



**What
Do
You
Think**



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Foreword



Tony Hedley, Chairman
Essex Fire Authority



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

Welcome to the Essex Fire Authority's latest Integrated Risk Management Plan (IRMP). The aim of this plan is to provide everyone in Essex with a helpful and practical summary of the strategies and concepts that the Fire Authority intends to implement in its drive to become an excellent Fire and Rescue Authority that continually strives to make Essex a safer place to live in, work in and visit.

The modern world presents a dynamic environment for organisations and managers; this is particularly true for the Fire and Rescue Service. Government initiatives have had a significant impact on the way we do business and the way we are held accountable. A higher standard of service is constantly demanded not only from the Government but also from the people who use the services that Essex County Fire and Rescue Service provides, and we believe this is right.

The Comprehensive Spending Review and current and emerging risks all present challenges and

opportunities. We are constantly driving to do more with our resources. Our intentions within this plan therefore provide the strategies that will enable Essex County Fire and Rescue Service to meet these challenges and seize the opportunities.

This plan is a consultation document and as such, once you have read our intentions, it is hoped that you will complete the enclosed feedback form and provide us with your views on our intentions for the future of your Fire and Rescue Service.

Since the publication of our first IRMP in 2004, the Fire Authority has developed the scope of its risk management planning. Our planning has moved from a focus on formal internal process to a broader view which includes the ever-increasing number of reports that are available on developments that impact on the risks across the County of Essex. These developments cover a diverse range of risk from natural events such as climate change to man-made risk such as major commercial and residential developments or more threatening

risks such as terrorism, an ever-present and increasing concern.

To assist this broader approach and improve our understanding of current and emerging risks, Essex County Fire and Rescue Service has completed a 'County Wide Review'. Completion of this review was a development from our IRMP consultation last year. This document will be updated annually and will provide the Fire Authority and its officers with up-to-date strategic information to assist the development of its IRMPs for the short, medium and long term. As such, you will see, on reading our intentions, that reference is often made to the County Wide Review; this review can be downloaded from our website: www.essex-fire.gov.uk.

As Chairman of the Essex Fire Authority I believe that the intentions within this plan provide sound strategies to meet the challenges we face. I also know that the officers, managers and all employees within Essex County Fire and Rescue Service are the right people to deliver the high standards our communities deserve.

Introduction

This document is designed as a consultation document to engage stakeholders in the Integrated Risk Management Planning process and 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 important 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.

Consultation responses from the IRMP are presented to the Fire Authority for consideration; these responses can result in alterations being made to the final outcomes.

We've responded to your feedback with extra detail on key intentions

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 inside the front cover of this plan.

The nature of this document means that there is a certain amount of technical and Fire and Rescue Service specific language and phrases. To assist the reader we have used bold green text where possible with an explanation provided in the 'Jargon Buster'. This can be found by either clicking the hyperlink, if reading an electronic version, or turning to the back of this document.

This year our IRMP has been developed reflecting the consultation feedback that we received last year. In particular, we have taken note of comments which made reference to the level of information afforded consultees through the consultation document. In response to this we have this year increased the level

of detail supporting each intention together with an expanded background information section. It is hoped that these additions will achieve a greater level of response and inform the reader of not only what we are doing but why, how we will fund it and the perceived benefits for the community.

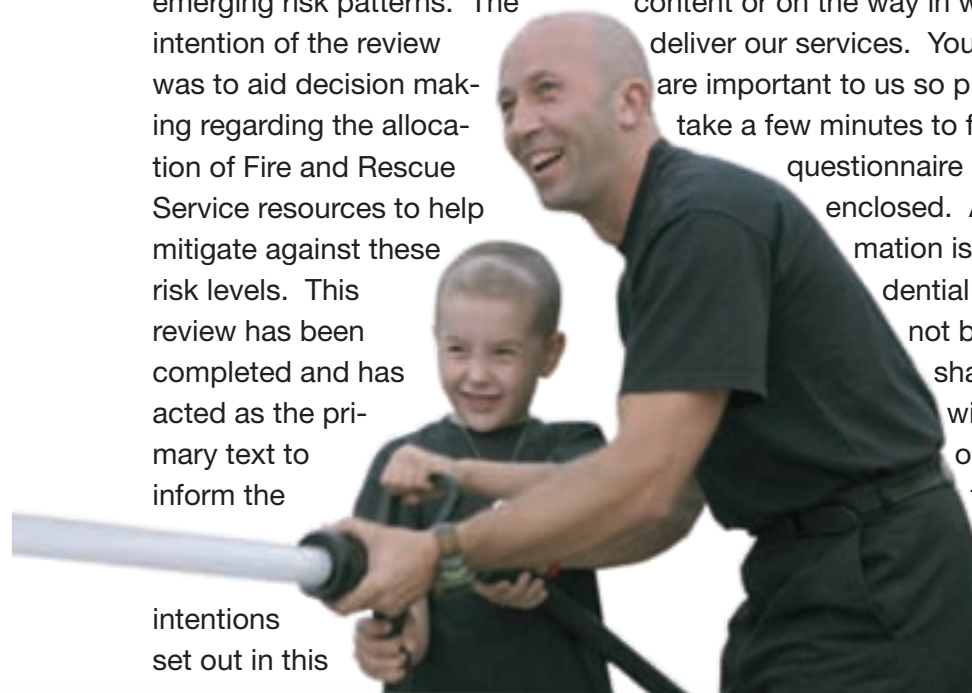
The 2008–2011 IRMP set out our intentions to undertake a comprehensive review of the County of Essex to determine current and emerging risk patterns. The intention of the review was to aid decision making regarding the allocation of Fire and Rescue Service resources to help mitigate against these risk levels. This review has been completed and has acted as the primary text to inform the

intentions set out in this

consultation document. For full details of the supporting evidence, reference should be made to the County Wide Review document, which is available from our website (www.essexfire.gov.uk) or on request.

We hope that you find the document useful and informative; we welcome any feedback on its content or on the way in which we deliver our services. Your views are important to us so please take a few minutes to fill in the questionnaire enclosed. All information is confidential and will not be shared with other organisations.

Tell us what you think about our services



Equality Impact Assessment

The IRMP contents, proposals and method of delivery have this year been subjected to a full equality impact assessment identifying the ‘impact’ that each might have on the communities we serve. Further to this the

document and our method of consultation have also been subjected to further equality impact assessments in line with the guidance set out within the National Framework for 2008–11.

Background Information

The requirement to develop and consult on IRMPs was established in 2003, to replace existing standards of fire cover, which determined how many fire stations and fire appliances we needed to meet the demands of our local communities’ risk profile.

The process is detailed within the National Framework published by the Communities and Local Government department. Each Fire and Rescue Authority must produce a publicly available IRMP covering at least a three-year timespan, which:

- is regularly reviewed and

revised and reflects up-to-date risk information and evaluation of service delivery outcomes;

- has regard to the risk analyses completed by Local and Regional Resilience Forums including those reported in external Community Risk Registers and internal risk registers, to ensure that civil and terrorist contingencies are captured in their IRMP;

- reflects effective consultation during its development and at all review stages with representatives of all sections of the community and stakeholders;

We want widespread consultation in development of all our plans

- demonstrates how prevention, protection and response activities will be best used to mitigate the impact of risk on communities in a cost-effective way;

- provides details of how Fire and

Rescue Authorities deliver their objectives and meet the needs of communities through working with partners; and

- has undergone an effective equality impact assessment process.

Risk Management Arrangements

achieved through the aggregation of risk from both contexts.

Figure 1. Sources of Risk

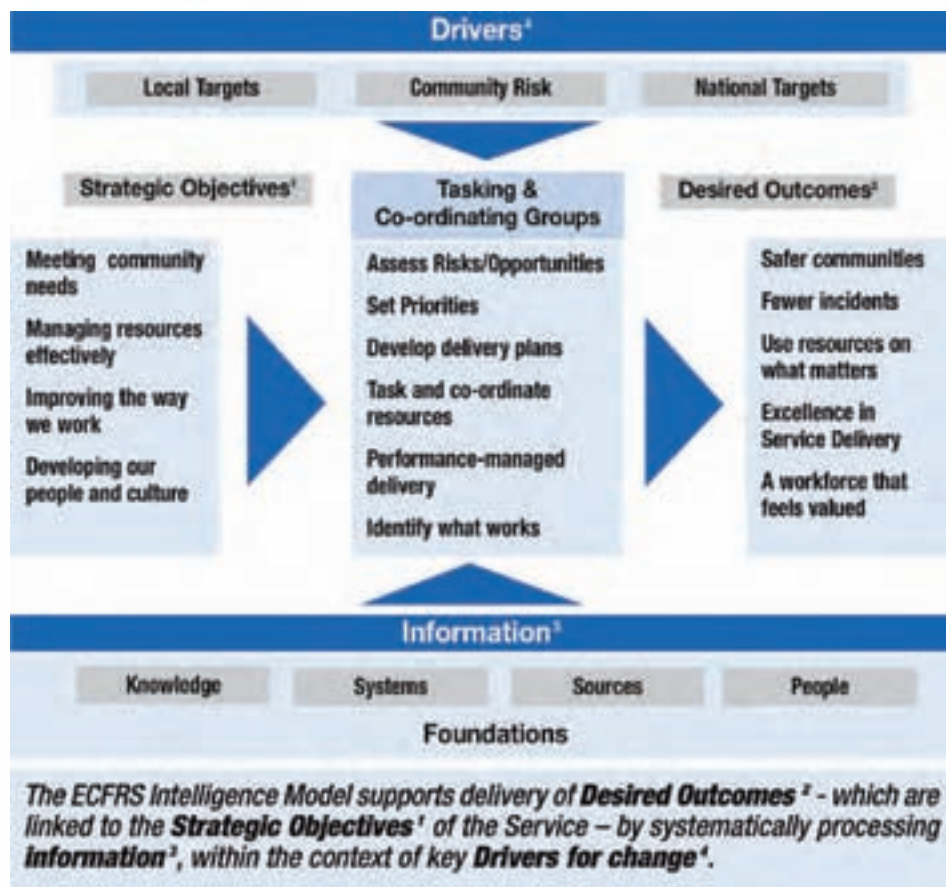


Risk is managed by the Service within different contexts. Firstly, the corporate risk context, which involves the management of business, health, safety and welfare risks. This is recorded within the Authority’s Corporate Risk Register. Secondly, the community risk context, which addresses the Service’s core role of making communities safer – and it is this context that provides the focus for this plan. However, although risk is managed in two different contexts the process of cascading risk to inform subsequent planning processes is

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**. The model, which is also employed by a range of the Service’s partner community safety organisations, has been modified for use and is illustrated below:

Figure 2. The National Intelligence Model



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 life, property and the environment. To achieve this to the best of our ability we need to reach a position when our people feel inspired to deliver and be part of an excellent Fire and Rescue Service, and we work with other people to do more than we have ever done to make Essex safer.

The Service delivers its plans through the 'Corporate Strategy', which is essentially a performance management framework. This enables us to organise and measure ourselves against the key areas of organisational activity.

The **IRMP** 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
- Managing our 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 shown below and can also be accessed through the Service website, 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.



Corporate Strategy

We Value...

Respect, openness, involvement 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 safer

Priority	What we want to achieve	Risks and Opportunities	How we know we've been successful
Meeting community needs	Minimise people's vulnerability to risk	<ul style="list-style-type: none"> • Improved understanding of risk • Fewer incidents 	<ul style="list-style-type: none"> • Risk understanding measures • Number of incidents
	Help people at risk	<ul style="list-style-type: none"> • People understand & use our services appropriately • Fewer deaths & injuries • Lower impact 	<ul style="list-style-type: none"> • Service understanding measures • Service use measures • Initial measures
Managing resources effectively	Find resources to do more	<ul style="list-style-type: none"> • Extra money • Partners, volunteers & others benefit to help • Resources shared with partners 	<ul style="list-style-type: none"> • Capacity increase • Shared resource measures
	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"> • Problems solved, systems and processes adapted • New ideas encouraged • Performance management measures adopted & used 	Continuous improvement effectiveness measure
	Work effectively with partners	<ul style="list-style-type: none"> • We are clear about what we can offer • We understand our potential partners • Best practice adopted • Partnerships regularly evaluated 	Partnership effectiveness measure
	Be good at marketing, selling and communicating	<ul style="list-style-type: none"> • Needs understood • Products developed • People engaged • Actions and plans explained • Services actively advertised & used 	Marketing, selling & communication effectiveness measure
	Deal with emergencies quickly and effectively	<ul style="list-style-type: none"> • Response appropriate to incident • Quickly response • Incident dealt with effectively 	Emergency response effectiveness measure
Developing our people and culture	More people feel valued	People feel valued	Valued measures
	Make ECFRS a better place to work	<ul style="list-style-type: none"> • Pleasant, safe purpose workplaces • People consider ECFRS a good place to work 	Good place to work measure
	Give people rights and responsibilities appropriate to their role	<ul style="list-style-type: none"> • People understand their rights and responsibilities • People enjoy their rights and responsibilities 	<ul style="list-style-type: none"> • % people who understand their rights & responsibilities • Rights & responsibilities application measure
	Match our workforce to our needs	<ul style="list-style-type: none"> • A clear statement of needs for ECFRS • People have skills to meet those needs 	Needs match measure

Version 4 (20/04/21)

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, by delivering an appropriate balance of prevention, protection and emergency response services.*

The Structure of the Authority

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

As well as the seven Community Command areas, the Service has a Headquarters, which was originally based in Hutton, near Brentwood. In May 2008 the Authority

launched a four-year programme to relocate Headquarters to a new site in Kelvedon. Several departments have already been relocated to the new Headquarters and plans are underway to develop the site over the coming years to accommodate all of our satellite facilities. 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.

Most importantly, the Service has 52 fire stations 18 wholetime (of which 5 are day crewed) and 34 retained, strategically located to provide protection to all areas of the County. The newest station is the Urban Search and Rescue facility recently built in Lexden. The Service has an establishment of 965 firefighters conditioned to the wholetime duty system, 539 firefighters conditioned to the

retained duty system, 236 support and 42 Control Room staff.

Integrated Risk Management Planning Process

The Fire Authority's Strategic IRMP addresses community risk management issues within two timeframes:

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

The data used to inform the Fire Authority's approach to assessing and managing community risk is initially drawn from the work of the Essex Resilience Forum. This produces an Essex-wide Community Risk Register, which highlights a Community Risk Profile and an assessment of the risks that are faced. This process has been carried out as a multi-agency project and has involved a cycle of identifying potential haz-

ards within a local context, assessing the risks and giving consideration to how those risks are managed. It also considers the implications of the Authority's close proximity to London, and the other neighbouring authorities of Kent and the Eastern Region.

In addition, a more localised approach is undertaken within the Community Command structure. This involves the development of Community Command and individual Station Risk Profiles, whereby information and data is collated to identify risks at ward level, so that action can be taken by those closest to local communities.

The Community Risk Profile in Essex – Now and Moving Forward

Essex is one of the fastest eco-

Take a look at our County Wide Review @ essex-fire.gov.uk

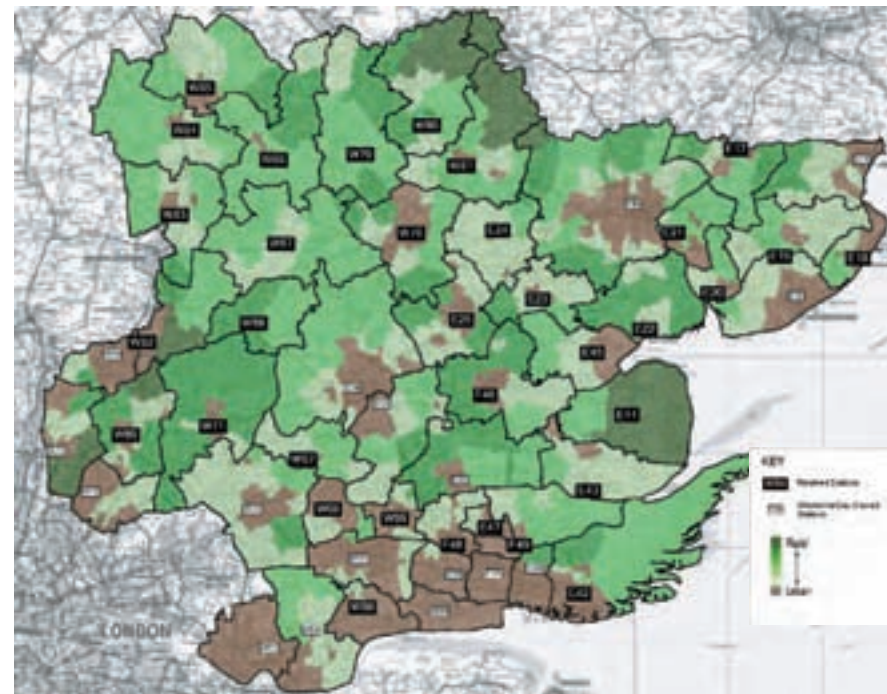
nomically developing counties in the country. Examples of this growth and development include housing, air and rail transport (particularly Stansted), Bathside Bay, Shell Haven and the associated increase in traffic movements. The tragic events of 9/11 and 7/7 and the subsequent threat of further terrorism in the UK have also added to the Service's responsibility to be fully prepared and equipped to deal

with a wide range of emergency incidents.

The changes facing the County over the next two decades are detailed in Section 3 of our County Wide Review document, available on our website or on request.

Climate Change: What will be the impact of predicted

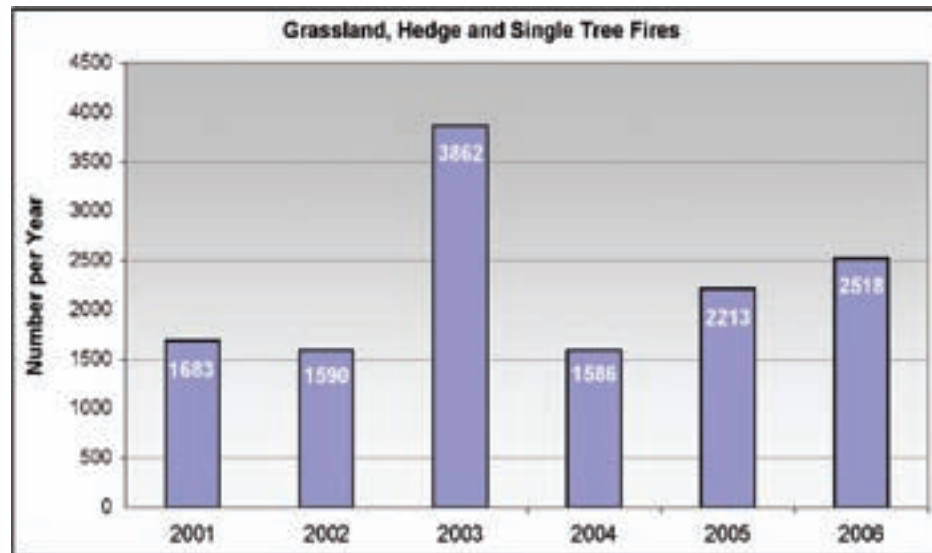
Figure 3. The Rural and Urban Areas of Essex



climate change on our environment?

As the map below shows, Essex is 70% rural, so hotter, drier summers are likely to lead to an increase in crop and grass fires. This will impact on the Service financially in terms of fire cover and availability of other

Figure 4. Small Fires, 2001–2006



Flooding

Essex has the largest coastline of any Fire and Rescue Service in the UK. The map below shows the areas of the County that are at risk from tidal flooding.

resources. Further details of these risks and the potential consequences can be found in Section 4 of the County Wide Review document.

The County Wide Review also identifies the link between increasing temperatures and the number of fires. The chart below shows peaks in the number of small fires in the hot summers of 2003 and 2006.

Figure 5. Tidal Flood Risk Zones in Essex



Demographics

The County Wide Review document (Section 6) describes diversity in all aspects of the Essex population and the variety of risks that this presents. It is important for the Service to recognise these risks and trends, and to prepare a flexible response to meet each group's needs. The Review identifies the factors that present the most significant challenge to the

Fire and Rescue Service, and the initiatives designed to tackle these issues. For example, young people are most at risk from road traffic collisions. The Essex Casualty Reduction Board was set up in January 2006 to address this issue by delivering an effective response and a range of road safety initiatives in partnership with Essex County Council, Police, Ambulance Service and the Highways Agency.

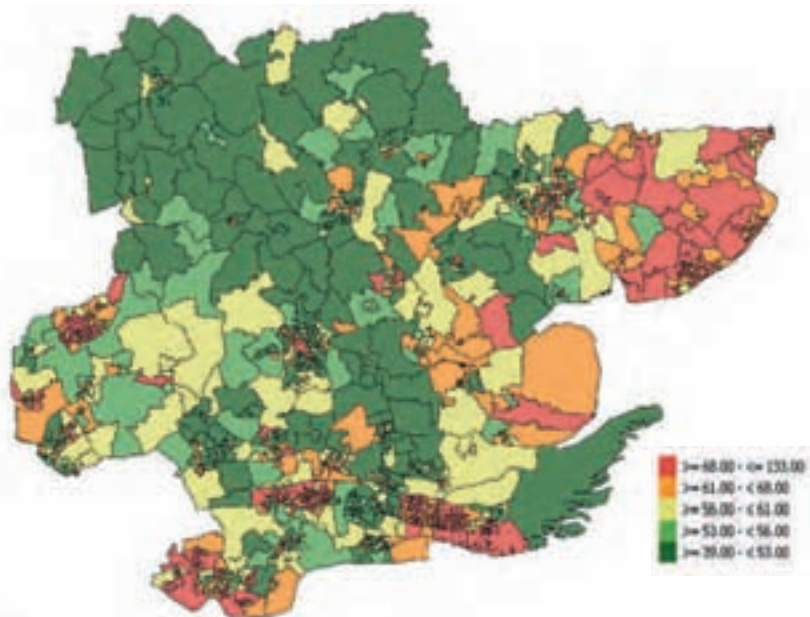
Other factors considered by the Service include ethnic groups, the travelling community, immigration and the age profile of our population, particularly the over 80s age group, which is growing rapidly and is statistically at the greatest risk from fire.

In tackling the wide range of risks within our communities, the Serv-

ice must become more effective in its marketing and communication strategies that focus on higher-risk groups. It must also work more closely with key partners and social services.

The map below shows **years of potential life lost** and so can be used as a substitute for life expectancy, with red areas likely

Figure 6. Years of Potential Life Lost Indicator 2000–2003
Health Inequalities: Essex (Including Southend and Thurrock)
Copyright (Source: Audit Commission)



to have the lowest life expectancy, through to dark green areas where life expectancy is likely to be highest. The **Years of Potential Life Lost** indicator is calculated annually, and shows the ratio between the **years of potential life lost** per 1,000 population.

The calculation uses an assumed life expectancy of 75 years. When a fatality occurs, the age of the person is deducted from this assumed life expectancy and given as a ratio per 1,000 population.

The map below shows the location of accidental dwelling fires in the last two financial years, compared with **Years of Potential Life Lost**.

Figure 7. Accidental Dwelling Fires from 2006/7 to 2007/8 with Years of Potential Life Lost
(Source: Audit Commission)

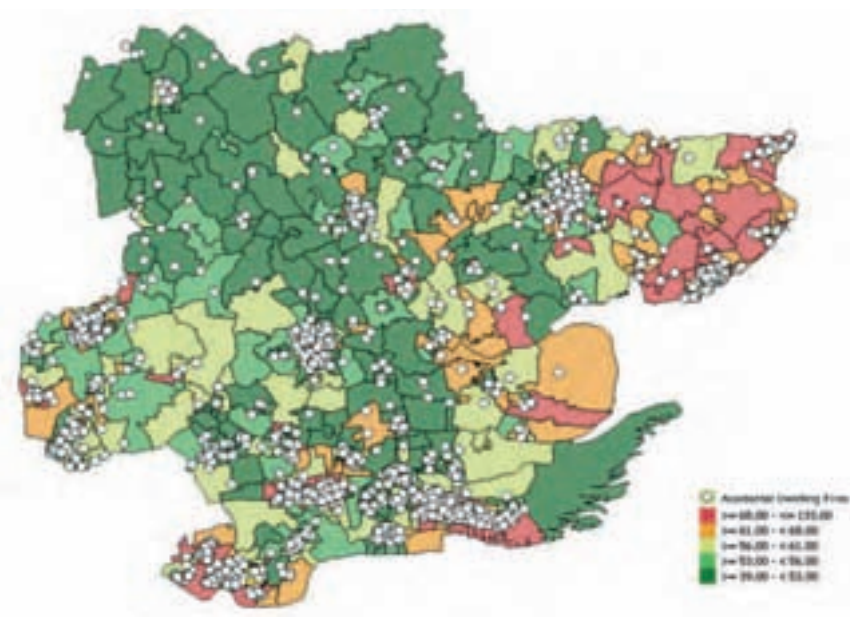
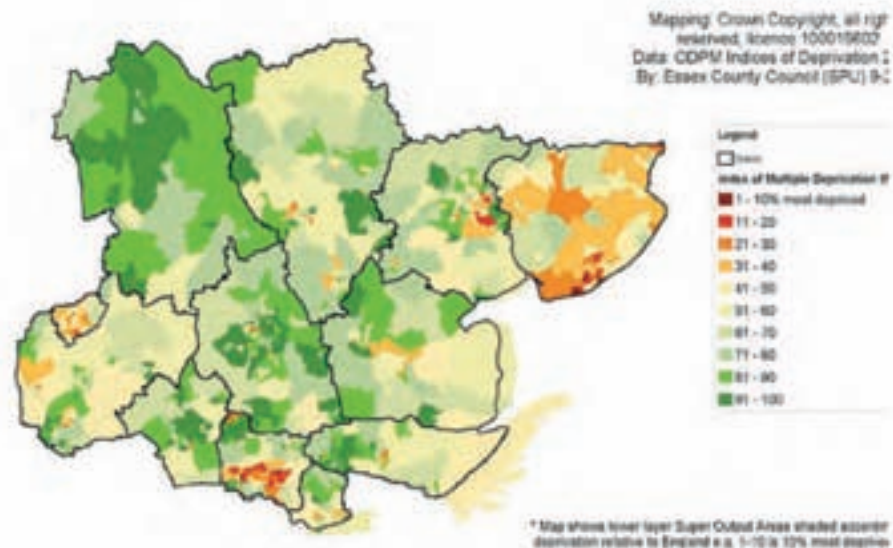


Figure 8. Areas of Multiple Deprivation
 (Source: Essex Resilience Forum Community Risk Register)



Housing and Population Growth

Out of the four major national growth areas selected by the Government, two will have a direct bearing on Essex – the Thames Gateway and the London to Peterborough M11 corridor.

Our dwelling fires are mostly in our more densely-populated areas and using the

demographics from partner agencies we can see that these areas are also most deprived and where the life expectancy is low. However, a significant number of accidental dwelling fires, injuries and fatalities still continue to happen in rural areas of the County.

The Economy

In 2003, the value of total production within Essex was

some £18 billion. Our economy is worth more than that of any major UK city except London and Manchester, and more than eleven European countries. It has been one of the fastest-growing in the south east since 2000. The business community has grown since the mid-1990s and is one of the largest in the UK today.

Given the importance of small businesses in underpinning Essex's prosperity, it is vital that Essex County Fire and Rescue Service does more and more to ensure that small businesses are protected from arson and accidental fires.

The Service has a statutory duty to protect the lives and ensure the safety of employees through the application and, when necessary, the enforcement of fire safety legislation.

Section 11 of the County Wide Review document details the economic state of Essex and its impact upon the Service.

Operational Service Delivery

The Service's purpose is to save and protect life, property and the environment through prevention of, protection from, and response to risk. Risk is based upon an assessment of the current and emerging risk at both local and national level and the ability of Essex County Fire and Rescue Service to prepare for and respond to them. Risk also exists as a threat to the ability of Essex County Fire and Rescue Service to deliver its objectives; this is defined as corporate risk. For further information about operational service delivery and risk, please refer to Section 12 of the County Wide Review document.

The Service operational response to the known and perceived risk within Essex is based on the concept of: 'The right person, in the right place, at the right time, with the right equipment and the right training.'

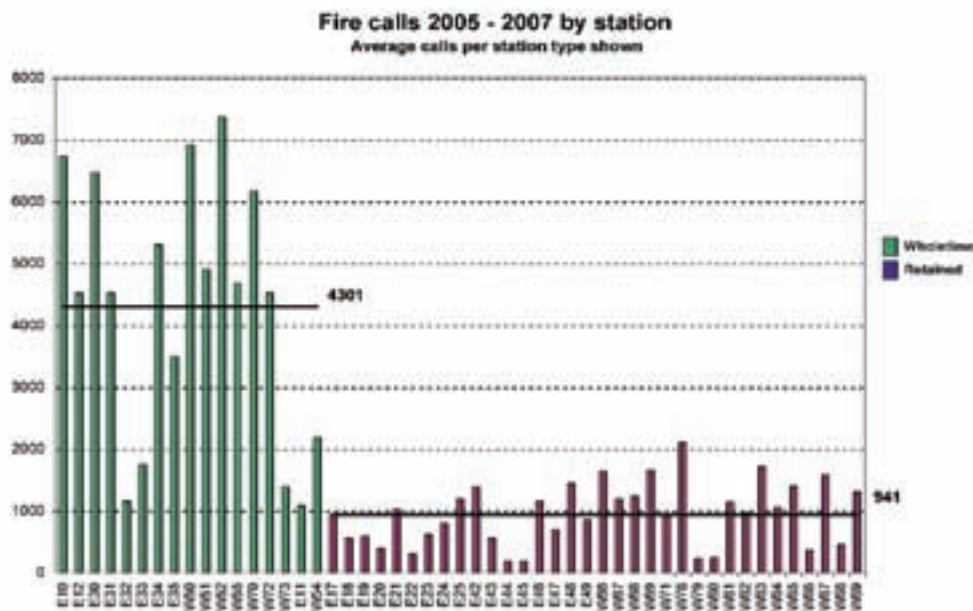
The Right Person

'The right person' has the necessary skills, knowledge, experience and, in some cases, qualifications considered necessary for the role, combined with the ability to apply these qualities on the fireground and at the fire station.

If you suggest that all firefighters

are able to be deployed equally, you accept that all firefighters may adequately and safely be asked to face the same risk and the expectation as an employer is that they will respond to that risk in a broadly similar fashion. In fact, how firefighters respond to that risk will be based on their knowledge, skills and experience gained through training and attending incidents.

Figure 9. Comparison of Calls to Stations Conditioned to the Wholetime and Retained Duty Systems, 2005–2007



Key

E10	Colchester	E49	Rochford
E11	Dovercourt	W50	Grays
E12	Clacton	W51	Brentwood
E17	Manningtree	W52	Basildon
E18	Frinton	W54	Canvey Island
E19	Weeley	W55	Orsett
E20	Brightlingsea	W66	Corringham
E21	Wivenhoe	W67	Ingatestone
E22	West Mersea	W68	Billericay
E23	Tiptree	W69	Wickford
E24	Coggeshall	W70	Harlow Central
E25	Witham	W71	Ongar
E30	Southend	W72	Loughton
E31	Leigh	W73	Waltham Abbey
E32	South Woodham	W78	Braintree
	Ferrers	W79	Wethersfield
E33	Great Baddow	W80	Sible Hedingham
E34	Chelmsford	W81	Halstead
E35	Hadleigh	W82	Old Harlow
E42	Shoeburyness	W83	Stansted
E43	Burnham	W84	Newport
E44	Tillingham	W85	Saffron Walden
E45	Tollesbury	W86	Thaxted
E46	Maldon	W87	Dunmow
E47	Hawkwell	W88	Leaden Roding
E48	Rayleigh	W89	Epping

Figure 9 shows that, in general, fire stations crewed by firefighters conditioned to the wholetime duty system attend more incidents than fire stations crewed by firefighters conditioned to the retained duty system. In some cases this is as few as 44 fire calls in one year, including false alarms. The evidence therefore suggests that in some instances there is a significant difference in the level of experience gained at incidents by firefighters conditioned to the wholetime and retained duty systems. As an employer the Service must consider this evidence, and the operational expectations placed on firefighters, to ensure all our staff are safe, as we have a duty to protect their health, safety and well-being.

The Right Place

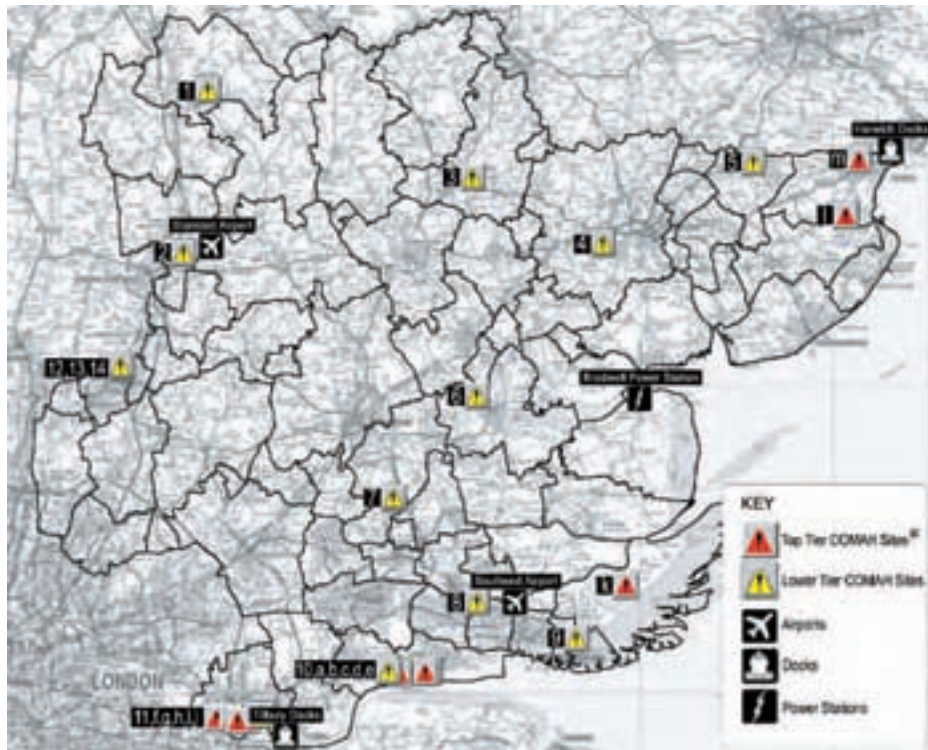
'The right place' is the point from which sufficient resources can be mobilised in the shortest time and travel to the incident using the fastest method, along the quickest routes and arrive within a time

period reasonable for the risk.

The Civil Contingencies Act places a legal duty on the emergency services to undertake risk assessments and maintain them in a published **Community Risk Register**. Risks in this context are those that could result in a major emergency. In particular,

premises such as chemical plants and oil refineries should be considered individually in terms of the special risks they present. The **Community Risk Register** is the first step in the emergency planning process and is the method used to identify and record levels of risk. It also ensures that plans are proportionate to the risk.

Figure 10. Special Risks in Essex



Other special risks listed in the Community Risk Register:

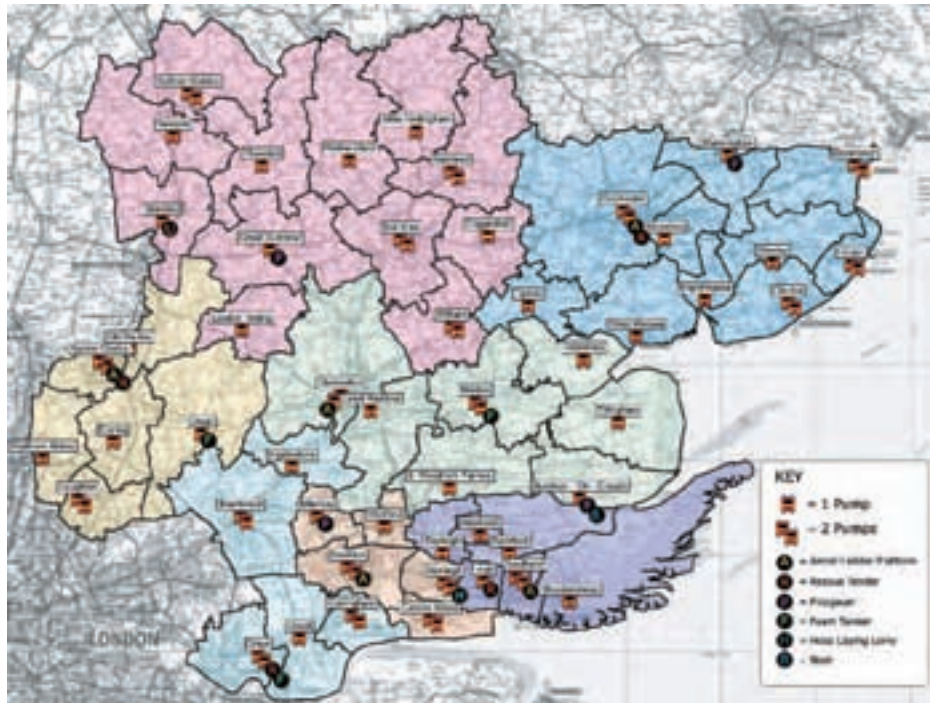
- 1) Serco Gulf Engineering, Saffron Walden
- 2) Stansted Fuelling
- 3) Flo Gas, Halstead
- 4) Dynamic Fireworks, Colchester
- 5) Mistley Quay and Forwarding
- 6) Langford Water Works, Essex and Suffolk Water
- 7) Hanningfield Water Works, Essex and Suffolk Water
- 8) Transco Gas Holder, Eastwood
- 9) Transco Gas Holder, Shoeburyness
- 10) Coryton Energy Centre
- 11) Transco Gas Holder Grays
- 12) Transco Gas Holder, Harlow
- 13) Synthomer Ltd
- 14) Robert Stuart PLC

“COMAH” stands for “Control of Major Accident Hazards”. COMAH applies mainly to the chemical industry, but also to some storage activities, explosives and nuclear sites, and other industries where threshold quantities of dangerous substances identified in the COMAH Regulations (1999) are kept or used.

Top sites listed in the Community Risk Register:

- 1) Calor Gas Ltd, Coryton
- 2) Shell UK Ltd, Coryton
- 3) BP Coryton Refinery
- 4) Oikos Storage Ltd, Canvey Island
- 5) Calor Gas Ltd, Canvey Island
- 6) Esso Petroleum
- 7) NuStar Terminals Ltd
- 8) Vopak Terminal
- 9) Proctor and Gamble
- 10) Industrial Chemicals
- 11) Qinetiq Environment Test Centre, Foulness Island
- 12) Exchem Organics, Harwich
- 13) Carless Refining, Harwich

Figure 11. Essex County Fire and Rescue Service Resources, Operational Response



Section 12 of the County Wide Review document explains the Service's operational performance standards. These require the Service to attend an emergency within eight minutes on 80% of occasions, ten minutes on 90% of occasions and twenty minutes on 100% of occasions.

It is important to continually assess the balance of risk across the County to ensure that our operational performance standards are appropriate, having first set out our plans to reduce, remove and control risk using proactive community safety and education measures.

Of the wide range and diversity of incidents that the Service attends historically, evidence shows that most reportable injuries and deaths occur in fires in domestic dwellings and road traffic collisions. Figure 12 below shows the location of fire deaths and

injuries during the last three years. Red dots represent fire fatalities, while yellow dots represent fire injuries. The background shading represents the density of incidents that have occurred in each area.

Figure 12. Dwelling Fires, Fatalities and Recorded Injuries, 2005–2008

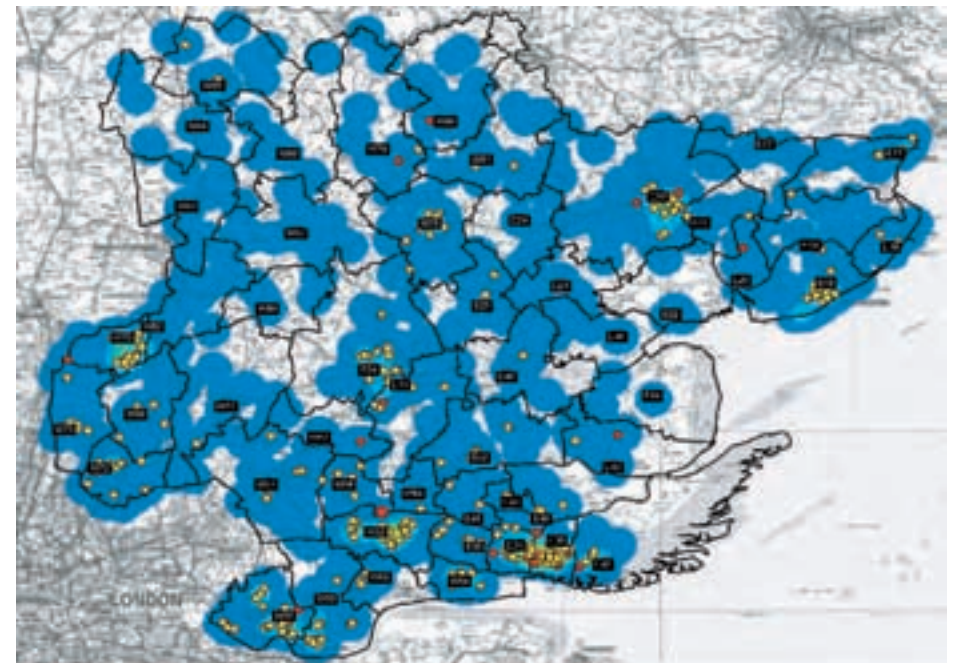


Figure 13 overleaf shows the road traffic collisions in which people were killed or seriously injured between 2005 and 2008. The red dots indicate fatalities. The coloured background indicates

the density of incidents that occurred in each area. The dark shading around Harlow, Grays, Colchester and Leigh identifies the 20 min turn-out area for each station's Rescue Tender. Clearly,

a significant number of incidents occur outside of this turn-out area. They also occur along routes which pass through a number of stations conditioned to the retained duty system, particularly along the M11 and A12. The risk to life therefore may be seen to be more evenly spread across the County in relation to road traffic collision incidents and therefore the perception of a difference in

the level of risk across the County may not be justified.

The Service has sought to reduce its response time to road traffic collision incidents by providing all front line appliances with specialist rescue equipment. This response relies on two factors in order to ensure equality of service response to road traffic collisions across the County. Firstly, that

Figure 13. Killed and Seriously Injured in Road Traffic Collisions, 2005–2008

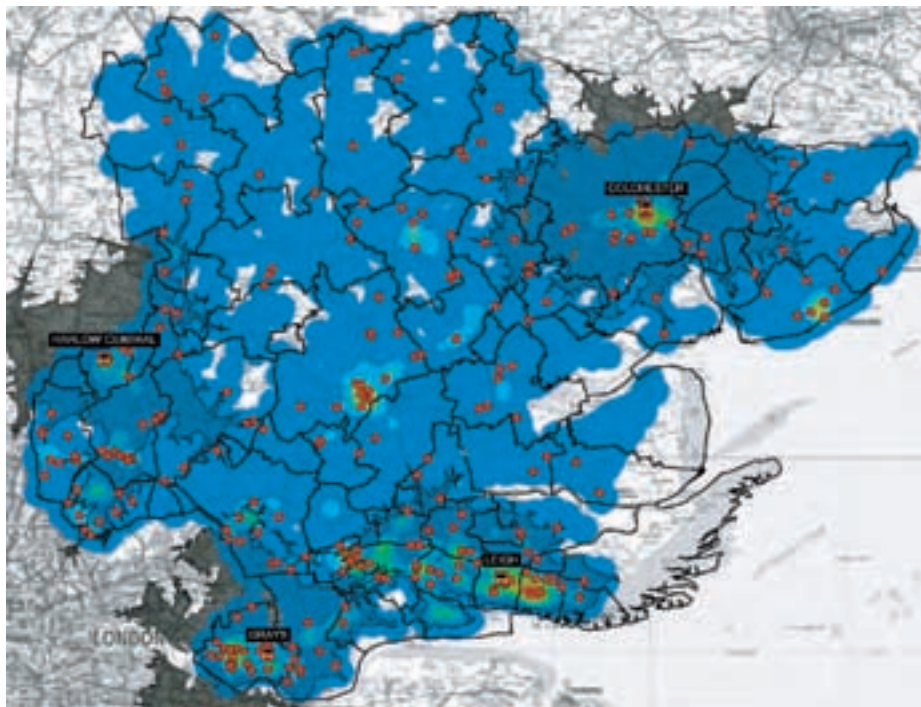
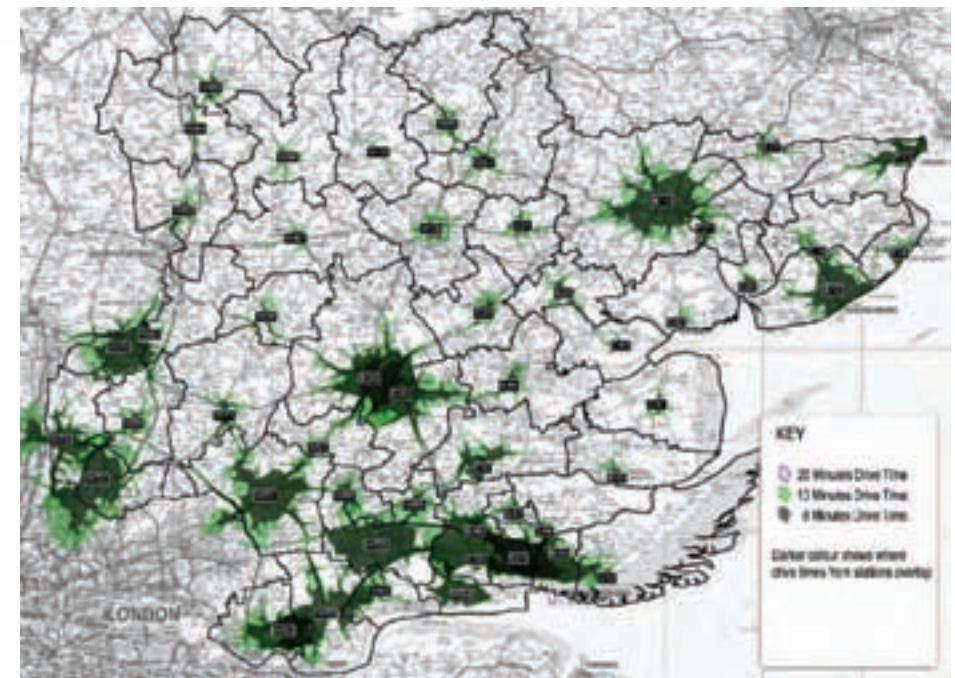


Figure 14. Station Turn-out Area Based on 8-10 minutes Travel Time



the attendance time is broadly similar for rural and urban areas, and secondly that appliances are operationally available.

County are outside the scope of attendance for retained stations when tasked with this standard of attendance time.

The map above represents the Service's response based on a ten-minute turn-out area when comparing stations conditioned to the wholetime and retained duty systems. Significant areas of the

In the 2008–2011 **IRMP** we consulted on the business case for additional resources in the Stansted area. As a result, it is now our confirmed intention to seek approval to develop this facility.



You've
read our
Plan,
now tell
us what
you think



Consultation Questions

Proposal 1: New Arrangements for Crewing of Specialist Appliances

The plan explains how we intend to release resources by changing the way we crew our special appliances. On balance, to what extent do you agree that the Authority has identified a sensible approach for meeting the demands of new risks?

- Strongly agree
- Agree
- Disagree
- Strongly disagree

If you ticked “**disagree**” or “**strongly disagree**”, please use the space below to explain why.

Based on the evidence provided in this plan and the County Wide Review, to what extent do you agree that this proposal is necessary?

- Strongly agree
- Agree
- Disagree
- Strongly disagree

If you ticked “**disagree**” or “**strongly disagree**”, please use the space below to explain why.

In your opinion, what are the main advantages of this proposal?

Can you suggest any alternative options or ways of implementing this proposal?

Proposal 2: The Role of the Firefighters Conditioned to the Whole-time and Retained Duty Systems and Incident Commanders

The plan explains how we intend to introduce a certification process clarifying the role of firefighters and incident commanders. To what extent to you agree that a pilot should go ahead with a view to implementing the changes by 2010?

- Strongly agree
- Agree
- Disagree
- Strongly disagree

If you ticked “**disagree**” or “**strongly disagree**”, please use the space below to explain why.

Based on the evidence provided in this plan and the County Wide Review, to what extent do you agree that this proposal is necessary?

- Strongly agree
- Agree
- Disagree
- Strongly disagree

If you ticked “**disagree**” or “**strongly disagree**”, please use the space below to explain why.

Can you suggest any alternative options or ways of implementing this proposal?

Proposal 3: Specialist rescue

The plan explains how we intend to determine the County's risks and our needs in terms of specialist rescue. To what extent do you agree that the Authority has identified a sensible approach in this proposal?

- Strongly agree
- Agree
- Disagree
- Strongly disagree

If you ticked "**disagree**" or "**strongly disagree**", please use the space below to explain why.

Based on the evidence provided in this plan and the County Wide Review, to what extent do you agree that this proposal is necessary?

- Strongly agree
- Agree
- Disagree
- Strongly disagree

If you ticked "disagree" or "strongly disagree", please use the space below to explain why.

In your opinion, what are the main advantages of this proposal?

Can you suggest any alternative options or ways of implementing this proposal?

The plan explains how we intend to explore opportunities to improve availability in areas covered by crews conditioned to the retained duty system. To what extent do you agree that the Authority has identified a sensible approach in this proposal?

- Strongly agree
- Agree
- Disagree
- Strongly disagree

If you ticked “**disagree**” or “**strongly disagree**”, please use the space below to explain why.

Based on the evidence provided in this plan and the County Wide Review, to what extent do you agree that this proposal is necessary?

- Strongly agree
- Agree
- Disagree
- Strongly disagree

If you ticked “**disagree**” or “**strongly disagree**”, please use the space below to explain why.

In your opinion, what are the main advantages of this proposal?

Can you suggest any alternative options or ways of implementing this proposal?

Proposal 5: Operational Response and Deployment

The plan explains how we intend to carry out more detailed research into the role of helicopters in the Fire and Rescue Service. To what extent do you agree that the Authority has identified a sensible approach in this proposal?

- Strongly agree
- Agree
- Disagree
- Strongly disagree

If you ticked “**disagree**” or “**strongly disagree**”, please use the space below to explain why.

Based on the evidence provided in this plan and the County Wide Review, to what extent do you agree that this proposal is necessary?

- Strongly agree
- Agree
- Disagree
- Strongly disagree

If you ticked “**disagree**” or “**strongly disagree**”, please use the space below to explain why.

In your opinion, what are the main advantages of this proposal?

Can you suggest any alternative options or ways of implementing this proposal?

Proposal 6: Crewing and Attendance Standards

The plan explains how we intend to run a series of pilot programmes and then implement a new style of station management, in order to improve availability of fire appliances. To what extent do you agree that the Authority has identified a sensible approach in this proposal?

- Strongly agree
- Agree
- Disagree
- Strongly disagree

If you ticked “**disagree**” or “**strongly disagree**”, please use the space below to explain why.

[Blank white box for response]

Based on the evidence provided in this plan and the County Wide Review, to what extent do you agree that this proposal is necessary?

- Strongly agree
- Agree
- Disagree
- Strongly disagree

If you ticked “disagree” or “strongly disagree”, please use the space below to explain why.

[Blank white box for explanation]

In your opinion, what are the main advantages of this proposal?

[Blank white box for advantages]

Can you suggest any alternative options or ways of implementing this proposal?

[Blank white box for alternative options]

Do you have any general comments about the Integrated Risk Management Plan 2009–2012 Consultation Document?

[Blank white box for general comments]

Would you be interested in taking part in one of our consultation focus groups to discuss these proposals in more detail?

- Yes
- No

If so, please make sure you provide your contact details below.

Have you read the Essex Fire Authority’s County Wide Review document?

- Yes
- No

If not, why not?

- Unable to access a copy
- Technical problem with the Service website
- Didn't have time
- Other (please specify).....

What is your role in completing this questionnaire?

- Member of the public
- Essex County Fire and Rescue Service staff
- Business community member
- Partner
- Other

Did you find the document easy to understand?

- Yes
- No
- Not sure

Do you think that the document is well laid out?

- Yes
- No
- Not sure

How did you hear about this consultation exercise? (please state below)

How would you describe your ethnic origin? (please tick as appropriate)

WHITE

- British
- Irish
- Any other White background, please specify:.....

MIXED

- White and Black Caribbean
- White and Black African
- White and Asian
- Any other Mixed background, please specify:.....

BLACK OR BLACK BRITISH

- Caribbean
- African
- Any other Black background, please specify:.....

ASIAN OR ASIAN BRITISH

- Indian
- Pakistani
- Bangladeshi
- Any other Asian background, please specify:.....

CHINESE OR OTHER ETHNIC ORIGIN

- Chinese
- Traveller of Irish Heritage
- Gypsy/Roma
- Other Travellers
- Any other background, please specify:.....
- Prefer not to specify

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

- Yes
- No

Please tick to indicate your age group:

- | | | | |
|----------|--------------------------|---------|--------------------------|
| Under 16 | <input type="checkbox"/> | 45 – 54 | <input type="checkbox"/> |
| 16 – 24 | <input type="checkbox"/> | 55 – 64 | <input type="checkbox"/> |
| 25 – 34 | <input type="checkbox"/> | 65 – 74 | <input type="checkbox"/> |
| 35 – 44 | <input type="checkbox"/> | 75+ | <input type="checkbox"/> |

What is your Sexual Orientation?

- Bisexual
- Gay/Lesbian
- Heterosexual
- Prefer not to say

Are you are a Transsexual?

- Yes
- No
- Prefer not to say

What is your religious belief/faith?

- Buddhist
- Christian
- Hindu
- Jewish
- Muslim
- Sikh
- Other, please specify:.....
- None
- Prefer not to say

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.....

Essex County
Fire & Rescue Service



The Right Equipment

'The right equipment' is that which will safely and effectively carry out a particular task or tasks for which it is specifically designed at the relevant incident under all conditions.

Further information about equipment and training is contained in Section 12 of the County Wide Review document.

Future Constraints Funding

The Fire and Rescue Service has undergone rapid and significant change in recent years. The challenge this continues to pose for the management team of Essex County Fire and Rescue Service cannot be underestimated, particularly in terms of the financial cost of initiating and then supporting that change programme and how this continued programme of change will be funded in the future. The Fire and Rescue Serv-

ice is now a key player in local Sustainable Communities programmes; it has a reputation for delivering and for acting as a catalyst for action. However, the collective weight of national expectations placed on the Fire and Rescue Service by the public and the Government must not exceed our capability to deliver.

Comprehensive Spending Review 2007

The Comprehensive Spending Review 2007 was a zero-based review. It established Government spending priorities and expected efficiencies and savings over the three years, 2008/09, 2009/10 and 2010/11. The Chancellor made clear in his 2007 budget statement the Government expects the average council tax increase in England to be substantially below 5% in 2008/09 and has made clear that it is prepared to use capping powers as necessary to protect council taxpayers from excessive increases.

On 24 January 2008 the Government announced the Local Government Finance Settlement for 2008/09. The figures for the Revenue Support Grant and National Non Domestic Rate payments for Essex in 2008/09 total £30,859k, an increase of 3.1% over 2007/08. The total funding amount for 2008/09 is £70,666m which represents an increase of 3.9% in council tax. The government had also announced provisional funding figures for 2009/10 and 2010/11. For Essex this would provide an additional £696k in 2009/10, an increase of 2.3%. For the final year of the three-year settlement period there would be a further increase of £815k, 2.6% in 2010/11.

Efficiency Savings

The Government has confirmed that Essex will be required to make efficiency savings for the three years from 2008/09 to 2010/11. Annual savings, compared to the 2007/08 base level of expenditure of 1.6% are required

over each of the three years with total savings of £3.5m by 2010/11.

Past experience has enabled Essex to find efficiency savings to meet Government expectations and to deliver significantly more community safety activity through the reallocation of posts, changes to activities within existing posts and procurement savings.

Our Intentions

Intention 1 ~ New arrangements for crewing of specialist appliances

What do we intend to do?

Our first intention is to redeploy resources to meet the demands of new and emerging risks within the County.

Why do we think this is the right thing to do?

The County Wide Review sets out clearly the demands facing the Service to provide operational and community safety activities to meet the growth in the north west of the County. To meet the growing demands to reduce and respond to this emerging risk we need to use our resources to do more in this area.

To do this we have to review the

use of our resources to ensure that they are deployed in an efficient way to deliver the greatest benefit and value for money to the communities we serve.

How do we intend to do it?

We will undertake an assessment of resources against current and predicted use. We will then implement alternative crewing arrangements at stations with special appliances. New, modern arrangements, already proven in other Fire and Rescue Services, will be introduced for the crewing of specialist appliances and in particular aerial ladder platforms.

Current arrangements at fire stations provide for a dedicated crew for many specialist appliances regardless of frequency of use. Our aerial ladder platforms are a particular example of this. By reviewing these crewing arrangements and for other special appliances we will be able to release firefighters and officers for redeployment to meet the growing demands within the County.

This intention will not bring a reduction in numbers of personnel but will allow us to do more with the same level of resources.

How do we expect this to improve our performance?

This will deliver a more effective use of our valuable firefighters and officers and will provide scope for the redeployment of firefighters and officers to other areas of the Service that require additional resources. In the longer term posts released will be deployed to areas of risk which present the greatest demand.

When will it happen? How long will it take?

Work will commence during 2008 and implementation will be during the 2009/10 financial year.

Who will be responsible?

The work will be delivered by the Director of Operations and Resilience.

How much is this likely to cost and where will the funding come from?

The cost of this intention will be met from existing budget resources.

Intention 2 ~ The role of the firefighters conditioned to the whole-time and retained duty systems and incident commanders

What do we intend to do?

It is our intention to clearly establish the operational requirements and competencies expected of firefighters and all incident commanders and assess our personnel against these.

Have we taken a sensible approach for dealing with new risk?

Why do we think this is the right thing to do? What research has been done?

Our firefighters and officers provide an invaluable and vital service to their communities. For those conditioned to the retained duty system, mainly living and working within close proximity to the stations from which they respond, they are dedicated members of the Service who for many years have fulfilled an essential role in more rural and 'lower-risk' areas.

Over recent years, however, significant changes have occurred that now dictate a review of the role of firefighters conditioned to the retained duty system and how that element of our service is delivered. Two significant changes are:

- An increase in the level of operational risk faced by crews in areas covered by firefighters conditioned to the retained duty system.

- Increased training demands on operational personnel to ensure safe systems of work are deployed at incidents.

Operational Risk

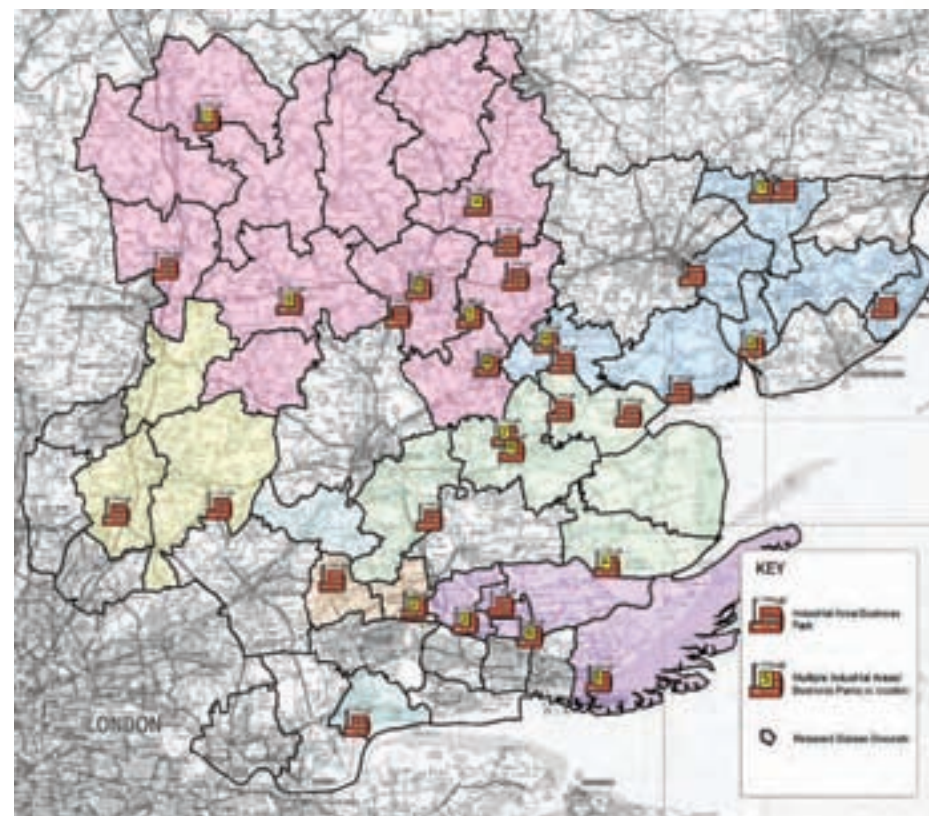
Many of the Service's fire stations conditioned to the retained duty system were opened many years ago in areas that were traditionally of lower risk. Over the past ten to fifteen years, however, the risk profile of the County has been changing and indications are that this change will continue. Evidence already shows that much of this change is occurring in what were once lower-risk areas and as such is changing the demands placed on firefighters conditioned to the retained duty system.

Do you think it is a good idea to introduce a certification process to make the role of firefighters and incident commanders clearer?

The map detailed below identifies the industrial areas currently present on station grounds conditioned to the retained duty system.

The number attached to each symbol indicates the number of individual developments within each area.

Figure 15. Industrial Areas Served by Firefighters Conditioned to the Retained Duty System



Training and Safety

It has already been argued that, at present, firefighters conditioned to the retained duty system perform broadly similar roles to their colleagues on the wholetime system at operational incidents, because of the expectations placed upon them by the Service. This means that at present they are expected to respond to the same emergencies and deal with them in the same way as firefighters conditioned to the wholetime duty system.

Under current arrangements, however, firefighters conditioned to the retained duty system receive two hours training a week compared to those on the wholetime system, who receive eight hours per week. This would indicate that if the Service has the same expectation of both groups of firefighters, they are mobilised to broadly similar incidents and expected to deal with them in the same way, there is a disparity in the training provision.

A firefighter's role is a very complex one, requiring high levels of technical knowledge across a wide range of emergencies and the maintenance of core skills. The application of those skills at operational incidents is also essential to ensure they work safely within a dynamically changing hazardous environment.

Communities with lower levels of population density and risk, particularly those in rural areas, often have fire stations conditioned to the retained duty system. Figure 9 on page 19 displays the number of emergency calls received by these stations between 2005 and 2007. The graph shows that many of these stations attend far fewer fire calls than some stations conditioned to the wholetime duty system, some less than fifty a year. This provides little opportunity for some crews to gain essential experience through the application of skills across a wide range of operational incidents. They are still, however, expected to respond in the same way as all



crews. Equally, the demands placed on crews conditioned to the wholetime duty system are not necessarily clear or consistent across the County. It is also clear that incident command skills for all personnel who may be responsible for managing an emergency are generic and should be maintained to a minimum required standard.

How do we expect this to improve our performance?

In terms of addressing the two areas raised within this section, changing risk profile in most areas and training and safety for operational personnel, it is expected that this work will deliver significant outcomes. These include personnel and equipment deployment that meets the needs of the changed and changing risk profile for communities within the County and in particular those served by firefighters conditioned to the retained duty system. This will mean ensuring that we have the right people in the right place at

the right time with the right skills. This will in turn improve the operational safety of our personnel, ensuring that competencies are matched with experience against known or perceived risk.

The outcome will be to improve the quality and quantity of services provided to the community and improve safe systems of work for our personnel.

How do we intend to do it?

The Service will look to introduce a certification process for incident commanders, from Crew Manager to Chief Fire Officer, which clearly establishes their minimum operational requirements. While this work is being undertaken the expectation placed on operational crews will be that they will continue to employ tactics that will save and protect life and property. Examples of these tactics would be entering dwelling fires to save life and protect property, or responding to the scene of a road traffic collision and cutting casual-

ties free. However, for other more complex and large incidents such as a chemical leak or fire in a large factory unit the expectation will be that other than attempting to save a saveable life, crews will consider using defensive tactics from the outset. Efforts will be directed towards protecting surrounding properties and the environment, ensuring no one comes to further harm until additional Command Support arrives.

This will not change the way firefighters conditioned to the wholetime or retained duty system are mobilised or the types of incidents they are sent to.

We will also consider the provision of wholetime officers at retained stations to provide operational cover and management support, a pilot of which will be run this year.

When will it happen? How long will it take?

All changes will be implemented

by 2010 with progressive step changes being introduced throughout the intervening period.

Who will be responsible?

The Director of Workforce Development will be responsible for the delivery of this proposal.

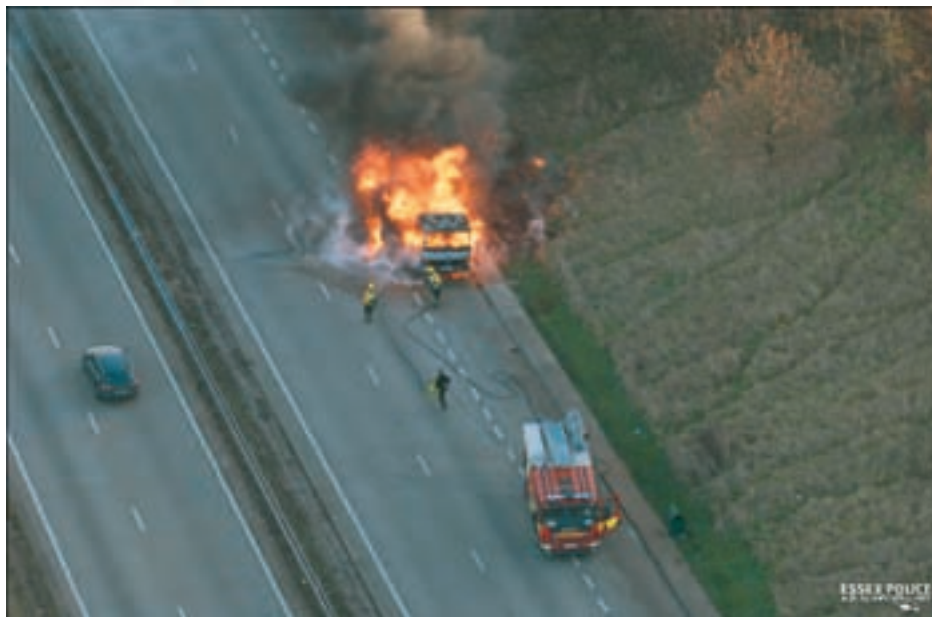
How much is this likely to cost and where will the funding come from?

It is intended to provide these improved arrangements from within existing resources.

Intention 3 ~ Specialist Rescue

What do we intend to do?

It is our intention to determine specialist response requirements against current risk levels and



introduce effective means for getting specialist rescue requirements, with unique skills and safety equipment, to incidents as quickly as possible across the County.

Why do we think this is the right thing to do?

Increasingly, health and safety legislation is placing significant onus on the Service to provide specialist equipment and training to deal with less frequent but very complex incidents. These speci-

cally include rescuing people from height, animal rescue, static and swift water rescue, confined space and sub-surface (underground) or open ground rescue.

These types of emergency require specialist equipment and training which must be undertaken regularly. Such is the nature of the training that it is neither desirable nor realistic to expect the equipment to be provided to every fire appliance, as this would be disproportionately expensive and would place a significant drain on available training time. Due to the

infrequency of some of these incidents the accumulation of knowledge and experience would be thinly spread and slowly gained.

In reality, however, if a member of the public requires rescue from an inland water way or lake, time is often of the essence.

How do we expect this to improve our performance?

The outcome will deliver an improved response to meet the current and emerging risk profile of the County. It will further deliver a proportional spread of rescue capabilities across the Service to ensure that equipment, training and deployment options are provided against community risk profiles.

Is our approach to determining risk & needs a good one?

How do we intend to do it?

We will determine if our current arrangements meet the growing demands to meet specialist rescue requirements. This will include skills, equipment and mobilising arrangements including the current Rescue Tender capability which is now mainly superseded by recent improvements in the provision of equipment and technology, phasing out existing arrangements and replacing with new where necessary.

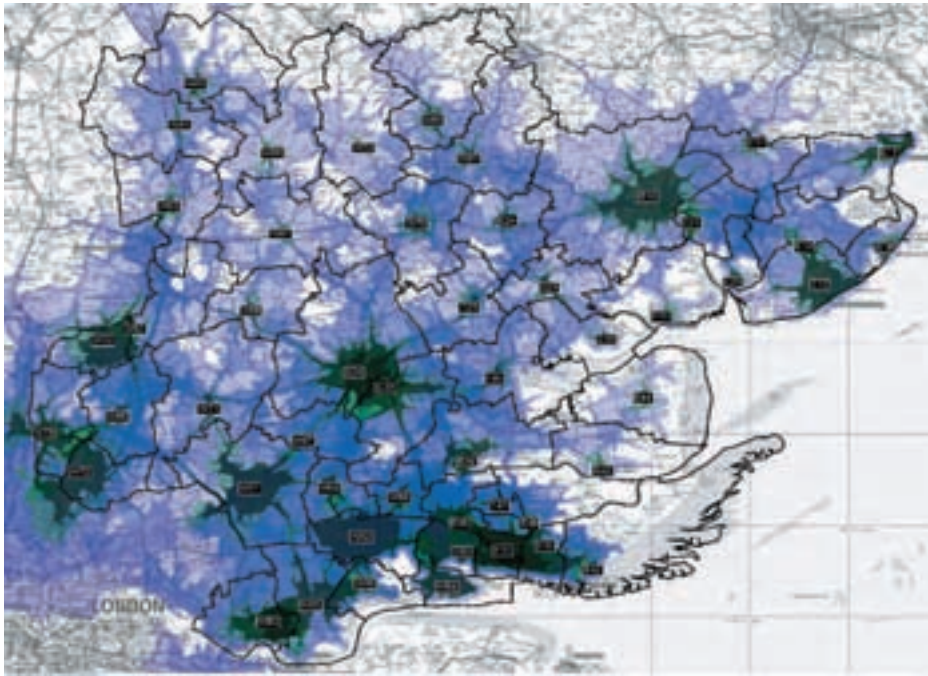
When will it happen and how long will it take?

The work will be undertaken in 2009 with outcomes delivered in 2010.

Who will be responsible?

The work will be delivered by the Director of Operations and Resilience.

Figure 16. Operational Response within 8, 10 and 20 Minutes



How much is this likely to cost and where will the funding come from?

Costs will be determined against specific agreed outcomes. Each will be assessed in terms of delivering value for money in proportion to reduction of risk levels. Costs will not, however, exceed current capital predictions.

Intention 4 ~ Incidents in rural areas

What do we intend to do?

It is our intention, in areas primarily protected by firefighters conditioned to the retained duty system, to seek opportunities to improve availability and reassess the 'traditional' concept of service delivery. It is our intention to work to establish greater availability of



retained personnel by looking at innovative ways for crewing, mobilising and provision of appliances. This will ultimately allow for more appliances to be available for more of the time by introducing more flexible and modern arrangements that increase the emphasis on the role of firefighters conditioned to the retained duty system.

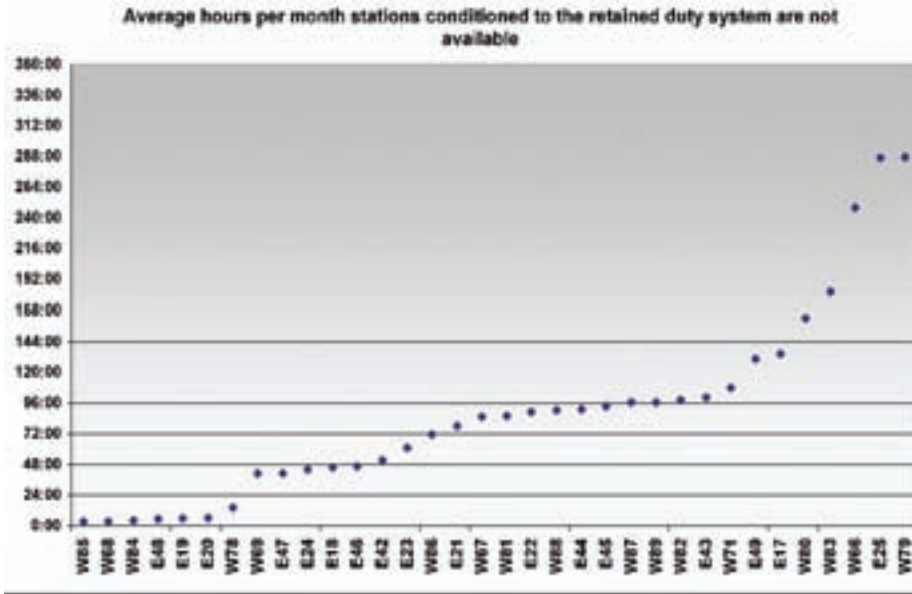
Why do we think this is the right thing to do?

A quick and proportional response is of most relevance at

life-threatening incidents such as road traffic collisions where every second is vital. A well trained, proportionate and safe response is far better for our communities than no response at all.

Figure 16 demonstrates the operational attendance area covered by all stations. The darkest areas show those parts of Essex that receive the fastest fire cover in terms of speed of response (8–10 minutes). Most, but not all, of the north of the County is covered within the 20-minute attendance shown by the lighter shaded

Figure 17.



Key	
E17	Manningtree
E18	Frinton
E19	Weeley
E20	Brightlingsea
E21	Wivenhoe
E22	West Mersea
E23	Tiptree
E24	Coggeshall
E25	Witham
E42	Shoeburyness
E43	Burnham
E44	Tillingham
E45	Tollesbury
E46	Maldon
E47	Hawkwell
E48	Rayleigh
E49	Rochford
W66	Corringham
W67	Ingatestone
W68	Billericay
W69	Wickford
W71	Ongar
W78	Braintree
W79	Wethersfield
W80	Sible Hedingham
W81	Halstead
W82	Old Harlow
W83	Stansted
W84	Newport
W85	Saffron Walden
W86	Thaxted
W87	Dunmow
W88	Leaden Roding
W89	Epping

On average, during the fifteen-month period January 2007 to March 2008, three appliances crewed by firefighters on the retained duty system were operationally unavailable due to a shortage of crews every twenty-four hour period. During the summer period this rose to five.

Figure 18.

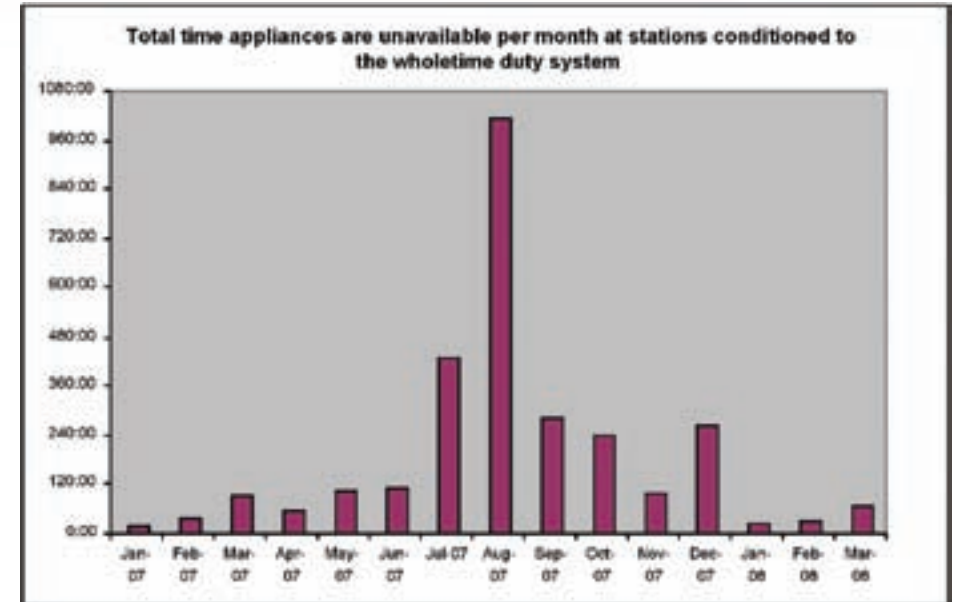
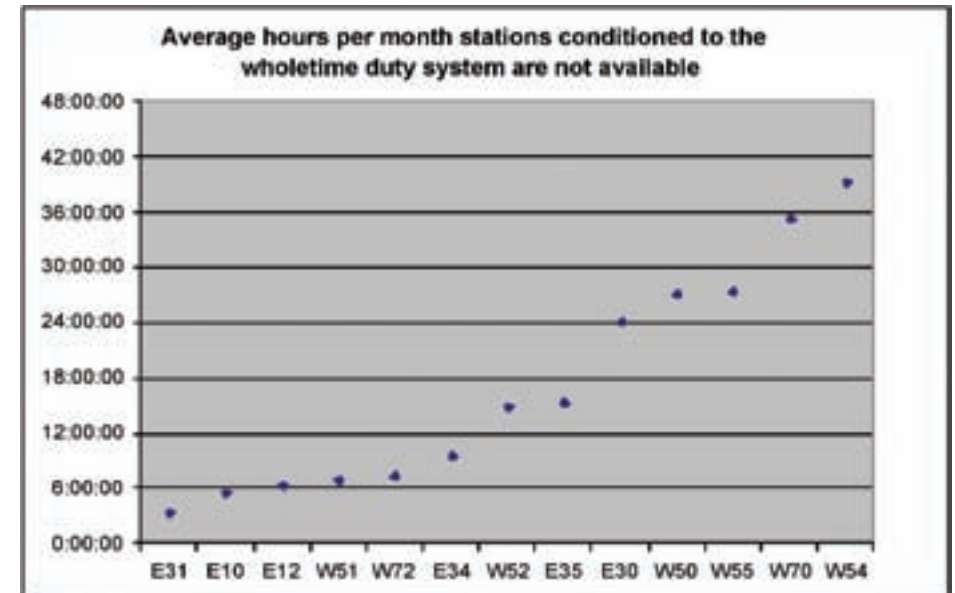


Figure 19.



- Key
- E10 Colchester
- E12 Clacton
- E30 Southend
- E31 Leigh
- E32 South Woodham Ferrers
- E34 Chelmsford
- E35 Hadleigh
- W50 Grays
- W51 Brentwood
- W52 Basildon
- W54 Canvey Island
- W55 Orsett
- W70 Harlow Central
- W71 Ongar
- W72 Loughton

areas. Due to the distance between stations and the size of station grounds, particularly in areas covered by firefighters conditioned to the retained duty system, any reduction in the availability of appliances has a significant affect on the time taken for the next available appliance to attend, which may not always be from the next nearest station.

Figure 20.

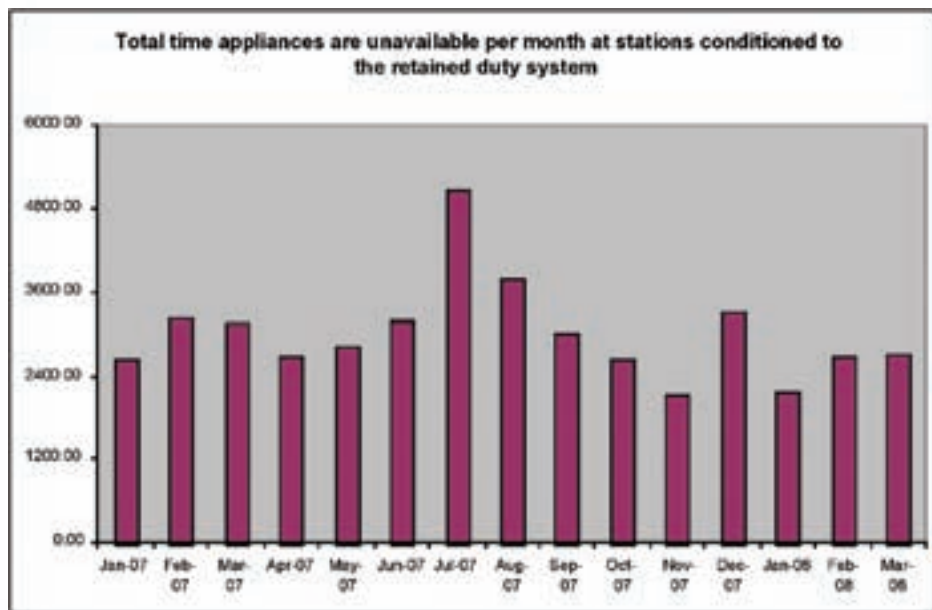
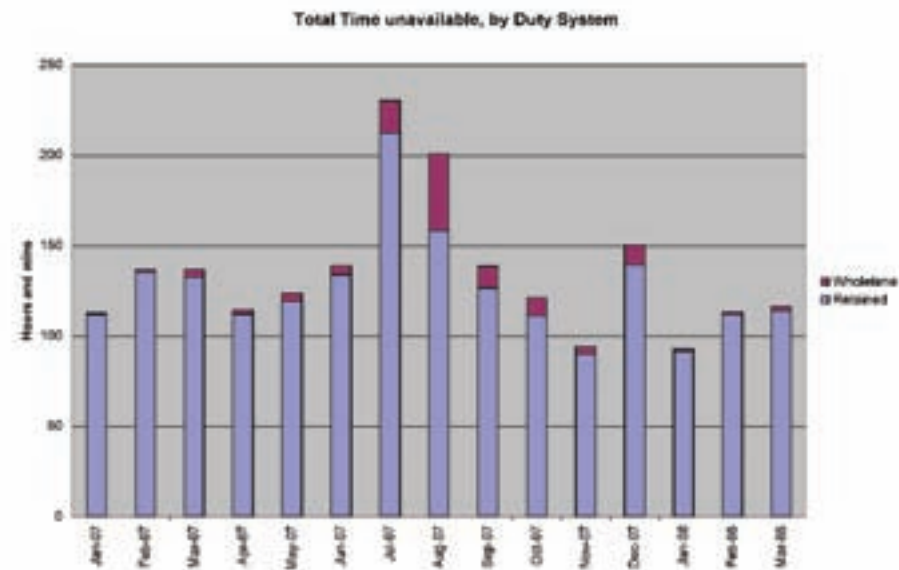


Figure 21.



We believe that no matter where you live in the County you have a right to expect as far as is reasonably practicable a fast and effective emergency response and we believe that our communities would expect us to use technology and innovation to help us deliver these expectations and continually improve the service that we deliver.

place at the right time with the right equipment if an appliance is not available. Therefore, it is essential that we seek innovative solutions when reviewing the availability of appliances.

The Service cannot respond even with the right person in the right



Availability of Firefighters Conditioned to the Retained Duty System

The impact of availability or how often appliances crewed by firefighters conditioned to the retained duty system are available means, simply, that at some times of the day firefighters are not available to respond to emergencies in some areas. This means, in the event of an emergency, appliances from further away must respond, taking longer to arrive and taking firefighters away from other areas of the County.

Graphs detailed above compare the number of hours that appliances crewed by firefighters conditioned to the wholetime and retained duty systems have been unavailable for emergency calls for the period January 2007 to March 2008.

This comparison clearly demonstrates a significantly greater loss of availability within the cover pro-

vided by firefighters conditioned to the retained duty system than those on the wholetime duty system.

How do we expect this to improve our performance?

It is intended that the outcomes of our work will improve our performance against our agreed attendance standards of 8, 10 and 20 minutes for a greater section of the County than is currently provided for.

How do we intend to do it?

We will seek innovative solutions to providing retained availability.

When will it happen? How long will it take?

The outcomes of the work will be delivered in the financial year for 2009/10.



Who will be responsible?

This work will be delivered by the Director of Workforce Development.

How much is this likely to cost and where will the funding come from?

Costs associated with the implementation of new arrangements will be balanced against risk reduction and improved opera-

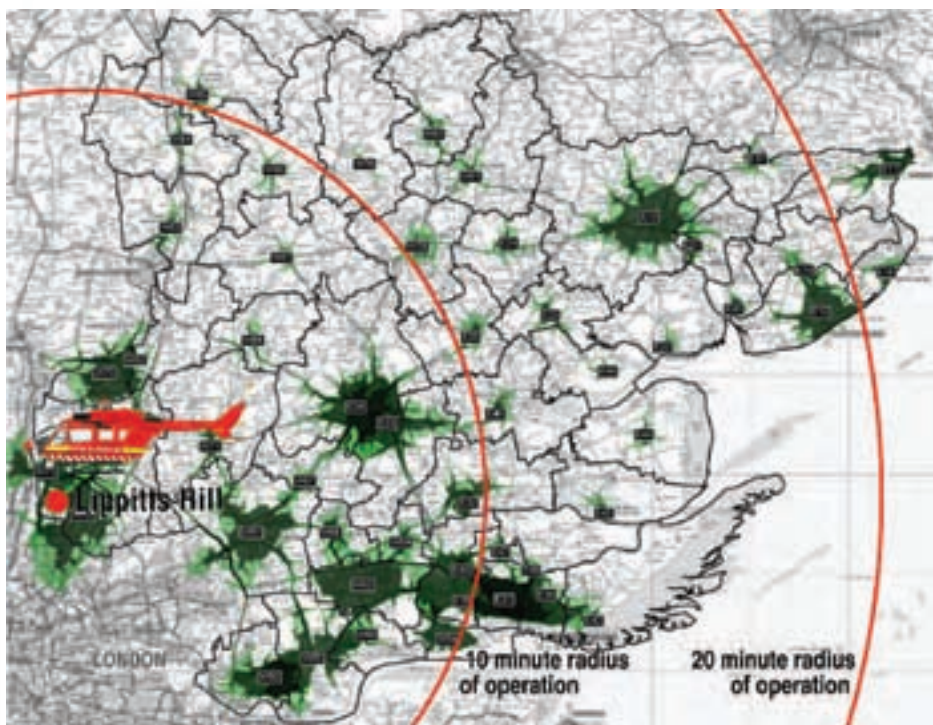
tional cover thereby ensuring value for money. Proposed costs will form part of the budget for 2010/11.

Intention 5 ~ Operational Response and Deployment

What do we intend to do?

There are a number of ways in which our intentions can be achieved using existing and more

Figure 22. Turn-out Areas for Retained and Wholetime Appliances, Compared with a Helicopter Based at Lippitts Hill



modern, innovative methods and all realistic options will be considered.

It is our intention, as part of this wider review of specialist roles, rescue and deployment, to undertake a feasibility study looking at the role of helicopters in the modern Fire and Rescue Service. Used by other emergency services in the UK, across Europe and

many other countries in the world, they provide one modern solution to service delivery allowing a fast response wherever needed. A response faster than many existing options which rely on travelling to incidents on roads that are already heavily congested and will become more so as Essex continues to expand its commercial and domestic infrastructure.

Why do we think this is the right thing to do?

As demonstrated within the County Wide Review, Essex is a fast-expanding and diverse county. A county that requires a Fire and Rescue Service that is able to respond in a dynamic, innovative and progressive manner.

We believe that operational response should utilise the most efficient methods for ensuring that we get the right equipment to the right place in the fastest possible time. This provision should be regardless of where you live within the County. It is with this in mind that we believe it is right for the Service to consider all possible options for improving our operational deployment.

It may be controversial - should we get a helicopter?

Figure 22 shows the turn-out areas for appliances crewed by firefighters conditioned to the retained and wholetime duty systems. The dark coloured areas represent eight minute response areas and the lighter green areas represent ten-minute response areas. It can be clearly seen that greater areas are covered by firefighters conditioned to the wholetime duty system than those covered by firefighters on the retained duty system. The provision of a helicopter capability provides the potential for deployment across the County that is equal regardless of type of cover.

How do we expect this to improve our performance?

It is intended that the outcome of our work will provide a detailed feasibility study establishing whether or not there is a role for a helicopter unit in the Fire and Rescue Service and, if so, what the organisational and financial implications may be.

How do we intend to do it?

The feasibility study will consider whether using a helicopter such as that used by the Essex Air Ambulance and Essex Police, but dedicated solely to Essex County Fire and Rescue Service needs, will allow it to best meet the demands set out above. The study will evaluate the feasibility of working in partnership with the Metropolitan police at their base at Lippitts Hill. Early indications suggest that this would represent the most cost-effective option.

When will it happen? How long will it take?

The study will be completed in 2009.

Who will be responsible?

The work will be delivered by the Director of Operations and Resilience.

How much is this likely to cost and where will the

funding come from?

The cost of the feasibility study will be met from within existing resources.

Intention 6 – Crewing and Attendance Standards

What do we intend to do?

Our intention is to implement new ways of working to allow Station Management Teams to plan resources effectively and flexibly to ensure fire appliances are kept available, 24 hours per day, 365 days per year.

Why do we think this is the right thing to do?

Using a nationally provided calculation Essex identified that, in order

Would you support pilots to test a new style of station management?



Ian Marlow 2008

to maintain optimum availability of our appliances crewed by firefighters conditioned to the whole-time duty system and primary crewed special appliances, 1.4 firefighters need to be employed for every one firefighter rider position. Employing this many firefighters was intended to ensure that every fire appliance would be available all of the time. Included within this work was the maintenance of a four-watch system, with each watch operating in isolation from the others, so that personnel

could not swap between watches to provide a higher degree of flexibility in ensuring that fire appliances remained available.

Despite building in a necessary level of capacity, the Service still spends in the region of £0.4m every year moving personnel between stations every day to cover for absences above and beyond those which could be considered reasonable. This is not only an unnecessary expense, but also causes disruption to the working day of fire crews, impacts

on training, unnecessary road movements which may impact on safety and the environment and is a system which many firefighters dislike.

It is anticipated that this [proposal to implement new crewing and attendance standards] will realise net annual efficiency savings of approximately £0.3m.

At present because crewing of fire appliances is done 'globally' across the County, if an absence occurs at one station which means insufficient firefighters are available, responsibility for covering that gap rests centrally with Headquarters. This is in part compounded by an out-dated business model for running fire stations which sees prescriptive centralised control taking away flexibility from local managers to run fire stations.

Most importantly, local responsibility and accountability are undermined and the ultimate consequence is that fire appliances

on some occasions are not available. This is particularly the case at weekends and over the summer months.

How do we intend to do it?

We will run a series of pilot programmes utilising a new model of empowered autonomous station management. Firefighters will not be asked to move off pilot stations to cover gaps and firefighters will not be moved onto pilot stations to cover gaps. It is anticipated that we will improve operational availability, reduce costs and empower managers by better managing resources within existing shift systems.

It is essential, however, for this to succeed that short-term sickness absence is controlled at the lowest possible level. Having invested significantly in better occupational health facilities the Service will adopt a more targeted focus on ensuring managers apply the Service's absence management

policy. The Service will also adopt a proactive approach to identifying areas where absence is unacceptably high and will work with local managers to address local problems.

How do we expect this to improve our performance?

This will serve to improve operational availability at stations. The benefit of this system locally will be a reduction in disruption from unnecessary movement of personnel and therefore a reduction in unnecessarily incurred expenditure.

Station personnel will be encouraged to develop flexible local systems that best suit their needs and encourage an attitude of a family friendly workplace.

Greater flexibility in taking holidays, covering for colleagues and other local benefits will be developed, whilst allowing maintenance of the existing shift system.

When will it happen? How long will it take?

We will run the pilots during 2009. The outcome of the pilots will be reviewed and, subject to their success, full roll-out taking place during the 2010/11 financial year.

Who will be responsible?

This will be delivered by the Director of Workforce Development.

It is anticipated that this will be at zero cost to the Authority and will realise annual efficiency savings of approximately £300,000.

The pilots will be run within existing budget. It is anticipated that they will generate savings in the short term. In the longer term it is expected that significant savings will be realised as more stations are managed in this way.

Our Services

As well as dealing with emergencies, fires and other incidents, Essex County Fire and Rescue Service also offers a range of safety services free of charge:

- Home fire safety checks
- FireBreak
- Community Wheels
- Crucial Crew
- Duke of Edinburgh Award
- Juvenile Fire Setters Programme
- Electric blanket testing
- Open days
- School visits
- Station visits
- Chip pan demonstrations
- After the Incident Response
- Road traffic collision reduction initiatives
- During performance inspections
- Driver awareness campaigns on access issues
- Nominate a Neighbour scheme
- Posters, leaflets and newsletters for local communities and organisations
- Attend fêtes and charity events
- Provide business fire safety advice
- Provide advice on request
- National campaigns

For more information on any of the above please call the Community Education Department on 01376 576000.

Jargon Buster

What does it mean?

Areas of Multiple Deprivation

Neighbourhoods considered to be deprived in terms of income, employment, health and disability, education, skills and training, barriers to housing and services, crime and the living environment.

Communities and Local Government

The Government department that sets UK policy on local government, housing, urban regeneration, planning and fire and rescue.

Community Risk Register

This is a 'live' document detailing the risks within Essex. A 'risk' for the purpose of the Community Risk Register is one that can lead to a major emergency.

Control of Major Accident Hazards

"COMAH" regulations apply mainly to the chemical industry, but also to some storage activities, explosives and nuclear sites, and other industries where dangerous substances are kept or used.

Essex County Fire and Rescue Service

The statutory Fire and Rescue Service for the County of Essex and the unitary authorities of Southend and Thurrock.

Essex Fire Authority

Runs and manages the Essex County Fire and Rescue Service on behalf of the communities of Essex. The Authority is made up of 25 elected members representing Essex County Council and the unitary authorities of Southend and Thurrock.

Essex Resilience Forum

The purpose of the ERF is to ensure that the emergency services and other key agencies are prepared to respond to any emergencies that may have a significant impact on the communities of Essex.

Integrated Risk Management Plan (IRMP)

Sets out a Fire and Rescue Authority's assessment of local risks to life from fire, and uses this to identify how its resources should be deployed to tackle these risks and improve the safety of local people.

National Intelligence Model

This improves the opportunities to share intelligence across police forces and other agencies such as Crime and Disorder Reduction Partnerships. The Essex Fire Authority's model is based on the NIM and helps us to ensure that our planning process is aligned to those of our partners.

Regulatory Reform (Fire Safety) Order 2005

A statutory instrument which places the onus on individuals to carry out risk assessments on certain types of property and submit them to their local fire authority.

Regional Spatial Strategy

A strategy to guide planning and development in the East of England to the year 2021.

Stakeholders

People with an interest or concern in something.

Thames Gateway South Essex

Aims to deliver a better quality of life for those who live and work in the south of Essex, with a series of initiatives covering education, health, urban regeneration, transport, prosperity, leisure, the environment, culture, the arts, sport and business innovation.

Years of Potential Life Lost

The Years of Potential Life Lost indicator is an annual, age adjusted, rate of years of potential life lost per 1,000 population. So a figure of 200 for an super output area indicates that 200 years of potential years of life, after adjustment, have been lost per 1000 members of the population over a year. For example, other things being equal, the death of two one-year-old children ($74.5 * 2$, years lost) and one 24-year-old (51 years lost) in a super output area with a population of 1,000 would result in a Years of Potential Life Lost figure of 200. The years lost are calculated as 75 minus age at death.

Reference Documents

Civil Contingencies Act 2004

Office of Public Sector Information

www.opsi.gov.uk

Community Risk Register

Essex Resilience Forum

http://www.essexcc.gov.uk/microsites/essex_resilience/crr.htm

County Wide Review

Essex Fire Authority

www.essex-fire.gov.uk

Data Protection Act

Office of Public Sector Information

www.opsi.gov.uk

East of England Plan

East of England Regional Assembly

www.eera.gov.uk

The Fire and Rescue National Framework 2008–11

Communities and Local Government

www.communities.gov.uk

Fire and Rescue Services Act 2004

Office of Public Sector Information

www.opsi.gov.uk

Indices of Multiple Deprivation 2004

Communities and Local Government

www.communities.gov.uk

Regulatory Reform (Fire Safety) Order 2005

Office of Public Sector Information

www.opsi.gov.uk

For a **FREE** home safety visit please telephone

us on:

0845 610 2495

or

visit our web site at:

www.essex-fire.gov.uk



Fit a **smoke alarm** today.

It could save **your life!**

IN LOYING MEMORY



Tell us what you think

Use the special pullout section, at the centre of this document, all you need is 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. Don't forget to give us your full name and address- and if you don't mind us contacting you by phone - 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 **01375 576000**. We will be only to pleased to discuss them with you.

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 alfabesinde, 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 विषय पर हम की वीबो वृत्ति परामर्श, वेब, को गिट और अडियो कॅसेट या रिप्लेन उपकरण उपलब्ध हैं। कृपया हमका 01277 222531 को (दलीकतम 2281 या वचनको को)।

اسی دستاویز کے لئے فراہم کیے گئے ہیں، بریل، بڑی چھپائی میں اور آڈیو کاسٹ پر دستیاب ہیں۔
سہولتوں کے لئے 01277 222531 کی ایکسٹینشن 2281 پر رابطہ کیجئے۔



Ian Marlow 2008

