the areas or people who need it most to reduce risks.
- How to organise our resources to best deal with emergencies when they happen.

We need to understand how risk in Essex will change and the impact this will have on our plans for the future. Our county-wide assessment of risk suggests that in the future there will be:

- More elderly people living alone, with mobility problems.
- More people living independently with physical disabilities and mental health issues.
- More people living in poor and overcrowded homes as a result of the recession.
- More transient people moving through a series of shared rented housing.
- More extreme weather events, including floods and droughts.
- More traffic on the road networks.
- New building materials and methods, which can increase the rate of fire spread and the speed with which fires develop.



What are our key concerns for the next three years?

People, traffic and buildings

Over 1.7 million people live in Essex. There are some pockets of deprivation, and all public agencies are working together to reduce inequalities in health and life expectancy across the area. People are living longer and are being supported to live independently, often alone, in their own homes. This increases the risks from fire and other accidents, and we want to do more to help elderly people and their families and carers reduce these risks. We also know there are growing numbers of people moving between sub-standard shared houses, which are at higher risk from fire. Although we are working with housing providers to try to deal with this, we don't know the full scale of the problem.

Traffic in the area is predicted to increase over the next few years and while there are some new road schemes these are not likely to keep pace with the number of cars. We have a successful partnership with the police and local authorities that has reduced road accidents.

Building construction methods and materials are changing, like the increasing use of timber framing and prefabricated panels. The scale of industrial warehousing is also getting bigger. Timber-framed houses are particularly at risk from fire during construction, and if they do catch fire they burn faster and more fiercely than brick ones. They are finished with fire-resistant cladding, but this can be damaged or altered by occupiers, posing risks both to themselves and to firefighters. We want to work more with planners and developers to minimise these risks.

Environment

Essex, Thurrock and Southend weren't badly affected by the floods of 2007 and 2008 but the Environment Agency is forecasting higher flood risks for some parts of the area because of more extreme weather events such as storms, and a predicted rise in sea levels. We are working with the Environment Agency and local authorities through the Essex Resilience Forum, which Essex Fire & Rescue Service chairs, to reduce the impact of flooding, and to make sure we can respond adequately when it happens. A key element of this work is raising public awareness of flood risks, and what you can do to help yourself. In the event of wide-scale flooding we could not respond to everyone immediately, so we want to work with communities to make sure that we go to the people most in need first.

We have upgraded our equipment and training for dealing with water related incidents, such as rescuing people from cars in ditches, rescuing people from flooded houses and working with the coastguard, who is responsible for rescue from the sea and tidal rivers.



Although the government has not given fire and rescue services a specific duty for dealing with flooding, we know that the public wants us to be able to do this. We will keep our water rescue capability under review to make sure that it reflects risk levels and that our staff can work safely in floods and other water related incidents. We are also working to better understand the potential impacts of climate change and to reduce our own impact on the environment. As a result we are cutting fuel and energy use as much as possible and taking other measures to reduce our carbon footprint. We are also reviewing our incident management process to ensure that the level of water usage and the impact of pollution are both key considerations when dealing with any incident.

Economy

The recession has had a big impact on the community in our area. It has slowed down the rate of house building, put businesses under pressure and increased unemployment. There is some evidence that coastal areas have been hardest hit. A third of all businesses in Essex reported that business got worse in the first half of 2009. There are a lot of small businesses here, which are more vulnerable to the downturn. Research shows small businesses are also less likely than big companies to recover from a fire. Self-assessment for fire safety by businesses began in 2006 but some are still finding it difficult. We are also concerned that the quality of advice given by consultants on risk assessment is variable as there is no system of accreditation. We can't provide this service, as it is our job to enforce the regulations, but ECFRS is developing ways of providing greater support to small businesses. This includes improving the advice we can give and making it more widely available, advising on how to assess fire risks and working with businesses on specific risks. For example, we are working with 'takeaway' food shops to reduce fire risks to people living above them as this is a common cause of enforcement action. The recession affects all public services, and while the demand for some services goes up, people's incomes, and their ability to pay, are going down.

For ECFRS, the government have announced that they will reduce the level of revenue support grant by 25% over the next four years.

Service Delivery

Olympics 2012

The London 2012 Olympic and Paralympic Games (the Games) will be held at multiple venues in and around London during the summer of 2012. This will have a huge impact on the County of Essex and ECFRS has had to look at the resources required and the impact it will have on the Service.

It is important to understand the wider impact of the Olympic games for Essex as its effects are not simply restricted to the impacts of the two day mountain bike event to be held at Hadleigh Farm, Hadleigh.

Within the 'Games Period' it is estimated that: Approximately nine million tickets will be sold for the Olympic Games; large numbers of heads of state, royalty and other dignitaries from the 208 competing nations will be present; all hotels are likely to be full across the region; 600,000 extra travellers at airports; 500,000 spectators a day travelling to events in and around London over the first 16 days.

For ECFRS the 'Games Period' is the 64 days from the opening of the Olympic Park on July 13 2012 continuing through the Olympic and Paralympic Games to the closure of the Olympic Park on September 14 2012. There will also be a significant impact from the Torch Relay prior to the opening ceremony (starting April 10, 2012). The relay will pass through Essex visiting areas of high population, heritage sites, coastal areas, sites of sporting significance (including Olympic venues), schools and other locations.

There are no permanent venues being built in Essex but the County has a major part in the construction of the Olympic Park in Stratford. The Olympic Delivery Authority (ODA) is operating two logistics centres through which all the construction traffic will pass. One of these sites is located on the M11 motorway in Chigwell. The Port of Tilbury is a key port for the delivery of construction materials imported for the Olympic Park, including a barge operation on the Thames into the park itself.

Essex will be hosting the Mountain Bike event at Hadleigh Farm, Hadleigh, a 550-acre rural site set against the backdrop of the 700-year-old ruins of Hadleigh Castle, just off the A13 overlooking the Thames Estuary. This will be a predominantly temporary venue, which will open for training on August 7 through to August 10, with the competition taking place on August 11 and 12. It will be a fully ticketed event, with the capacity for 20,000 spectators and 2,600 staff attending the venue each day. A test event will take place at Hadleigh Farm on the weekend of July 30/31 2011. This will be a 50 competitor women's race on the Saturday followed by a 70 competitor men's race the following day. It is expected to attract 5,000 spectators.

The Broxbourne White Water Canoe venue is on the Essex border at Waltham Cross and its operation will have a significant impact on the Epping Forest District. The Broxbourne venue offers open air seating for 12,000 spectators in temporary stands.

It is anticipated Essex will also host athlete training and accommodation venues and there will be many community and cultural events associated with the Games.

Most of the major transport routes into the Olympic Park pass through Essex, including water, road and rail. London Stansted Airport has been identified as an Olympic and Paralympic port of entry for competitors, spectators, freight and workforce. We are also aware the airport will be used for the arrival and departure of various heads of state, as experienced for the 2009 G20 meetings. Additionally the airport will be the site of a Park & Rail operation, using the long stay car parking facilities. Part of these facilities will also house the operation of the Olympic Family transport operation.



Delivering Services with Less Funding

Essex is a combined Fire Authority and is funded from a precept on council tax and Revenue Support Grant funding from Central Government. It is the Grant funding that will be reduced in future. The Government has also incentivised local authorities to limit any increase in council tax, which further limits the amount we have to spend.

For 2010/11 our planned net expenditure is £75m with £32m funded through the government's Revenue Support Grant, which includes our share of business rates. After allowing for inflation we estimate that savings of some £10m will be required over the next four years. We have already achieved savings of £3.3m without impacting on front line services and estimate that a further £1.6m of savings can also be made from the 'back office'. This means that savings in the costs of our front line service delivery must be made to balance the budget. To achieve this we are looking at a range of options. Right now, ECFRS can only estimate the exact reduction in budget but an educated assumption is being made that it will be in the order of £7m.

The Service is seeking to reduce expenditure associated with its support function by approximately £1.6m, on top of the £3.3m savings forecast against the 2010/11 revenue budget. That means that the saving required from operational Service Delivery will be in the range of £5m to £7m. To ensure that we can achieve a balanced budget at the end of the spending review period, when the government grant will be 25% lower, the Fire Authority is supporting reductions to its operational frontline costs. Members of the Authority have agreed that the way forward will be developed from a number of options illustrated by the review combined with the professional expertise of senior management. This strategy will achieve sound operational service delivery, safer communities and minimal, if any redundancies.



What are we planning to do about it?

Fire Cover Review, Proposals for emergency response

Intention No. 1

Transformation: How we plan to do more with less

The strategy is simple – deliver significant savings to meet the reduced budget that has been allocated to the Authority under the Government's Comprehensive Spending Review. That means doing more with less.

ECFRS has been doing this for the past two years – reviewing all of its functions to ensure we improve on the way we deliver our services and to make sure we use tax payers money responsibly. It's about remaining fit on our feet as we continue to strive to maintain our position as one of the best fire and rescue services in the country.

The Government prepared the country well when it decided on a radical revamp of public services and up and down the country, local authorities, health services and emergency services are preparing to face the impact of multi-million pound cuts.

Future funding constraints for the UK Fire Service over the next few years will affect the amount of money we have to spend. Consequently in July of this year, ECFRS commissioned ORH Limited to work alongside the Service management team to conduct an indepth review of fire cover across Essex.

In response

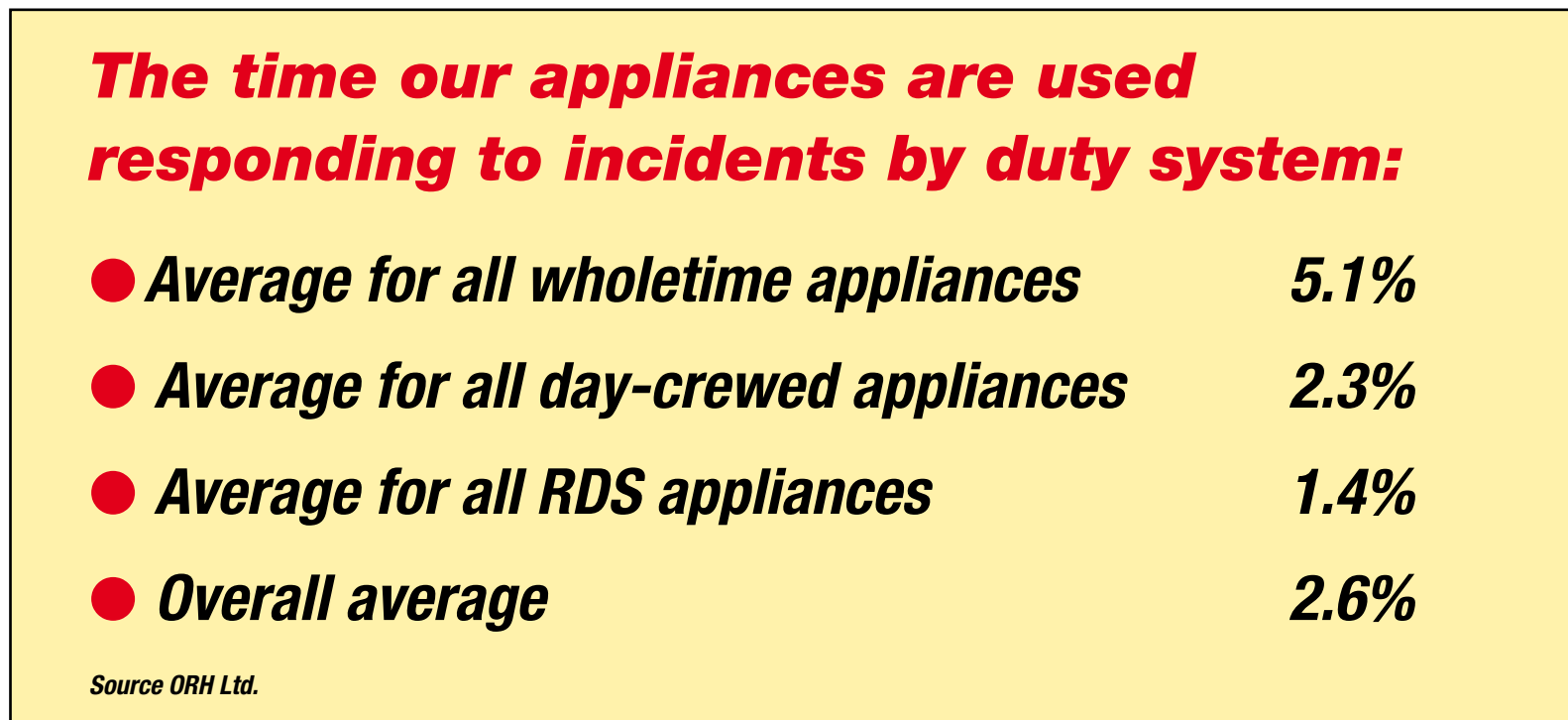
Over a four month period ORH's skilled statisticians carried out complex analysis and ran many thousands of modelling options in an exercise that has been the most comprehensive strategic analysis of fire cover that ECFRS has ever undertaken. The result was a range of options proposing various changes to the way ECFRS delivers its operational response. All of these options were designed to reduce cost, while at the same time maintaining an appropriate level of operational effectiveness.

Changes modelled included station closures, alterations to crewing systems and reductions in the number of pumping appliances. One thing was patently clear – the cost of staff provision within all the options consistently provided the potential to realise the highest proportion of total savings. On the flip side, closing retained stations, consistently generated the lowest proportion of total savings from any option. The annual staff costs associated with ECFRS' current resources of 75 appliances across 50 stations is estimated at £29.8m.

Table 1: Options from the ORH fire cover review

OPTION	SAVING	No. MAJOR CHANGES	No. STATIONS CLOSED	No. APPLIANCES WITHDRAWN
A	£4.9m	27	17	23
B	£7.5m	28	12	20
C	£8.8m	19	6	11
D	£21.4m	28	0	0
E	£21.5m	29	2	2
HYBRID EXAMPLE	£5.5m	8	1	1

Figure 1: Appliance use at operational incidents



ORH Review – Further Detail

Options A, B, C, D and E referred to in Table 1 have been modelled for improving the efficiency of operational service delivery. The starting point for all options was the current position in relation to the deployment of 75 fire appliances across 50 fire stations. From these five options a sixth option has been developed utilising the benefits from the findings of each of the original five options.

The ORH modelling involved a series of modelling runs organised into steps to assess their potential for generating efficiency savings whilst minimising impact on operational service delivery.

The number of steps varies by option between one step in option D and up to six steps in Option C. Each step began by individually modelling all potential options. For example, Option A step 1 involved removing a single fire appliance from each fire station, one at a time, which required 52 modelling runs which were then ranked according to ranking criteria and agreed thresholds. Over 6000 modelling runs were undertaken in order to assess the impact of the steps mentioned above.

A summary of the full ORH report was presented to Essex Fire Authority meeting of 8th December 2010 as EFA paper 110/10 and is available via the internet at http://www.essex-fire.gov.uk/images/efa/Fire_Cover.pdf

The options highlighted in table one on page 15 deliver significant savings. However, to achieve those savings identified under options A to E there would be a significant reduction in the number of fire stations and fire appliances (see table one and fig 2). As it is clear that the biggest savings are to be made from changing the way the Service's appliances are crewed – predominantly from wholetime/day crewed to retained (see fig 3), a hybrid option is being developed with the change in crewing as the main focus (see page17).

There is universal acceptance that an effective balance needs to be maintained between the number of wholetime and retained crews to ensure not only the effective delivery of operational response, but also the delivery of our statutory duties for Protection and Prevention. By getting this balance right we can ensure our people are where we need them around the clock.

Figure 2: Options for front line savings

Options for Front Line Savings

Close less busy stations

- *ORH consultants suggest that up to 17 stations could be shut without significantly worsening average response times*

Remove less busy pumps

- *3 wholetime 2 pump stations are less busy than the first appliance at one of our busiest stations.*

Change the shift system away from Wholetime for some pumps

- *This option allows savings to be made without reducing the overall number of pumping appliances*

A combination of the above

Figure 3: Crewing costs

Crewing Costs (Based on year to September 2010)

- *1 Appliance Retained Station £110k (range £50k to £190k)*
- *2 Appliance Retained Station £200k (range £130k to £300k)*
- *Day Crewed £630k*
- *1 Appliance Wholetime £1,050k*
- *2 Appliance Wholetime £1,940k*
- *2 Appliance & Specials Wholetime £2,350k*

Example saving:

- *2 Appliance WT to 1 Appliance WT & 1 Appliance RT saves £780k (£1940k vs £1,050k + £110k)*
- *Reduction of 24 Wholetime posts*

Principles for delivering savings

The Fire Authority has agreed with the senior management of the Service a set of eight hierarchical principles that should be applied as part of the formula in the decision making process for delivering the best option for change. These principles are:

- Maintenance of an effective, efficient and safe operational response – no reduction in weight of attack to life threatening emergencies
- Maintenance of an effective and efficient prevention and protection delivery strategy
- Maintenance of safe communities
- Maintenance of operational resilience
- Saving the jobs of existing staff as far as is reasonably practical
- Changes to fire station crewing systems will be the starting point wherever possible and, as far as is reasonably practicable, before reductions in fire appliances or station closures made.
- Thereafter minimum reduction in number of fire appliances
- Thereafter minimum fire station closures

Example of a hybrid option

A hybrid of all the options from the ORH analysis put together using professional expertise and experience of senior officers within ECFRS is the best way of delivering significant savings while maintaining acceptable operational service delivery.

The annual staff cost associated with a sample hybrid option is £24.3m, which equates to an annual saving of £5.5m when compared with current staff costs of £29.8m. This saving is higher than that provided in Option A, for example, which involves the closure of 17 fire stations and the loss

of 23 fire appliances (see table one).

To achieve the sample hybrid option – only eight major changes would need to take place.

These are:

- One fire station closure. The fire appliance attached to this station would not be replaced
- Seven stations would require changes to their current crewing systems

As a result:

- The Service would have 74 fire appliances instead of the current 75
- The Service would have 49 fire stations instead of the current 50.

The majority of the financial saving is associated with changing the crewing systems for seven appliances from either wholetime or day crewing to the retained duty system. Changes proposed would not significantly affect the Service's ability to deliver training, protection activities or prevention activities alongside operational response.

Do cuts and changes cost lives?

Cuts Cost Lives is a claim often made when a fire and rescue service changes the arrangements for the delivery of its operational activities.

Comprehensive statistical analysis combined with experienced professional fire officer oversight will ensure that changes to the way ECFRS delivers its fire and rescue service in order to deliver savings and improve efficiency will NOT mean that the public will be getting a less effective service.



An analysis carried out by ECFRS recently concluded that where FRSs in the UK have reduced uniformed personnel or fire stations, there has been no increase in the number of casualties. This analysis was carried out to consider the effects of such a move on the level of fatal and non fatal casualties in fires.

Three variables were used to conduct the analysis: the number of wholetime stations, the number of pumping appliances and the number of wholetime uniformed staff. In all but one case, FRSs making such reductions have still achieved decreases in casualty levels. Across the 46 FRSs researched, casualties have reduced by 38 per cent over a five year period.

The main findings of the report are:

Stations

- 10 FRSs reduced the number of wholetime stations and all showed a reduction in the number of casualties
- 32 FRSs made no changes to the number of wholetime stations – 30 of these showed reduction in casualties and two showed increases
- Four FRSs increased the number of wholetime stations – all of which showed a decrease in casualties
- FRSs that have reduced the number of wholetime stations show a larger than average reduction in casualties than those which maintained or increased wholetime stations.

Fire appliances

- 22 FRSs have reduced the number of fire appliances and all but one has shown a reduction in casualties.
- 20 FRSs made no change to the number of fire appliances and four FRSs increased the number of fire appliances
- FRSs that have reduced the number of wholetime fire

appliances show a larger than average reduction in casualties than those which maintained or increased wholetime fire appliances.

Wholetime personnel

- 35 FRSs have reduced the number of wholetime uniformed personnel and all have shown a reduction in casualties
- 11 FRSs have increased the number of wholetime uniformed personnel and all but two of these have shown a decrease in the number of casualties.
- FRSs that have reduced the number of wholetime uniformed personnel show a larger average reduction in casualties than those which increased wholetime uniformed personnel.
- During the time period used by this analysis, fatalities in primary fires reduced by 27 per cent across 46 FRSs

Relationship between attendance times and the likelihood that a casualty will die

The time it takes from the moment a 999 call is made to the time that the fire service arrives at the incident can be split into three significant parts – control activation, crew turnout and travel to/arrival at the incident.

Turnout times

The likelihood of survival in most fires is adversely proportionate to the increase in the time it takes for the occupier to be alerted to the fire situation and escape to a place of safety. If the occupier is trapped, their survival is related to the time it takes for the fire service to arrive on scene and to effect a rescue. The highest chance of survival is for early warning of a fire, giving occupants time to escape before the fire has developed and blocked their means of escape.

It is essential to consider the impact that any changes to resources, availability and crewing systems will have on current attendance times and survival rates and this consideration is one of the many factors that form part of the current modelling and analysis work that is being carried out in the further development of the proposed hybrid option.

Intention No. 2

To work with planners and developers to promote safer building methods, influence building design and the installation of sprinklers.

In addition to our existing statutory consultation process, we will work with local authorities, designers, and developers to further promote the inclusion of passive fire protection measures, in particular sprinklers, within their construction programmes in order to promote safer buildings. We will work with other bodies to lobby Government for sprinkler systems to be installed in all new domestic dwellings, and for this to be enshrined in legislation.



Figure 4: ECFRS Reviews 2010/11

2010/11 Reviews

ECFRS has undertaken reviews of:

- **Fire Cover -**
ORH Ltd supported review of fire cover
- **Community Commands -**
Review of the structure for managing frontline services
- **Flexi duty officers rota -**
Arrangements for providing officer attendance at incidents
- **Incident Command**
Service Delivery

The Incident Command Review delivered its solutions in the form of new policy and mobilising guidance. This work has facilitated a complimentary review of the current operational flexi-duty rota and Service Delivery structure. The review informs decisions on the size and structure of teams – commands, areas, line management – the future direction of the department and delivers a structure agile enough to support the delivery of future changes.

There is a relatively short term need to have a solution that can be implemented with a high chance of successful delivery and that can facilitate savings within current business planning guidance. The second and longer term driver is to change the manner by which ECFRS provides its uniformed management and operational officer resources. The Fire Cover Review, detailed earlier in this document, challenges the location and use of ECFRS' operational resources. As part of the review process there will be consideration given to the longer term solution for the management of those establishments and the provision of operational commanders for operational incidents.

The fire cover review has reached its first milestone, delivering a summary of issues to ECFRS Strategic Management Board and seeking final direction for outcomes. It is expected that the implementation of all of the above will commence during 2011.

ECFRS has reviewed all 'back office' functions to ensure the level of support is appropriate for a organisation of its size and complexity. The following reviews have been undertaken.

- **HR & Training**
External Consultants looking at departmental structure and cost effectiveness
- **Property Standards Review and developed national property benchmarking**
- **CIPFA comparisons -**
Finance, ICT, HR, Communications, Purchasing, Legal & Property
- **Health & Safety -**
Using the ROSPA QSA

With an increasing focus on Workforce Development, ECFRS has undertaken to develop and modernise its organisational approach to both Human Resources and Training because of the significant improvements that can be delivered in doing so.

Following a peer audit conducted by officers from Kent Fire and Rescue Service and a resulting action plan, ECFRS' Transformation Board has supported a restructure of the Health and Safety team to improve the management support offered in this important area and to deliver estimated annual savings of more than £41k.

- **Performance Management**

An independent review has identified a timely opportunity for ECFRS to build on its recent achievements in pro-actively managing performance in an environment where resources will become scarcer and where the effective direction and efficient use of those resources is of growing importance.

- **Finance**
- **ICT**
- **Corporate Communications**

The department presented a proposal to deliver a saving of £140k following the review of its operations. Staff savings were implemented ahead of schedule on September 1, achieving savings in the order of £60k this year. The remainder of savings identified will result from repositioning, reducing and changing some of the Service's communications channels to deliver full year efficiencies in 2011/12.

The future of your Fire Service

1 How acceptable or unacceptable would you find it for your local fire station to close if services could be delivered from a neighbouring station?

- Very acceptable
- Acceptable
- Neither acceptable or unacceptable
- Unacceptable
- Totally unacceptable

2 If your local fire station has more than one appliance, how acceptable would it be to you to remove one of the appliances from your station, rather than consider potential closure?

- Very acceptable
- Acceptable
- Neither acceptable or unacceptable
- Unacceptable
- Totally unacceptable

3 How acceptable would changing the crewing system of your station be, rather than losing a fire appliance?

- Very acceptable
- Acceptable
- Neither acceptable or unacceptable
- Unacceptable
- Totally unacceptable

4 If the crewing system for your local station were to change, what level of change might be acceptable?

- From wholetime to retained
- From two wholetime pumps to one wholetime and one retained pump (at two pump wholetime stations)
- Retained during the day and wholetime at night
- Wholetime during the day and retained at night

5 Do you agree that the fire service should be involved in community activities? By this we mean its successful youth engagement work, its preventative community safety work and road traffic collision reduction.

- Strongly agree
- Agree
- Neither agree or disagree
- Disagree
- Strongly disagree

Station Crewing System

Wholetime: Crews on station on shifts 24/7

Day Crewed: Crews on station during the day but respond by pager at night and weekends

Retained: Firefighters on call 24/7 and respond by pager from their homes which are close to the fire station.



6 You have no doubt read in the press about plans by organisations such as Essex County Council to outsource large parts of their operations. How acceptable would it be for you if ECFRS considered doing the same with some of its back office and administrative functions?

- Very acceptable
- Acceptable
- Neither acceptable or unacceptable
- Unacceptable
- Totally unacceptable

7 Would you support ECFRS in generating revenue by offering its skills, experience and services to other public sector organisations as a way of protecting its own jobs and services?

- Very acceptable
- Acceptable
- Neither acceptable or unacceptable
- Unacceptable
- Totally unacceptable

8 Would you agree with ECFRS charging for some of its non-emergency services, such as animal rescue?

- Yes
- Maybe
- No

9 Would your family be prepared to take more responsibility for fire protection arrangements if we were to show you how? For example, fitting smoke alarms for elderly neighbours and family.

- Strongly agree
- Agree
- Neither agree or disagree
- Disagree
- Strongly disagree

10 As a life-saving device, a smoke alarm is vital to your family's protection. Would you pay to have a smoke alarm supplied and fitted by the fire service?

- Yes
- Maybe
- No

11 Do you agree that our approach, as set out in the IRMP, is a professional approach to the significant challenges that we face in order to balance our budgets?

- Strongly agree
- Agree
- Neither agree or disagree
- Disagree
- Strongly disagree

12 Do you agree that making the savings that we need to make, as set out in this document, will still enable us to provide a safe level of cover for our communities?

- Strongly agree
- Agree
- Neither agree or disagree
- Disagree
- Strongly disagree

13 If you would like to be kept up to date with ECFRS news and future consultations please enter your details below:

Name:

Address 1:

Address 2:

City/Town:

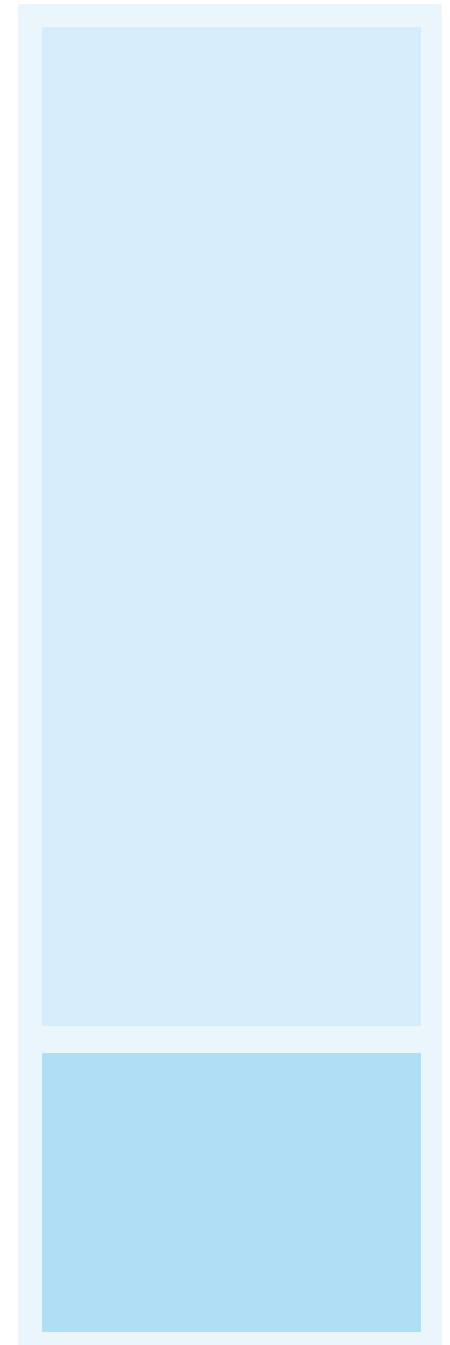
County:

Postal Code:

Email Address:

Phone Address:

Thank you for your time



What the public say about us



71% are very or fairly satisfied with the service provided by Essex County Fire and Rescue Service



84% believe that ECFRS works hard to keep Essex safer



81% are very or fairly satisfied with the way ECFRS runs the service



70% agree that ECFRS acts in the best interest of local residents



80% think that ECFRS are trustworthy

Source: ECFRS Public Opinion Survey 2009/10

Thanks for taking the time to read our IRMP. What did you think?

We want our plans and publications to be interesting and easy to read. Your feedback will help us to improve our documents. If you would like to comment on any aspect of this report, please complete and return this form to: Lisa Hart, Consultation & Engagement Officer, Essex County Fire & Rescue Service Headquarters, Kelvedon Park, Rivenhall, Witham, Essex, CM8 3HB. Alternatively, please log onto our website www.essex-fire.gov.uk, where you will find an electronic version of this form.

2. In which format did you read the plan?

Electronic Printed

3. Where did you obtain a copy?

ECFRS website Library/other public building
 ECFRS building Other

4. If applicable, please indicate how you would prefer to access our plan:

ECFRS website Library/other public building
 ECFRS building Other
 ...in which format? Electronic Printed

5. Please indicate the extent to which you agree with the following statements:

	Strongly Disagree	Disagree	Agree	Strongly Agree
a) the plan was easy to access				
b) the plan was easy to read	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Sufficient information was included	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) My awareness and understanding of the Service has been improved by reading this plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

What could we do to improve this IRMP report?

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 Comments

Optional: If you are interested in taking part in future consultation exercises or would like to receive information about Activ8, our Community Volunteer Scheme please enter your details below

TitleInitials Surname

Telephone Number

Address

Postcode.....

Email Address.....

Thank you for your time

