



Essex Fire Authority
Annual Report
2011/2012

Other Languages

Essex County Fire and Rescue Service serves a diverse community. In line with our values and to support the principles of equality and access to services for all, this document is made available in other languages and in other formats such as large print, audio and Braille. Details are set out below.

Copies of this document are available in other languages, Braille, large print and compact disc on request. Please contact 01376 576000 ext. 6116.

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इस लिखित प्रमाण की प्रतियाँ दूसरी भाषाओं, ब्रेल, बड़े प्रिन्ट और ऑडियो कैसेट पर निवेदन उपरान्त उपलब्ध हैं। कृपया नम्बर 01376 576000 को ऐक्स्टेंशन 6116 पर सम्पर्क करें।

اس دستاویز کے نسخے فرمائش کرنے پر دوسری زبانوں، بریل، بڑی چھپائی میں اور آڈیو کاسیٹ پر دستیاب ہیں۔
مہربانی کر کے 01376 576000 کی ایکسٹینشن 6116 پر رابطہ کیجئے۔

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Foreword

Adversity to Advantage – the key to becoming an excellent fire and rescue service

Essex County Fire and Rescue Service has demonstrated a determined approach to turning adversity to advantage. The Service has adopted a strategy of innovation and creativity to not only deliver significant savings over the years 2011-13, but to continue on its journey to excellence by increasing investment in frontline equipment and training.

The Service has adopted a proactive approach to exploiting its assets and to future-proofing the Service for the 21st century. The continued dedication and commitment of an enthusiastic and motivated workforce is allowing ECFRS to deliver even more by challenging outdated work practices. By doing things differently, we are continuing to deliver a first-class service to the community, even with the financial challenges resulting from the Comprehensive Spending Review (CSR). Major changes have involved reviewing the structure of the organisation and the working patterns of firefighters and officers to contribute to the delivery of the potential £10m savings required over the CSR period.

At a time when many public sector organisations and UK fire and rescue services are facing significant job losses and unprecedented budget reductions, Essex Fire Authority has committed to a series of

principles that allow the Service to not only provide job security for its workforce, but also to ensure the safety of Essex communities by retaining all of its 50 fire stations and to maintain all of the fire appliances that are currently deployed.

No stone has been left unturned in seeking out savings – all support teams have been reviewed to ensure that the Service is operating efficiently and effectively in everything it does. Against this backdrop, ECFRS has conducted a wide-ranging review of fire cover, which puts the Service in a better position to allocate resources proportionate to risk.

Changes have been made to crewing arrangements at Canvey and Brentwood Fire Stations, while operational resilience is being improved in the north west of the County. Plans to build a world-class training facility as part of the expansion of its Kelvedon Park headquarters site are also being progressed, bringing jobs and prosperity to the region. Still at the scoping stage, the programme involves a £20m investment over 20 years while the 'remain as we are' position would cost the Service £17m over the same period. For just £3m over 20 years, the Fire Authority can provide a state-of-the-art facility that will consolidate

much of its training operations on a single site, a training resource that will also be offered commercially to other fire services.

The development at Kelvedon Park will include a modern Control facility for ECFRS' emergency call handling utilising state-of-the-art technology and accommodation.

Partnership working and the sharing of services remains a strong organisational philosophy. Essex Police has stationed its officers in four retained fire stations so far and there are plans for officers to have a presence at further sites. This is the result of a joint collaboration with ECFRS, the Police and Essex County Council through its libraries and allows the Service to fully exploit its assets, generating income through rental. A partnership with HM Coastguard has also seen a local unit being placed to share facilities at South Woodham Ferrers Fire Station.

ECFRS has become more commercially minded. The review of its Workforce Development Directorate is ensuring that we challenge the manner in which we procure and provide training and development for our workforce. The outcome of this will not only deliver efficiencies within this service area, but will also ensure that our highly valued and skilled workforce is prepared to meet the challenges of the future.

Anthony Hedley
Chairman, Essex Fire Authority



Chief Fire Officer, Chief Executive & Head of Essex
Civil Protection and Emergency Management
David Johnson





The Service's mission is unwavering – the safety of Essex will always be its first priority.



Service Strategy

In our Corporate Plan for 2011-2015 we published our revised strategy. The strategic vision, objectives and actions formed the basis for our detailed plans for 2012. The strategy remains unchanged for 2012/13.

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

- Protect core values of excellent fire and rescue services to people in need.
 - Reduced fire risk for high risk groups and communities, 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 engaged, more resourceful citizens and businesses increasingly support prevention and protection activities in their own communities.
 - Joint work with partners in emergency service planning and delivery.
 - Shared services, resources and responsibilities with partners and communities where it adds value.
-

For taxpayers

Lower costs and improved outcomes

- Assets and resources effectively utilised and shared where possible.
 - Reduction in headcount over time.
 - Crewing systems which meet demand 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:

From 2011-2015 we will continue to focus on making our communities safer. We will do this by delivering more proportionate cover based on intelligence-led risk assessment. We will use the freed time and resources for wider and more targeted prevention and protection, and we will build new freedoms and powers for fire stations.

Fire Cover

Shift fire cover toward high risk areas

- Adjust crewing systems in areas of overprovision to enable redeployment to areas of need and reduce operational service delivery costs.
- Moderate response to Automatic Fire Alarms to free up time.
- Continue to review pre-determined attendances at incidents.

Community safety

Tailor community safety services

- Use freed time to expand and improve 'upstream' services of prevention and protection for targets groups.
- Strengthen relationships with key industries, businesses and communities to increase their self-sufficiency with regard to prevention, protection and organisational resilience.

Data & intelligence

Build insight

- Provide resources for better intelligence to help target resource allocation decisions.
- Tighten cost, supplier and performance management.

People

Broaden roles, toughen rules

- Increase average utilisation and capacity for specialisms (eg urban rescue) including community engagement.
- Support the development of effective leaders.
- Target training at business need and specific roles.
- Implement clearer, tighter performance management.

Assets

Share assets

- Improve utilisation of assets and services (eg emergency response, use workshops for local authorities, sell human resources services).

Culture

Build freedoms and support

- Give more freedom for station commanders and watch managers to define services, within a clear performance and value framework.
- Give the Headquarters' departments a clear role which defines how they intervene.
- Encourage a flexible approach to uniformed/non-uniformed split of roles.

Values

Our values provide the foundation for all that we are planning to achieve in the future. These values illustrate what we expect from our staff and what the community of Essex can expect of us. These values have become embedded over several years and will remain at the heart of our Workforce Transformation Programme.



Respect

We treat everyone with consideration and value their contribution. We practise and promote honesty, integrity and mutual trust. We treat everyone fairly and value their differences. We recognise that we have both rights and responsibilities in the way we work together.



Openness

We are clear and transparent in our actions and behaviours. We are honest. We share experiences, thoughts, ideas and knowledge. We consider new ideas without prejudice.



Accountability

We believe that we are all accountable for our own actions and behaviours.



Involvement

We create an environment that encourages participation by everyone.

Making Progress

Home Fire Safety

ECFRS is committed to delivering home fire safety visits and fitting smoke detectors for residents of the County deemed to be most at risk from accidental fires in the home. In the past year, our dedicated technicians and operational crews carried out 5,289 such visits across Essex.

The Community Safety Department monitors fire statistics and has formed many partnerships with organisations such as BOC Oxygen, the Rural Community Council of Essex, the Royal British Legion, and Central Essex Community Services' Carecall Centre to ensure that we positively target those most vulnerable in the County.

This is consistent with the aim of the Service Strategy to reduce incidents amongst those most at risk.

Workplace Fire Safety (WFS) Inspections

Station-based personnel will be undertaking a programme of visiting workplaces to ensure fire safety standards are being maintained and to support this, procedures and training will be delivered so that this work is carried out in an effective and consistent manner. Our station based uniformed staff have in the past carried out these visits in low risk premises, but in recent years, in line with Service Strategy and in line with the

needs of the community the focus for our station based personnel was on home fire safety. The home fire safety agenda in Essex has now been extremely well established, both within the community and with our partners and there are many local initiatives in place to ensure that this continues to be effective and targeted.

Station based personnel carrying out these workplace fire safety visits will allow officers trained as specialist fire safety officers to focus on high-risk premises, to continue to drive down the risk of fire in Essex.

Residential Care Homes

Residential care homes are categorised as being high risk premises, as they can accommodate some of our most vulnerable members of our society. Our specialist fire safety officers have undertaken a programme of robust audits in these premises which focus on evacuation and proactively learning from the tragic incidents which have occurred in recent years in other parts of the UK. This has strengthened links and emphasises prevention and protection in this sector.

As demographic trends forecast, the over 65 population in Essex will continue to increase. ECFRS will ensure that the focus on increasing and maintaining fire safety in residential care homes is maintained.

Youth Schemes

The success of a number of ECFRS youth initiatives has continued to ensure that they remain as examples of good practice and as an inspiration for other fire and rescue services and other organisations throughout the country. Our youth schemes have been praised highly by Communities and Local Government (CLG) and this recognition has led us to produce a suite of guidance documents to be used as an example of best practice by other fire and rescue services.

Firebreak

Our Firebreak programme is aimed at children between the ages of 13-17 years. Working closely with the Crime and Disorder Reduction Partnership, the programme promotes a culture of safety and citizenship by teaching and encouraging a range of life skills whilst engaging in the fundamental disciplines of the fire and rescue service.

Firebreak endeavours to:

- Instil a sense of self-discipline, self worth, independence and responsibility;
- Promote teamwork;
- Encourage trainees to respect diversity and difference;
- Confirm the benefits of worthwhile and fulfilling relationships;
- Urge students to play an active and worthwhile role as a member of their community;
- Educate the students on the consequences of behaviour and actions;
- Educate the students on road safety and fire safety;
- Ensure that the trainees make the most of their and others potential.

A total of 31 Firebreak courses were completed from April 2011 to March 2012. 369 students took part in 31 courses and 89.7 % of students completed the course successfully, earning an AQA certificate.



These results are amongst the very best in the country. 80% (data to 2010/11) of students that had offended before the Firebreak course have not re-offended since; which compares very favourably with other rehabilitative solutions and extremely favourably with offenders that have served custodial sentences.

Further progression courses run by ECFRS, such as 'Young Firefighters' and the 'Duke of Edinburgh's Award' allow the Service to continue to engage with the communities we serve. These schemes are aimed at young people between the ages of 13 and 17 years, and participants nominated by:

- Local schools
- The Firebreak Scheme
- Duke of Edinburgh Schemes.
- Nominations from the Firebreak scheme

We have continued to extend our Young Firefighter schemes and this scheme now operates at eleven locations across Essex. Between 1st April 2009 – 31st March 2011, 428 students attended the Young Firefighters 17-week and 21-week Duke of Edinburgh courses with a completion rate of 93.5% over the two years.

Following on from a successful audit and review, ECFRS has successfully retained its license as an independent Operating Authority for the Duke of Edinburgh Award, which it has held since 2005. ECFRS has been authorised to grant bronze, silver and gold awards on behalf of HRH the Duke of Edinburgh for the next three years and remains the only FRS authorised to do so. Since our accreditation in 2005, ECFRS has guided hundreds of young people to achieving the bronze award and is currently working on our first silver award course. The Service has been congratulated for achieving the highest of standards and has been recognised as an exemplar for best practice. The report says ECFRS demonstrates "extremely good practice in its use of D of E as a structure in which to accredit the learning of life".

Our 'Extra 21 Firebreak' course (a course run specifically for students with Down syndrome), has been a resounding success and we have now run four courses, which have been successfully completed by 46 students. Two courses will be completed in 2012: one for adults and the other for those under the age of 18.

The course was recognised as an initiative which has achieved outstanding results in the Emergency Services Awards 2011; being selected out of fire and rescue service initiatives being run throughout

the UK to win the Fire Safety Education Award.

The ECFRS Youth Engagement Team was also named runner-up for the 'Service Delivery Team Award' in the Fire Service Equality and Diversity Awards 2010, which clearly demonstrates a commitment within the Service to equality and diversity.

Juvenile Firesetters

ECFRS runs a Juvenile Firesetters scheme – where young people who may be showing signs of firesetting behaviour, or are already engaging in firesetting, can be referred by concerned parents/guardians, local fire crews or other agencies, including schools, police, social care and youth offending teams. Trained advisers from across our Service work outside their primary role, to engage with the young person in their own home to address this behaviour.

It costs ECFRS on average £100 to accept, engage and process a Juvenile Firesetters referral. The scheme has proved to be highly effective, with only 6% of all young people dealt with under the scheme referred back to us because of a further firesetting incident. Alternatively, evidence has shown that the average cost of responding to a fire is £2,899 (Source: Economic Cost of Fire, 2004 (Figure of £2,289 adjusted for inflation by 3% per annum)).

Education and Schools

ECFRS recognises the importance of early engagement and education with our County's young people to contribute to a reduction in nuisance, anti-social and criminal behaviour.

- ECFRS staff deliver structured education programmes targeted at year 3 and year 7, as well as visiting schools to give safety talks on a range of subjects. In the year 2011/2012 59,614 Essex school pupils received input from our staff.

Road Traffic Collision (RTC) Reduction

ECFRS works hard to make the County's roads a safe place for people and has a dedicated RTC reduction unit. A wide range of road safety promotional and educational initiatives are delivered around the County, all designed to help reduce the number of people killed or seriously injured on the roads of Essex.

Road death and injury is tragic, emotional, expensive and demoralising. It is also preventable. Our effective, focused and well evaluated road safety activity raises awareness to protect our most vulnerable road users and reduces the numbers of people being killed or injured on the roads.



Our work has a lot of focus on car drivers and in particular high risk, inexperienced drivers such as young male and newly qualified drivers. The educational and preventative elements we deliver are fundamentally important in seeking to reduce RTCs and the number of people who are killed or injured. To do this we take full advantage of ongoing national campaigns, working with other agencies such as the police and our position of having staff who are strong role models for high risk driver groups.

We deliver an RTC session to secondary school pupils – young people who are about to become drivers – entitled ‘Roadrunner’.

Most of our intervention work is delivered via our Community Wheels project, which helps us engage fully with local communities and specific target groups.

FireBike

In 2011 according to Essex Police, there were 202 motorcyclists killed or seriously injured (KSI) on the roads of Essex. Although motorbikes account for less than 1% of all traffic, they make up nearly 25% of overall KSI figures.

In response to this, FireBike is our highly successful RTC education and publicity initiative through which we engage positively with Essex’s motorcyclists on a range of safety and related issues. This helps us to promote safer riding and reduce the number of motorcycling casualties in Essex.

Our key FireBike messages are:

- Train as if your life depends on it
- Protect yourself and your pillion
- Learn to share the road

Our FireBike riders are operational firefighters and highly qualified motorcyclists. They use their experiences as firefighters attending RTCs and as motorcycle enthusiasts themselves to engage with riders and their pillion passengers at motorcycle events and venues throughout Essex during the core biking season (April to November). The team take to the road on three distinctive superbikes, liveried in FRS colours which have been supplied to the Service. Canon BMW Motorcycles in Braintree have supplied a BMW K1300R and a BMW S1000RR and Parkinson Motorcycles, Colchester have donated a Ducati 1098S.

The FireBike team has been a great success story since its

Ducati 2012 Firebike



establishment in 2009 with just one bike and two riders, that ECFRS has recently launched the fourth year of the FireBike scheme. It is envisaged that they will attend a vastly increased number of events and reach the largest number of motorcyclists to date to spread the safety message.

In the last two years motorcycle deaths have halved and the number of biker injuries has dropped by 13.7%. The fourth year of the FireBike Scheme was launched on 30th March 2012.

Operational Calls Down – New Automatic Fire Alarms (AFA) Policy

Calls made to ECFRS fell by nearly 2,500 between 1 April 2011 and 29 February 2012, compared with the same period the previous year. The table below demonstrates that the most significant reduction is due to the Service’s Automatic Fire Alarms (AFAs) policy.

Amendments to the operational response to AFAs were introduced in February 2011 (ref Policy and Strategy Committee Paper EFA/105/10 – 10th November 2010). The new procedures apply to AFA calls received for commercial, non-sleeping premises only, whether by person or alarm receiving centre (ARC), and result in an attendance by ECFRS being made only upon confirmation of a fire. Calls to schools and top-tier COMAH sites (“Control of Major Accident Hazards”) are not affected.

In order to further analyse the internal impact of the changes, comparisons have been made between the first full twelve month period since the introduction of the new procedures (1st March 2011 to 29th February 2012), and the same period for the previous year. 16,034 calls were attended by ECFRS during this period, 21.5% (3,444) of these were to AFAs, compared to 30.5% for the same period the previous year.

During the same period, 29.4% (1,436) of calls received to AFA were recorded but did not receive an attendance. 95.3% of calls to AFA attended during the period were recorded as false alarms, compared to 96.3% during the previous twelve months.

The Service has received no evidence to suggest any premises has suffered an increased fire loss as a result of a call to an AFA not receiving an immediate response and attendance.

This has resulted in less vehicle movements and meant that appliances have been more readily available for attending another emergency incident. This results in a significant reduction in costs, with an improved level of availability and rescue capability.

Switch Crewing for Special Appliances

The Service moved to switch crewing the Service's special appliances, rescue tenders (RTs) and new aerial ladder platforms (ALPs) from September 2009. Now an officer and a firefighter cover both appliances, where previously an officer and a firefighter would have been specifically allocated for each appliance. Colchester moved to switch crewing on 24th September 2009; Harlow from 4th October; Southend, once moving the RT from Leigh, from 15th February 2010; and finally Grays received a new ALP to switch crew with their RT on 7th December 2010 (the old ALP was removed from Basildon). Chelmsford continued to switch crew their ALP with the Service's Incident Response Unit.

Fire Cover Transformation Programme Canvey Island Move to full Retained Duty System

On 15th October 2011 Canvey Island's rescue pump changed from being crewed by wholetime firefighters to being a two pump station solely crewed by retained duty system (RDS) staff. The change was instigated once the target of an additional ten full-time equivalent posts were recruited. The released 28 wholetime posts (in excess of £1 million efficiency savings), which were relocated throughout the Service.

Canvey Island's rescue pump availability has significantly improved compared to the rest of 2011, since being crewed by RDS staff, with the appliance only being 'off the run' on a couple of occasions, each time this was projected and cover organised using the Service's new mixed crewing policy.

Since Canvey Island's move to RDS the average turnout time for the first appliance to be mobilised to a Canvey Island incident has only increased by 1 minute 18 seconds. From October 2011 to January 2012 the first appliance mobilised took an average of 4 minutes and 6 seconds to proceed following the station alert. The same period for the previous year showed the average turn-out time to be 2 minutes and 48 seconds.

Though initially decreasing, Canvey Island's water tender availability has been improving as firefighters progress through driving and Watch Manager Managing Incidents courses (allowing the ability to ride as Officer-in-Charge of an appliance). The Service continues to recruit on Canvey Island to keep improving the availability of the water tender.

Brentwood Fire Station

Since the Brentwood project was initiated on 9th February 2011 a total of 74 'interested individuals' have applied with 21 being progressed; seven of these are now employed on the RDS. The remaining fourteen are at various stages of the recruitment process.

To continue the successful recruitment of firefighters, specific training nights have been taking place for the 'interested individuals' and in addition to this the new Brentwood personnel have had the opportunity to attend other local stations to train with other RDS personnel, improve their skills and also gain a greater knowledge of the commitment required when working as a retained firefighter.

In early April an interim mixed crewing schedule was implemented, involving each Saturday day shift whereby RDS personnel ride with their wholetime colleagues. Over the coming months the Service will continue to integrate the RDS staff to fully crew Brentwood's second appliance. As wholetime personnel become supernumerary they will be posted throughout the Service which will, in the medium term, deliver efficiency savings anticipated to be in excess of £750,000.

Great Dunmow Fire Station

The Service's Great Dunmow project remains on track following Fire Authority approval to proceed with a nucleus crewing system, which would involve 6 wholetime staff working from Great Dunmow and also two full-time equivalents budgeted for, which would enable the RDS staff at Great Dunmow to supplement crews as required. Options for developing the Great Dunmow site are being considered and a staff selection process is underway.

This project represents a significant investment in the Uttlesford and Braintree area, allowing an enhancement in the delivery of community safety initiatives, with additional costs being in the region of £300,000.

Day Crewing Review

This project enters its second phase following approval of the Fire Authority to move over to a one watch system in December 2011. This should release eight personnel, and achieve over £250,000 savings on staffing costs, with a longer-term strategy to realise capital from the sale of Service housing in these areas. The current status of

the project is that proposals for the new shift systems are being considered with the representative bodies engaging in this process.

New Ways of Working

Enhancing our Availability – Mixed Crewing

The Service introduced its mixed crewing policy in October 2011. This challenged a lot of previous cultural stigma attached to firefighters on the retained duty system from wholetime staff. The policy has been important in supporting the implementation of the Canvey Island project, but has also helped to maintain crewing levels at other stations, such as Braintree Fire Station.

The mixed crewing policy marks an important step forward in the Service becoming more flexible in its priority of maintaining appliance availability and achieving optimum use of resources available at any one time.

Pre-arranged Outduties (PAOD)

PAOD clearly supports the underpinning principle of the right person in the right place at the right time. A successful pilot period on all the wholetime Blue Watches in Essex commenced on the 4th February 2012, and as completed on the 15th March 2012 when it was established across all wholetime watches. During the pilot there was a significant increase in appliance availability. This has now been adopted across the Service.

Incident Type	2010/11	2011/12
Fires	5,519	5,498
Special Services	3,611	3,445
False Alarms	8,383	6,095
Total	17,513	15,038

Rota Day Working

ECFRS personnel now have the ability to earn more money, on a purely voluntary basis, by working additional shifts. This policy gives firefighters the option to earn more money working for the Service during their rostered time off.

First Responder/SAVS – Doing More for Essex Communities

Two examples of new life saving schemes have been introduced to enhance current capacity and develop our services for the communities of Essex.

ECFRS Volunteers Project – Partnership with SAVS

The partnership with Southend Association of Voluntary Services (SAVS) delivers increased fire safety to the Southend area, supporting the work of ECFRS' own home fire safety technicians. As from March 2012, 18 volunteers had been recruited to carry out home fire safety visits (HFSV) targeted at those most at risk.

By 31st March 2012 more than 200 visits had been completed by volunteers, the majority to the over 60's, 18 visits to ethnic minority households and 16 made to lone parent families.

First Responder

Crews on the RDS at Newport and Coggeshall have taken on the role of First Responders, providing emergency first aid in support of the East of England Ambulance Service. This provides, in the first crucial minutes of a medical emergency, a newly-trained team of firefighters to



First Responders Team

the community. Working in pairs, firefighters offer immediate response to provide early medical care to their local community. In the first month of 2012 the team were called out 15 times and in one case helped to prevent a desperately sick man from suffering a heart attack.

Service Delivery Transformation Programme – Two Area Commands/ Functional Command

In January 2011 SMB (ref SMB paper 11/008) approved the establishment of the Service Delivery Transformation Programme (SDTP) which had four key desired outcomes:

Enhancements to the flexi-duty officer rota

To make the shift system which our current uniformed middle managers work more effective, in context with the Fire Authority's principal of no planned redundancies and SMB's decision to work within the current flexi-duty rota system (ref SMB paper 11/049). The transition to the full implementation of the new structure will therefore be a gradual progression driven by natural attrition, but nearly £150,000 efficiency savings have already been realised.

Increased efficiency due to functional management

Service Delivery has now moved from seven to two area commands, with bespoke functional leads for Operations, Safer Communities and Support Services. New governance arrangements and job descriptions provide clear guidance and expectations.

A more holistic approach to risk management – using more effective risk management planning, enhanced risk profiling software and more focused performance management tools, Service Delivery aligns resources to achieve optimum results. Centralised resources are allocated using performance data, identifying trends, assessing and prioritising.

Greater focus on performance management – Actuate (performance management software) helps target resources and aids the planning process, including training programmes and local initiatives, with results monitored via Actuate action plans. Best practice is also being shared and communicated and, where appropriate, resourced centrally.

The two-area/functional command structure was approved by the Fire Authority in February 2012. A pilot, which ran from September to December 2011, demonstrated increased effectiveness with fewer flexi-duty officers on the rota-bank, a more effective Senior Divisional Officer rota system, and new specialist courses allocated on the basis of each flexi-duty officer having one specialism. Specialist skill development days

for flexi-duty officers have been developed and included in a structured development programme for 2012.

Other outcomes have been: -

- New job descriptions, appraisals and development plans
- Comprehensive governance arrangements updated
- Alignment of Actuate, the performance management IT tool, to the two area functional command structure
- Clear adoption of the holistic risk management ethos
- Central policy is being formed leading to increased efficiency due to functional management
- Increased focus on performance management at Station Management level
- Enhanced scrutiny of station audits and Actuate via the Strategic Delivery Board.

It is considered that the current benefits are only the start of a more agile, progressive and effective Service.

ECFRS – A Resilient Fire Service

The acts and effects of the events that led to the delivery of the New Dimension equipment and training are well documented. The Service continues to enhance our capability in this area to ensure firefighters and officers are best placed to deal an incident of the highest magnitude. By re-allocating resources the Service has been able to establish a Divisional Officer 'Special Operations' who leads, not just in Essex, but also throughout the region on a number of initiatives such as: -

- Interagency Liaison Officers (National/Regional/Local)
- Counter Terrorism liaison
- Enhanced partnership working with other emergency services (National/Regional/Local)
- Development of site specific planning
- Special event contingency planning

In addition to this the Service has continued to develop its planning for London 2012 Olympics by re-allocating significant resources from within the Service, despite representation by DCFO Hunter, no funding has been provided by central government.

Resilience Contracts

ECFRS remains ready to instigate its business continuity plan 'Gian' in the unfortunate event of staffing resources being limited. A fundamental part of the planning is the adoption of the resilience contracts which have been successfully implemented from June 2011. Particularly in light of the national situation on pay and pensions the Service has been challenging and exercising its contingency arrangements to ensure that the best possible service will be maintained to the communities of Essex.

External Partnerships – BJJ Solutions/Spartan Rescue

As well as developing and relocating its own internal resources the Service continues to enhance its operational capacity and response by developing partnerships with external agencies. More recently the Service has developed service level agreements with: -

BJG solutions - BJJ offer a number of additional services, mainly around heavy duty rescue equipment and expertise in dealing with large goods vehicles.

Spartan Rescue – who provide equipment which would be vital in dealing with large flooding incidents, such as personnel carriers, boats, additional command and control equipment and other additional supplies such as large temporary structures.

On each occasion the provider will work in support of ECFRS resources under the command of the Incident Commander.

SAP

The SAP project in ECFRS is coming to a close and will finish in 2012. The project has run over a number of years and has delivered and continues to deliver benefits to the Service. Benefits include a reduction in staff, removal of the double entering of information and much more accurate management information.

ECFRS has chosen to use a number of SAP modules including:

- HRM – The human resource module manages personal record files and allows interaction with all other modules preventing need for a great deal of double entering of information. This is live for all staff.
- Payroll – We have been using this module for a number of years.

The newer modules below are enabling the removal of paper copies of schedules and the direct link to payroll preventing double keying and opportunity for error.

- ESS / MSS – Employee and Manager Self Service allows the management of all absences in such a way that facilitates a single action to enter and then to approve. At the time of writing this is live for all but our firefighters who work the retained duty system.
- TEM – Training and Event Management facilitates that management of training for our staff. We have about 60 sites that we operate from and have a very varied training need. This system considers availability (drawn from other modules), records outcomes (which are used when assigning operational staff to appliances and other operational roles) and updates personal records.

electronic rota book – offers a different solution to recording working time for operational officers that work on fire stations. The ERB not only informs ESS of the recorded working time for all officers but also allows the assignation of officers onto appliances and ensures that the use of the available workforce is optimised. This is the only module that is not currently live or being released into the live environment. It has been tested and there are some issues with its performance that need resolution, after which it will be ready for use.

- TM – Time Management allows the recording of working time and the link to leave, absence, payroll and a shared view. This module operates in the background and is informed by ESS and ERB, improving the repetitive nature of older recording systems.



Spartan Personnel Carrier

Map Showing the Arrangement of Fire Stations in the New East and West Command Areas



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Hadleigh Mountain Bike Event

Control Refresh and Relocation

Following a successful partnership bid Essex County Fire and Rescue Service has been given a £2.2m government grant to deliver an up-to-date new mobilising system. The cash was awarded following a successful joint bid with Bedfordshire and Luton Fire and Rescue Service (BLFRS) (who have been successful in their £1m bid). The decision will enable Essex to retain a Control operation in the County. With its new IT infrastructure, ECFRS was able to offer BLFRS the opportunity to retain its Control centre in Bedford albeit the system will be maintained on servers here. The partnership offers both fire and rescue services good resilience as in the unlikely event of one system going down, the mirrored Control team would be able to handle calls seamlessly.

Last year, the Government announced that funding would be made available to support a range of locally-led projects to improve the resilience and efficiency of local fire and rescue control rooms across England, following the termination of the Fire Control Project. ECFRS and BLFRS submitted a joint bid to each buy a replacement mobilising

system for their Control centres. Fire Minister Bob Neill announced early in March 2012 that the joint bid had been successful, with ECFRS collecting £2.2m and BLFRS £1m. “We are delighted that our collaboration for funding to provide a replacement mobilising system in an innovative way in collaboration has been successful – it means that while both FRSs can retain Control in their own counties, both will be run on the same system and with each offering the other organisation support,” said SDO Paul Hill, Control Relocation Programme Manager.

“The funding will provide state of the art technology to improve how we receive 999 calls and mobilise appropriate resources to the communities we serve in a faster and more effective way, leading to improvements in the safety of our firefighters. “This new system will significantly improve our ability to operate during spate conditions and will enhance our business continuity arrangements, ensuring that our 999 response can be maintained to a high standard even during the most challenging of local or national emergency incidents.” The decision is a huge green light for the Control Relocation programme, with a planning

application already submitted for an extension to the Kelvedon Park headquarters building, which will house the new ECFRS Control Centre.

Olympics

ECFRS has delivered above the nationally agreed standards for preparation for the Olympic Games. Plans are made not only for the Hadleigh Farm mountain biking event, which will be staged in Essex, but also for Lee Valley, which will host the canoeing event, as well as the torch relay and the many other associated risks the Games will bring to Essex. The Hadleigh Farm Olympic Planning Team has completed its fire response plans, which will see a dedicated firefighting team, a rope rescue capability and an urban search and rescue advisor on scene to carry out an initial assessment in the event of a temporary grandstand collapse.

To ensure close co-operation between all agencies involved, a series of venue-specific, multi-agency exercises have taken place to test response arrangements and Command and Control in situations ranging from steady state to crisis management. The Service has also been involved in

planning with Hertfordshire Fire and Rescue Service for the canoeing event. Although the event is over the border, its transport hub is located in Essex. As well as providing cover for that hub, ECFRS will be supporting Herts FRS with a water rescue capability on event days and both organisations are working together to create a venue operational plan for the event. This double-badge plan has promoted a joined-up and co-ordinated approach to planning between the two services.

The Olympic Road Network is a series of roads which must be kept running at all times throughout the Games. As such, a temporary standard operating procedure will be put in place throughout the Olympics to ensure this happens. This will see an ECFRS officer mobilised to all incidents that affect the Olympic Road Network to offer additional support to the incident commander.

The torch relay will be travelling through Essex for two days. During that time, there will be a number of road restrictions in different places at different times. Our operational plan will ensure the event does not compromise ECFRS response times.

Improving our Accommodation and Facilities

Our recent investment has been into three key areas: replacement, refurbishment and new facilities.

Replacement works undertaken through the Asset Protection Works budget include replacement plant and machinery, roof replacements. Many of these works appear simple as there are already facilities in existence, although even the simplest drill tower repairs can require technical solutions. New appliance bay doors mean that parts are available, insulation and safety are improved. Investment in refurbishing facilities ensures that up-to-date processes and systems around modern equipment can be easily undertaken in fit and appropriate facilities.

Key areas:

Technological improvements and significant investment from the Authority ensure that facilities can benefit from ergonomic solutions that are more effective in terms of energy, space use and user efficiency.

The investment described has only been the capital spend that the Authority has agreed to. Each property also has a number of statutory outgoings such as commercial business rates, energy and water use that needs to be invested as well as services such as minor works, repairs, cleaning, water hygiene, electrical and gas testing that all accompany the responsibilities of owning property.

Over the last twelve months Property Services have completed Phase 1b of the Kelvedon Park Development Programme. This delivered improved services and relocation for about 63 staff. Kelvedon Park Headquarters is now occupied by around 200 staff. This project was one of the largest ever undertaken by Essex County Fire and Rescue. Here are a few interesting facts and figures: Approximately 7 miles of cable was installed (48 times the height of Canary Wharf), a total of 1,500m³ of earth was excavated (250 8-yard skips), the total amount of asphalt surfacing was 3,000m² (12 tennis courts), a total of 1 mile of trenches were dug (130 fire appliances parked end to end). At the project's height there were 50 operatives on site daily. A total of 2,000m² of suspended ceilings were installed which equates to 170 parking spaces, the redeveloped heat exchange pond now holds 2,500m³ of water which equates to 2.5 million litres or 36,000 car fuel tanks or 1,400 fire appliances or 1 Olympic size swimming pool or 10 million cups of water and presents significant savings to the Authority.

Design work was also started on phase 2a to provide centralised

Replacement Spend to Keep Sites Working

Ingatestone	Station remodelling and upgrade	£398k
Chelmsford, Southend, Harlow, Leigh, Grays	Shower room refurbishments	£360k
Tollesbury	Station refurbishment	£97k
Orsett	Bar removal and training room construction	£20k
Brightlingsea	Station refurbishment	£225k
Grays, Harlow, Southend, Basildon, Chelmsford	Upgrade of SubO/LFF showers/dorms	£236k

Spend on New Facilities

Kelvedon Park	Occupational Health refurbishment	£57k
Wethersfield Training Centre	Replacement Container E	£23k

accommodation for training, our 999 Control Centre and to relocate our interactive incident command training facilities from rented accommodation in Basildon.

Our mechanical and electrical planned preventative maintenance is proceeding well. Last year we completed the bi-annual review of our water systems to identify control measures and improvements. Very few improvements were suggested as very few issues were found.

Environmentally, ECFRS has had a very successful year with its completion of the Carbon Trust Carbon Reduction Project, a five-year-plan that gained approval and accreditation from the Carbon Trust to reduce our carbon footprint. Available from our web site, the plan was one of the few chosen from a large number of entries to gain the endorsement of the Carbon Trust. The plan is a very significant step for the Authority, justifying its investment so far and ensuring its progress to a carbon neutral future.

Water Supplies

Water Section continues routine maintenance of some 32,000 statutory fire hydrants and deals with necessary repairs and replacements. Early involvement in the arrangements for new or redeveloped sites ensures that every opportunity is taken to improve existing facilities or install new, sometimes with unique, innovative bespoke systems.

Opportunities are also taken, through the Water Company mains replacement programmes, to rationalise hydrant provision. Close liaison here secures improvements at no or low cost.

We continue close liaison with owners of private firefighting facilities to ensure, as far as possible, that these facilities are properly maintained and routinely tested. Specifically, some 280 dry rising fire mains and almost 2,000 private hydrants were tested in the last year, including those at such significant and challenging sites as Stansted Airport and Tilbury Docks.

Fleet and Equipment

The Fleet and Equipment Services department has continued to implement the objectives of the Vehicle and Equipment Strategy in terms of equipment refresh, replacement and evaluation. As well as being responsible for delivering the investment in vehicle and equipment assets it is also tasked with the maintenance and safety of those assets.

The in-house maintenance unit continues to look for and implement efficiency savings whilst improving its performance; we continue to grow our income generation activities where we can.

New vehicle assets which have been delivered in the last year include:

Two new Scania Water Browsers: These vehicles will provide bulk water to operational incidents and are provided with vacuum pumps and portable dams which will also allow for the transfer of bulk water to and from open water sources to the scene of incidents. The provision of these vehicles has been supported by the Technical Services team in providing equipment, SIS notes and risk assessment for their use.

DIM Vehicle: Essex has taken ownership of a national resilience asset in the form of a Detection, Identification and Monitoring (DIM) vehicle. The integration of the vehicle into the Service included the

provision of Fleet management and Risk assessment information prepared by Fleet and Technical teams. Additional capabilities of BA and awnings are being researched/evaluated by Technical Services.

Off road capability and water rescue: The off-road provision in the Service has been further extended with the addition of another Ford Ranger and this and a sister vehicle have been allocated to wholtime stations along with new inflatable boats and trailers to provide a new resource for water rescues.

Operational lease car provision: The scheduled replacement of officers' cars has seen the delivery of nineteen vehicles throughout the year.

Light vehicles: Scheduled replacement of five pool vehicles for operational use have been delivered.

New equipment assets which have been delivered in the last year include:

Ladder Replacement: The scheduled replacement of 18 x 105 and 8 x 135 metre rescue ladders has taken place. The 135 ladders being of a standard design providing a saving on the initial purchase from previous years and also incorporating new "heat sensitive" labels which can indicate if the ladder has been exposed to excessive temperatures.

Cosalt PPE: Elements of this project have included:

- Implementation and roll out of PPE to 1,312 firefighters including exchanges required
- Risk assessments
- SIS notes
- Communications to personnel
- Return of old Bristol PPE
- Special measures
- Issue of usernames and passwords for Extraserve PPE management website
- Investigations into PPE issues, ie boot delamination and scorched gloves
- Collation of serial numbers for helmet torches.

Water Rescue and Flood Project: Leigh, Waltham Abbey, Dovercourt and USAR each supplied with a boat, trailer and associated PPE.

Positive Pressure Ventilation: Phases 2 and 3. Technical Services has purchased 30 new fans and chargers for stations. This will allow the Light portable pump to be charged when the PPV is fitted to single pump appliances.

Animal Rescue Unit – South Woodham Ferrers: Technical Services has been involved in work for the pump/water capability for this appliance.

RTC Extrication Team: Technical Services has worked closely with the team and provided PPE Cosalt Gryphon Technical Rescue suits, RTC helmets, belts, Excel Stabfast and arranged for the team to utilise the Service's spare LGV platform.

Thermal Image Cameras: Purchase of 6 thermal image cameras for evaluation. This will supplement and aid the first BA crew in the search and rescue process.

Hot Drinks: Technical Services has replaced the hot drinks carried on all frontline appliances.

First Responders: Technical Services has been involved with the purchase of PPE and equipment.

Fire Investigation Equipment: Equipment including torches, Fluke Continuity meters, overalls, gloves and dust masks have been purchased.

Environmental Unit: Technical Services has completed the risk assessment for the unit and in the process of completing the SIS Technical notes.

Foam Unit: Technical Services has evaluated and risk assessed the Stinger monitor for the units. Turbex fans have been purchased for the foam units at Stansted, Maldon and Orsett.

Audible warning devices and blue lights: Technical Services were involved with the process determining the service level agreement, writing the risk assessment for the evaluation days and attending the evaluations.

Peristaltic Pumps: Technical Services organised an information and training day for personnel using the Environmental Unit.

Fire Behaviour Unit: Cool Vests and Cool Chairs are currently under evaluation as a means to restore "normal" body temperature as quickly as possible for personnel repeatedly exposed to the heat.

Flame Simulators: Technical Services has been involved in the purchase of this equipment for Orsett and Chelmsford training centres.

BA Comms: Evaluation of Comms placed at various stations, replacement of new batteries for existing units.

Meetings and other responsibilities undertaken by Technical Services:

- Risk Assessment Team
- Health & Safety Committee
- Technical Purchase & Supply
- Regional Personal Protective Equipment – Technical PPE Group and Easter Region PPE
- Incident Command Systems
- Fire Brigades Union consultation
- De-briefs
- Various Investigations (accidents, near misses etc)
- Maintenance & verification of operational staff
- Technical Rescue
- Project Prioritisation Group
- Technical Bulletins
- Management/processing of all submitted RD1's
- Strategic Command Room (SCR) set-up during major incidents
- Critical Incident Team (CIT) set-up

Equipment development:

CABA: Replacement Programme. A business case supporting replacement has been submitted.

Working at Height Equipment: Phase 2. Technical Services has sourced equipment for evaluation.

Cable Entrapment: Technical Services is assisting Operations and Resilience with the procurement of cable cutters to deal with this issue.

Incident Command Unit: Technical Services has been involved with the ongoing procurement and evaluation of equipment related to this vehicle. Most recently Technical Services has been involved with the tender for wireless comms and cameras and the writing of the SIS Note.

Hot Packs: Alternative hot pack meals have been purchased and will soon be sent to station for evaluation.

Uniform Allocation: Technical Services is working with Purchase and Supply to develop a "points system" to replace "Annual Issue". In addition we have worked with Purchase and Supply on uniform provision, including shorts, trainers, outer jackets, maternity wear and white dress shirts.

Fire Hazards Project: Technical Services Department is currently working closely with other departments to procure equipment for this project.

Defibrillators: Technical Services has purchased defibrillators for Training Department and several other sample defibrillators for general evaluation. A tender process will follow.

Life Jackets: Purchase of 120, 275 Newton life jackets as part of the ongoing process to replace 150 Newton life jackets.

Other Notable Activities:

CFOA Benchmarking: Essex has been leading nationally on a vehicle maintenance bench marking pilot between 15 FRS. The pilot will seek to establish common asset types and data sets which Fleet maintenance and vehicle providers can use to assess their provision against the national average of their peers.

EFA (Trading) Limited: Following a restructure of the EFA(T) section new areas of activity which can provide income generation have been investigated and a pilot was undertaken with a large municipal fleet by way of partnership working. Although the pilot was successful and returned savings and benefits for both partners, an expansion of the service requirements to include other municipal fleets meant



Investment in new PPE

that the movement to full adoption of the maintenance contract could not be realised. However, this exercise provided useful information and experience on which to develop the services provided by Fleet Workshops to other customers.

The EFA(T) section is developing with national charities and partners secure disposal routes for 'time served' appliances, and has already acted as an agent for a number of Fire and Rescue Services up and down the country exporting vehicles to Africa, eastern Europe and South America, as well as major industrial companies in the UK.

Regional collaboration: Essex fire has with regional colleagues through the regional Transport Officers Group reviewed pumping appliance specifications in order to find some commonality of requirements. This has led to the development of a regional specification for pumping appliances which will hopefully enable Fire and Rescue Services to achieve economies of scale through joint procurement of appliances. The removal of the bespoke nature of appliance build will bring savings in production and the commonality of the finished vehicle will assist with collaboration in cross-border activities.

Equality and Diversity

ECFRS is continuing to mainstream equality and diversity in decision making and service development. A programme of work has been undertaken to raise awareness across the Service of the need to consider the three key principles of the Equality Duty in all decision making. This has included manager workshops, manager briefings and articles in internal ECFRS publications. The Service website has been updated and management information produced on workforce and community demographics to support decision making. The Service continues to be a member of the Eastern Region Equality and Diversity Advisors group to share best practice and work collaboratively on projects of interest and benefit to the entire Eastern Region fire and rescue services. A number of local Equality & Diversity initiatives have also taken place. These include targeted fire safety initiatives for minority communities, organisation and delivery of multi-faith community events, hosting a disability awareness day, a partnership with PACT Harlow (Parents of Autistic Children Together) working with autistic children and adults, taking part in an all ability sports day and supporting Black History Month events in Harlow.

Health and Safety

In 2011/2012 accident reports were reduced by 6.6% from the previous year. A full breakdown of the safety events for the year will be available in the Health and Safety Departmental Annual Report, due to be published in July 2012.

The Health and Safety Department is committed to continuous improvement and during 2012 will be carrying out a climate survey to provide a snap shot of the organisation's culture in relation to safety. The survey will be used to challenge the way we approach and manage health and safety and to aid the promotion of employee involvement in health and safety issues. The survey will engage with key members of the Fire Authority and will be conducted in partnership with union safety representatives.

All ability sports day, Harlow



Achieving our Objectives

In 2011 we published a Corporate Plan setting out our high-level goals for the four years to 2015. Below you will find a summary of our progress made in year one (2011/12). Our plans are monitored throughout the year and revised where there is a need. Updated plans for the remaining period to 2015 can be found in our Corporate Plan (revised 2012). Highlighting on the CP reference number indicates that the objective will be **removed** or **amended** for the next reporting period.

Key

DCFO SD Deputy Chief Fire Officer – Service Delivery

DCFO SS Deputy Chief Fire Officer – Service Support

Original Source	Ref	Objective	Owner	Target End Year	Summary of Progress in 2011/12
Fire Cover Review	CP1	Implement a recruitment freeze	DCFO SS	2015	<p>A paper went through the Policy and Strategy Committee in January 2012 that established the criteria for firefighter numbers, which would require recruitment to take place in order to maintain current crewing levels. Retained duty system recruitment is still taking place following the provision of a successful business case.</p> <p>The requirement for objective CP1 has been removed (ref. EFA paper 28th March 2012, page 3). CP1 will no longer be reported.</p>
Fire Cover Review	CP2	Change the crewing at Canvey Fire Station from one wholetime and one retained appliance to two retained fire appliances	DCFO SD	2013	<p>In October 2011 Canvey Island's Rescue Pump (RP) changed from being crewed by wholetime firefighters to being a two-pump station solely crewed by retained duty system (RDS) staff. The change took place when the target of an additional 10 full-time equivalent posts was achieved. This released 28 wholetime posts, which were relocated throughout the Service.</p> <p>Objective CP2 will be realised by project no. 042 (Change of status to W54 Canvey Fire Station) and will be reported under projects within the Fire Cover Review Programme in future.</p>

Original Source	Ref	Objective	Owner	Target End Year	Summary of Progress in 2011/12
Fire Cover Review	CP3	Change crewing arrangements on wholetime two-pump fire stations	DCFO SD	2013	The reduction of watch numbers from 13 to 12 across all wholetime 2-pump stations is being managed at station level. As numbers of personnel reduce across the County through retirements, spaces are being created to place personnel against their preferred posting. The removal of personnel from Canvey Island and Brentwood Fire Stations will mean that some personnel are being moved to the 2-pump wholetime stations. However, we will make moves across stations to address deficiencies at other stations. This aspect of the Fire Cover Review Programme is on track to be completed by 31st March 2013.
Fire Cover Review	CP4	Change the crewing at Brentwood Fire Station from two wholetime fire appliances to one wholetime and one retained fire appliance	DCFO SD	2013	<p>Of the 74 applicants, five have been employed on the RDS at Brentwood and two are in training (as at 21st April 2012). Of the remaining eligible candidates, five are programmed to attend the physical assessment day on 17th April 2012, with another nine applications being progressed by Brentwood's Station Manager.</p> <p>A specific recruitment campaign will be launched seeking recruits that can work 'reduced rate – days' or 'whole-rate' only.</p> <p>Over the coming months the Service will integrate the RDS staff to fully crew Brentwood's second appliance. The next key milestone is when the wholetime driver and the wholetime officer-in-charge are replaced by RDS personnel competent to perform those roles and the appliance becomes fully crewed by RDS firefighters.</p> <p>From 2012/13, CP4 will be realised by project no. 041 (Change of status to W51 Brentwood Fire Station), which will be reported within the Fire Cover Review Programme.</p>

Original Source	Ref	Objective	Owner	Target End Year	Summary of Progress in 2011/12
Fire Cover Review	CP5	Replace the day duty crewing system with a new low level risk and activity (LLAR) crewing system at Waltham Abbey, Dovercourt, South Woodham Ferrers and Great Baddow	DCFO SD	2013	<p>This project remains on track. Service managers have met with the Fire Brigades Union (Essex) and are waiting for suggestions from the station personnel, via the union, on shift patterns working within the criteria set out in the Fire Authority Paper delivered in December 2011.</p> <p>From 2012/13, CP5 will be realised by project no. 040 (Low level activity and risk crewing system). Future progress will be reported through the Fire Cover Review Programme.</p>
Fire Cover Review	CP6	Introduce a combination of wholetime and retained duty systems at Dunmow Fire Station	DCFO SD	2013	<p>This project is on track. Requirements are being refined for station modifications. Letters have been written to personnel who have previously expressed an interest in working from Great Dunmow to confirm their continued interest.</p> <p>From 2012/13, CP6 will be realised by project no. 043 (Change of status to W87 Dunmow Fire Station). Future progress will be reported under the Fire Cover Review Programme.</p>
Integrated Risk Management Plan	CP7	Work with planners and developers to promote safer building methods, influence building design and the installation of sprinklers	DCFO SD	2013	<p>Fire safety officers continue to promote fire safety in buildings through the Building Regulations consultation process. For example, an initiative specifically aimed at common areas of purpose-built flats has been started to progress fire safety in these particular buildings.</p> <p>This activity is now embedded as part of our business as usual. Objective CP7 will therefore be removed with effect from 2012/13.</p>

Original Source	Ref	Objective	Owner	Target End Year	Summary of Progress in 2011/12
Finance Improvement Plan	CP8	Exploit our finance system, Coda Dream, to further improve efficiency	DCFO SS	2014	Project accounting enhancements have been discussed with the main users and requirements have been specified. We expect to introduce enhanced facilities during 2012-13.
Finance Improvement Plan	CP9	Achieve efficiency savings in Payroll and Finance through the development of SAP	DCFO SS	2014	<p>The overall SAP project is managed elsewhere. However, benefits realisation relating to Payroll and Finance are on track. Staff headcount has reduced as a result of efficiencies in SAP. We expect to make further savings once the electronic rota book (ERB) goes live.</p> <p>CP9 is incorporated into project 006 (SAP development) and will be removed from the Corporate Plan with effect from 2012/13.</p>
Finance Improvement Plan	CP10	Achieve fully integrated business and financial planning and improved budgetary management	DCFO SS	2014	Integrated planning and budget setting processes were introduced in 2010 and have matured in 2011/12, with greater reporting and improved budget control management. We received a positive audit report in October 2011 following a review of our budgetary control procedures. The further enhancement of management reporting links to the CODA Dream upgrade. CP10 will be completed during 2012/13.

Original Source	Ref	Objective	Owner	Target End Year	Summary of Progress in 2011/12
Environment Strategy	CP11	Reduce carbon footprint by 20%	DCFO SS	2015	CP11 is being delivered through CP13.
Environment Strategy	CP12	Reduce carbon footprint by 30%	DCFO SS	2020	CP12 is being delivered through CP13.
Environment Strategy	CP13	Reduce carbon footprint by 80% from the 2006 baseline by 2050	DCFO SS	2050	<p>Work continues with the carbon reduction project via the Carbon Trust to identify and reduce our carbon footprint in line with the final date. Milestone targets include a 20% reduction by 2015 and a 30% reduction by 2020.</p> <p>With effect from 2012/13, CP13 has absorbed objectives CP11, CP12, and CP15-18.</p>
Environment Strategy	CP14	Reduce electricity consumption to 3GW hours	DCFO SS	2012	This target was achieved. Objective CP14 will be removed from future reporting.
Environment Strategy	CP15	Reduce waste sent to landfill by 50% based on 2006 baseline	DCFO SS	2015	<p>Work continues with the carbon reduction project via the Carbon Trust to identify and reduce our carbon footprint in line with the final date.</p> <p>CP15 is being delivered through CP13.</p>

Original Source	Ref	Objective	Owner	Target End Year	Summary of Progress in 2011/12
Environment Strategy	CP16	Reduce waste sent to landfill by 50% based on 2006 baseline	DCFO SS	2015	CP16 has been absorbed into, and will be delivered through, CP13.
Environment Strategy	CP17	Reduce diesel consumption by 10% from 2006 baseline	DCFO SS	2015	CP17 will be delivered through CP13.
Environment Strategy	CP18	All new buildings to achieve a zero carbon footprint	DCFO SS	2018	CP18 will be delivered through CP13.
Workforce Development Review	CP19	Implement the outcomes of the review of HR and Training	DCFO SS	2015	Please note – in 2011/12 this objective was split into two parts, A and B. Objective CP19 (parts A and B) have been superseded by the Workforce Transformation Programme (WTP), launched in 2012. Future progress reporting will be through the WTP and associated projects. Therefore, CP19 is now obsolete and will be removed with effect from 2012/13.
Workforce Development Review	CP19A	Implement the outcomes of the review of HR	DCFO SS	2015	The Human Resources (HR) & Organisational Development (OD) department is being re-structured and our service delivery aligned to the new functional command structure. We have reviewed all roles and responsibilities within the department. A customer services review has been completed and focus groups were held in March 2012. This will inform the business model for HR & Organisational Development. As explained in CP19 above, CP19A will be realised and reported through the WTP and associated projects.
Workforce Development Review	CP19B	Implement the outcomes of the review of Training	DCFO SS	2015	An assessment is being carried out of corporate risk and priorities against our training needs. A training forecasting model has been developed that will be applied to all training courses. Training Department is also undertaking its own assessment of course delivery, seeking to achieve greater value for money across course delivery. A 'quick wins' session has also been applied to the department with outcomes identifying potential savings across existing courses. As explained in CP19 above, CP19B will be delivered through the WTP.

Original Source	Ref	Objective	Owner	Target End Year	Summary of Progress in 2011/12
Single Equality Scheme	CP20	Complete an employee survey that will inform us of attitudes and behaviours across the Service	DCFO SS	2013	<p>This activity is planned to be delivered under the WTP.</p> <p>Objective CP20 will be rolled up into CP21 for future reporting. CP20 will be removed with effect from 2012/13.</p>
Single Equality Scheme	CP21	Champion and communicate core values across the Service, promoting good practice and identifying poor performance	DCFO SS	2012	<p>A handbook has been produced entitled "ECFRS – a Firefighter's Standards & Values (Code of Conduct)". Plans are in place to extend this to cover support staff. This activity will also be addressed under the Workforce Transformation Programme (WTP).</p> <p>From 2012/13 CP21 will become <i>Implement the objectives of the Single Equality Scheme</i>". For the purposes of future reporting, CP22 to CP29 will be delivered by CP21.</p>
Single Equality Scheme	CP22	Ensure the Integrated Risk Management Plan (IRMP) takes full account of the needs of the local communities and that all aspects of the planning process have been assessed for equality impact	DCFO SS	2015	<p>Equality impact assessments are embedded in the IRMP process to ensure plans take into account the community as a whole.</p> <p>Objective CP22 will be rolled up into CP21 for future reporting. CP22 will be allocated to a new objective with effect from 2012/13 (please refer to Corporate Plan).</p>
Single Equality Scheme	CP23	Make progress reports available to the public on the internet	DCFO SS	2015	<p>Progress reports are included within the Single Equality Scheme, which is available on the internet for the public to access. A review of our reporting arrangements has been undertaken to ensure compliance with the new public sector duties arising from the Equality Act. This has resulted in an update to our internet information pages and published/accessible policies. Supplier and partner pages are also in the process of being updated to include publication of the sample questionnaire used for assessment.</p> <p>Objective CP23 will be rolled up into CP21 for future reporting. CP23 will be allocated to a new objective with effect from 2012/13 (please refer to Corporate Plan).</p>

Original Source	Ref	Objective	Owner	Target End Year	Summary of Progress in 2011/12
Single Equality Scheme	CP24	Review and plan Positive Action events to encourage more females to apply to become a firefighter	DCFO SS	2013	<p>The positive action programme was put on hold during the freeze on wholetime recruitment. However, the HR business partner teams continued to work with the retained management group to ensure that retained recruitment activity exploits opportunities to promote female firefighter recruitment.</p> <p>Objective CP24 will be rolled up into CP21 for future reporting. CP24 will be allocated to a new objective with effect from 2012/13 (please refer to Corporate Plan).</p>
Single Equality Scheme	CP25	Review and plan Positive Action events to encourage more ethnic minority people to apply for all job roles across the Service	DCFO SS	2013	<p>The positive action programme was on hold during the freeze on wholetime recruitment. However, the HR business partner teams continue to work in partnership with the retained management group to ensure that retained recruitment activity exploits opportunities to promote firefighter recruitment from ethnic minorities. HR business partner teams continue to advise managers recruiting to support staff roles on appropriate advertising media to ensure that job opportunities are accessible to our whole community.</p> <p>Objective CP25 has been rolled up into the revised CP21, with effect from 2012/13. CP25 will be allocated to a new objective with effect from 2012/13 (please refer to Corporate Plan).</p>
Single Equality Scheme	CP26	Review and carry out Equality impact assessment on employment policies, practices and procedures to ensure they are fair, robust and effective, using monitoring data	DCFO SS	2012	<p>Employment policies and processes are reviewed regularly and EIAs are conducted for all new policies. The Workforce Transformation Programme and new HR & OD structure will see the introduction of a HR & OD Policy Advisor and HR & OD Business Process Analyst (fixed-term), in order to undertake a full review of all HR & OD policies and processes, which will incorporate appropriate EIA.</p> <p>Objective CP26 has been rolled up into the revised CP21, with effect from 2012/13.</p>

Original Source	Ref	Objective	Owner	Target End Year	Summary of Progress in 2011/12
Single Equality Scheme	CP27	Develop a diversity events planner and attend the various diverse events, eg Pride and Multi Faith	DCFO SS	2013	<p>A timetable of upcoming religious festivals and anniversaries has been produced for 2012. Future bulletins will include a brief summary of the festival/ anniversary in the month in which it falls.</p> <p>ECFRS continues to support and attend diversity events including the regional Chief Fire Officers' Association (CFOA) Equality and Diversity group, Networking Women in the Fire Service, etc.</p> <p>Objective CP27 has been rolled up into the revised CP21, with effect from 2012/13.</p>
Single Equality Scheme	CP28	All employees will have compulsory training on equality and diversity to include training on bullying, harassment, unfair discrimination and unacceptable behaviours	DCFO SS	2012	<p>Workshops have been held for managers, to raise awareness of the Equality Act and public sector duties. Plans are in place to roll out the "Values and Behaviours" DVD across the Service. Future equality and diversity training needs will be reviewed under the WTP.</p> <p>Objective CP28 has been rolled up into the revised CP21, with effect from 2012/13.</p>
Single Equality Scheme	CP29	All employees with line management responsibilities will be provided with training on handling grievances and disciplinary cases	DCFO SS	2012	<p>HR & OD provide coaching and support to individual line managers. Written guidance and line manager briefings are available on the People, Management and Development (PMD) intranet site. Formalised training in discipline and grievance issues will be reviewed under the Workforce Transformation Programme and it is anticipated that this will lead to incorporation in future management development programmes.</p> <p>Objective CP29 has been rolled up into the revised CP21, with effect from 2012/13.</p>

Original Source	Ref	Objective	Owner	Target End Year	Summary of Progress in 2011/12
IT Transformation Programme	CP30	Distributed infrastructure – ensure the desktop/office station equipment meets current and future needs	DCFO SS	2013	<p>The business case and project plans are being reviewed in light of the current pressure on resources.</p> <p>Objective CP30 will be realised through project no. 038 (Nimbus). Progress will be reported through the IT Transformation Programme.</p>
IT Transformation Programme	CP31	SAP HR programme – integrate HR planning and payment throughout the Service	DCFO SS	2012	<p>The use of SAP for Employee and Manager Self Service has continued to be used and deployed further throughout the Service. Software performance issues with the Electronic Rota Book have been trialled in a working situation at one site. We await the outcomes of this test before deploying further. The Training and Event Module is now in use by the Training Team.</p> <p>In addition, we have introduced the TASK (Technical Activities Skills Knowledge) Self Service for all wholetime firefighters.</p> <p>Future progress of CP31 will be reported under project no. 006 (SAP development).</p>
IT Transformation Programme	CP32	Geographical Information System (GIS) consolidation – introduce a single system that allows geographical mapping of information	DCFO SS	2013	<p>The test GIS database has been delivered and populated with data. The project is on hold while we wait for a new GIS Analyst to join the Service.</p> <p>Future progress of CP32 will be reported under project no. 032 (GIS replacement), within the IT Transformation Programme.</p>
IT Transformation Programme	CP33	MIS replacement – ensure the correct information is up-to-date, available where and when necessary	DCFO SS	2013	<p>This project is not yet due to commence, and the start date may be further delayed by the project reschedule required as a result of new project being introduced.</p> <p>CP33 will be realised and reported through projects within the IT Transformation Programme.</p>

Original Source	Ref	Objective	Owner	Target End Year	Summary of Progress in 2011/12
IT Transformation Programme	CP34	Coda Dream – install a finance management system that meets the Service's needs	DCFO SS	2013	Project completed. Objective CP34 will be removed from future plans and reports.
IT Transformation Programme	CP35	Document management – ensure the security version and audit trail with a retention policy for documents throughout the Service	DCFO SS	2013	The Document Management System has been upgraded and the existing objectives have been completed.
IT Transformation Programme	CP36	Collaborative working – overarching project to ensure that work is done once and communicated appropriately	DCFO SS	2013	Not yet scheduled to start. CP36 will be realised and progress reported through the IT Transformation Programme.
IT Transformation Programme	CP37	Multimedia solutions (e learning) – to have one place where all learning materials are kept	DCFO SS	2014	Not yet scheduled to start. This will be reported as part of the project register in future. This objective will be realised through the Workforce Transformation Programme. Future progress will be reported under the programme.
IT Transformation Programme	CP38	Incident ground systems – introduce a system that helps delivery up-to-date information so that the correct decisions can be made and accredited if necessary	DCFO SS	2012	CP38 has been completed. Future developments will be realised through the next phase of the Incident Ground Systems programme and associated projects.
IT Transformation Programme	CP39	Move our Control Room from our old base in Hutton to our new Headquarters in Kelvedon Park	DCFO SS	2014	Following a successful joint bid with Bedfordshire & Luton Fire and Rescue Service (BLFRS), we have received a Government grant of £2.2m to introduce a shared new mobilising system into ECFRS. Detailed plans are being updated for the next stage of the relocation work. CP39 will be delivered and reported through project no. 048 (Control relocation) from 2012/13.

Original Source	Ref	Objective	Owner	Target End Year	Summary of Progress in 2011/12
IT Transformation Programme	CP40	Integration and management information	DCFO SS	2013	CP40 has been completed; this objective will be removed from the plan with effect from 2012/13.
Procurement Strategy	CP41	e-Ordering system – to identify and implement electronic ordering where and when appropriate	DCFO SS	2013	A feasibility study is being undertaken at one station (with its Community Command). CP41 will be realised and future progress reported under project no. 026 (e-Ordering).
Procurement Strategy	CP42	Procurement and supply review – to review current activity and identify opportunities for improvement	DCFO SS	2012	Following a procurement workshop and stakeholder interviews, facilitated by East of England Procurement, a paper has been prepared detailing recommendations for improvement. Objective CP42 is complete and will be removed from future reports.
Property Asset Management Strategy (formerly listed under Vehicle and Equipment Asset Management Strategy)	CP43	Produce a business case for development of our Lexden site and relocation of some functions	DCFO SS	2012	Workshops redevelopment has been redirected, with further investigation required around the possible redevelopment of our Lexden site to provide improved emergency cover for the Colchester area. Future progress of CP43 will be realised and reported through projects and programmes.
Vehicle and Equipment Asset Management Strategy	CP44	Maintain cost-effective and timely processes for provision, repair and maintenance, commissioning, decommissioning and disposal of the vehicle fleet	DCFO SS	2015	ECFRS's Engineering Manager is leading a national benchmarking pilot between fire fleet maintenance units. This will help our Fleet Services to identify notable practice and improvements to ensure that we are among the best-performing of our peers. It is anticipated that an upgrade of our management information system will improve reporting, which will assist in the benchmarking pilot. Objective CP44 will be realised through continuous improvement as part of business as usual.

Original Source	Ref	Objective	Owner	Target End Year	Summary of Progress in 2011/12
Vehicle and Equipment Asset Management Strategy	CP45	Maximise output from the available resources with the most cost-effective solutions	DCFO SS	2015	<p>Discussion is underway with charities and a national company with a large fleet in our region, seeking ways to optimise our services and value for money.</p> <p>Objective CP45 will be realised through specific projects when cost-effective solutions have been explored.</p>
Corporate Communications Strategy	CP46	Increase recognition of ECFRS through a 24/7 media operation for community safety and to raise our profile	DCFO SS	2015	<p>A recent survey relating to pre-IRMP transformation work generated in the region of 1,500 responses, while our community engagement panel (Activ8), has 40 active members. This indicates the progress made so far in building and strengthening links with our stakeholders.</p> <p>Objective CP46 will be delivered through continuous stakeholder engagement as part of business as usual.</p>
Corporate Communications Strategy	CP47	Improve relationships with our stakeholders – increasing consultative activities in the local community	DCFO SS	2012	<p>In addition to the traditional forms of communication and media, the Service is now using social networking sites such as Facebook and Twitter to boost our profile and extend our reach across different parts of the community.</p> <p>Objective CP47 is realised through our continuous communication and media operations.</p>
Corporate Communications Strategy	CP48	Improve use of communications resources – increase involvement of media resources in internal work and projects and external collaborative arrangements	DCFO SS	2015	<p>The Communications and Media Department has delivered £140,000 budget savings with no significant impact on its services. This was achieved through redeployment and the elimination of vacant posts. Communication and engagement plans are embedded into the planning process for all projects, programmes and partnerships.</p> <p>Objective CP48 is realised through our business as usual communication and media operations.</p>
Property Asset Management Strategy	CP49	Deliver an annual programme of asset maintenance works	DCFO SS	2015	<p>Asset maintenance represents part of business as usual for the Property Services team. Future performance will be monitored through newly-developed local performance indicators.</p>

Original Source	Ref	Objective	Owner	Target End Year	Summary of Progress in 2011/12
Property Asset Management Strategy	CP50	Deliver and annual programme of asset improvement works	DCFO SS	2015	<p>A funding application has been prepared for the training site improvement.</p> <p>Future progress against CP50 will continue to be published through the Property Asset Management Group.</p>
Property Asset Management Strategy	CP51	Develop existing properties and provide new premises to meet organisational needs determined through the IRMP process and partnership agreements	DCFO SS	2015	<p>An ongoing asset improvement plan is in place to ensure existing premises meet the Service's needs. A property scorecard has been introduced to provide information on premises suitability and condition in a more effective way.</p> <p>Future progress against CP50 will continue to be published through the Property Asset Management Group.</p>
Property Asset Management Strategy	CP52	Identify preferred construction options for further development of Service Headquarters and Training Centre Kelvedon Park and progress the development programme	DCFO SS	2012	<p>The design team has now been appointed for this project. Initial design workshops are in progress.</p> <p>Future progress against CP52 will continue to be reported under projects within the Kelvedon Park Development Programme.</p>
Property Asset Management Strategy	CP53	Deliver Service Headquarters improvement and development – continuing on the journey to a central campus of excellence	DCFO SS	2015	<p>The work currently being undertaken for the second phase of our relocation programme will help shape the future of ECFRS.</p> <p>Future progress against CP53 will continue to be reported under projects within the Kelvedon Park Development Programme.</p>
Property Asset Management Strategy	CP54	Assess and develop proposals for the shared use of EFA sites and bring forward proposals to EFA for approval	DCFO SS	2015	<p>Following a successful pilot, ECFRS has entered into shared services agreements with Essex Police, HM Coastguard and Essex Probation Service. Tiptree, West Mersea, Wivenhoe and Brightlingsea Fire Stations now provide a base for police officers as well as fire and rescue personnel.</p> <p>Future progress against CP54 will continue be reported to the Property Asset Management Group.</p>

Original Source	Ref	Objective	Owner	Target End Year	Summary of Progress in 2011/12
Service Delivery	CP55	Enhance the flexi duty officer rota; reduce the number of officers to match the needs of the worst case planning scenario and divide specialist skills equally among them	DCFO SD	2015	Milestones have been set between January 2012 and January 2013, to achieve a phased move to the numbers set out in the Service Delivery Review (October 2010). Specialist skill courses (eg inter-agency liaison, fire investigation) are being attached to ranks as the Service moves towards an equal spread of specialist knowledge across flexi duty staff.
Service Delivery	CP56	Improve efficiency of effort as a result of a change to functional management structure. Support functions will have service level agreements allowing for careful succession planning and for responsibility and authority to be moved closer to the delivery process.	DCFO SD	2015	<p>The governance arrangements which have been piloted over the last 6 months are being reviewed and there is continual progression to policy alignment to the functional command structure. Service level agreements are being established or updated as required by the Area Divisional Officers (Service Support) and the relevant support function manager.</p> <p>Objective CP56 will be realised and future progress reported under projects within the Service Delivery Transformation Programme.</p>
Service Delivery	CP57	Risk management – a clearer picture provided by more intelligent tools and more agile functional workplace structure will mean that we can swiftly move resources to where the risks to the community are highest	DCFO SD	2015	<p>Ongoing enhancement of our risk profiling software and performance management tools are ensuring that Service Delivery is aligning its resources to areas of greatest need. Proactive initiatives are prioritised and resourced centrally using performance data and trend analysis.</p> <p>This activity has become embedded into our business as usual; objective CP57 will therefore be removed with effect from 2012/13.</p>
Service Delivery	CP58	Focus on performance management: the shorter and smaller management structure will allow for the identification of good and poor performance. The same management structure will be held to account for improving the performance.	DCFO SD	2015	<p>Work is ongoing to define the Service's priorities, via the Strategic Assessment of Risk and our IRMP process, and to develop clear targets to support performance management.</p> <p>This activity is now embedded in our business as usual and therefore, objective CP58 will be removed with effect from 2012/13.</p>

A Closer Look at Our Performance

The table below displays our corporate performance indicators, the level of performance we achieved in 2011/12. Comparisons are made against the year's target and against the previous year's performance, to show our direction of travel.

Blue

Green

Amber

Red

Grey

Performance Table Key

Blue	Our performance was more than 10% better than target
Green	Our performance was 0 – 10% better than target
Amber	Our performance was 90 – 100% of target
Red	Our performance was less than 90% of target
Grey	Target or actual data unavailable

Performance Indicator	Actual performance 2011/12	Compared with target	Compared with previous year
NI 49i – Number of primary fires per 100,000 population	153.7	165.8	166.9
NI 49ii – Number of fatalities in primary fires per 100,000 population	0.6	0.4	0.8
NI 49iii – Number of non-fatal casualties per 100,000 population	5.3	3.8	5.0
NI 33i – Number of deliberate primary fires per 10,000 population	3.3	4.5	4.2
NI 33ii – Number of deliberate secondary fires per 10,000 population	8.8	10.3	7.4
BVPI 142iii – Rate of accidental dwelling fires per 10,000 dwellings	13.6	13.2	13.6
LPI 28 – The number of hoax calls attended	312	380	469
BVPI 149i – Number of False alarms caused by automatic fire detection apparatus	1,694	2,875	3,467
NI 47 – Number of people killed or seriously injured in road traffic accidents	740	782	810
BVPI 12i – Working days lost due to sickness – uniform staff	7.2	6.7	6.8
Working days lost to sickness absence – non-uniform staff	8.6	7.2	7.5
BVPI 12ii – No. of working days lost due to sickness absence – all staff	7.6	6.9	6.9
Operational availability – wholtime (%)	84.2	97.0	84.6
Operational availability – retained duty system (%)	81.4	90.0	85.2
Wholtime Mobilise – Time of station alert to proceeding – % within 2 minutes	62.7	75.0	49.7
Retained Mobilise – Time of station alert to proceeding – % within 6 minutes	75.7	75.0	69.8
Call Handling – Calls handled within 60 seconds (%)	61.3	75.0	55.0
Call Handling – Calls handled within 90 seconds (%)	90.7	90.0	87.8
Call Handling – Calls handled within 120 seconds (%)	97.7	99.0	96.5



CHART 1

ANNUAL NUMBER OF INCIDENTS ATTENDED BY ECFRS

All incidents

The number of incidents attended by ECFRS has reduced by 26% in the past five years. In 2011/12 the Service attended 16,139 incidents in comparison to 21,689 in 2007/08 and 2,399 fewer incidents than in 2010/11 (see chart 1). The recent reduction can be explained in part by a sharp reduction in incidents attended as a result of false alarms due to apparatus, which is a result of a policy change introduced in early 2011.

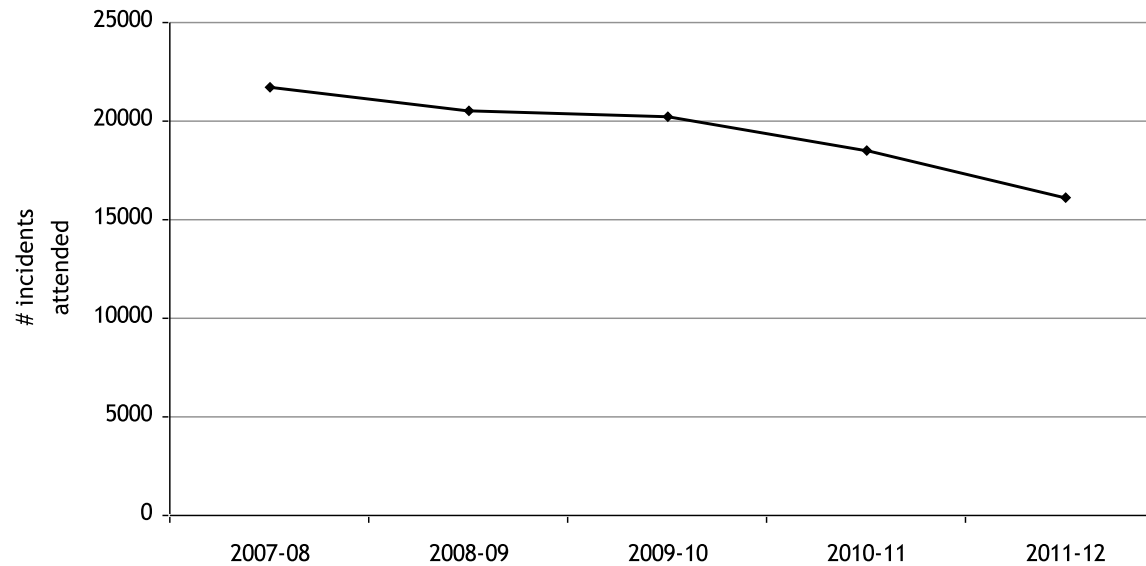


CHART 2

ANNUAL NUMBER OF INCIDENTS ATTENDED BY ECFRS (GROUPED BY CATEGORY)

Despite the sharp fall as a result of policy changes, false alarms remain the most common incident category in 2011/12 amounting to 41% of all incidents attended. Fires account for 36% and emergency special service (ESS) incidents 23% (see chart 2).

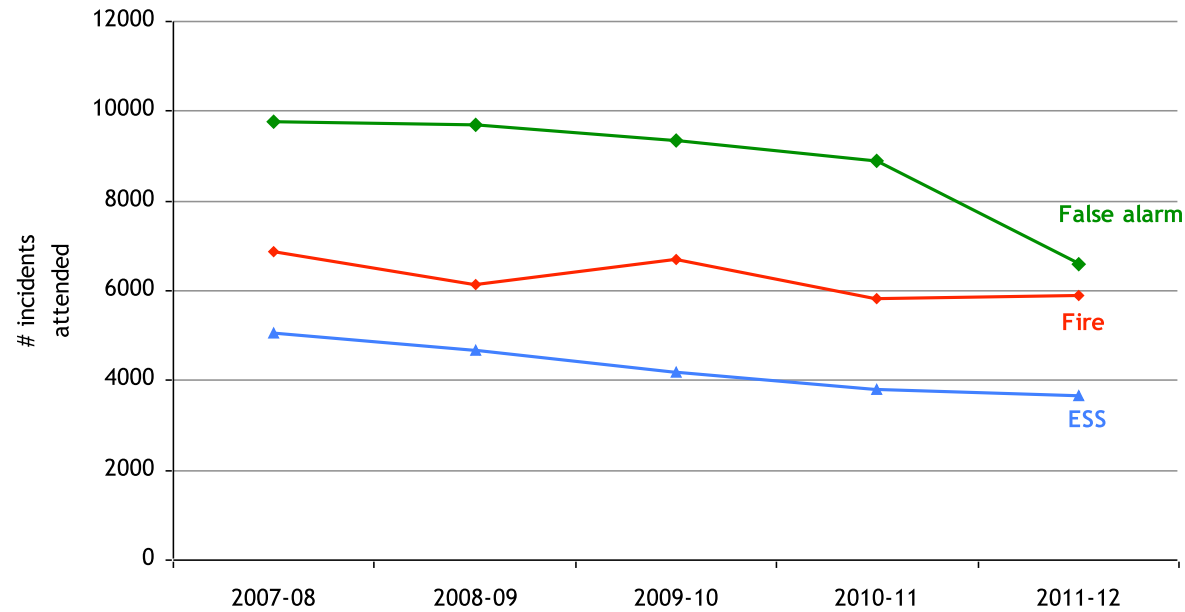




CHART 3

INCIDENTS ATTENDED BY CATEGORY AND HOUR OF DAY

Analysis shows that ECFRS attended slightly more incidents in the spring and summer months with the greatest seasonality seen for fire incidents (58% of all fire incidents attended were in the spring and summer months (March to August).

There was little variation with respect to day of week (slightly more incidents were attended on Saturdays compared to other days of the week) but a stronger effect with respect to hour of day (see chart 3). ECFRS attended most incidents between the hours of 5pm and 6pm, with overall incident numbers being greatest between 4pm and 8pm (27.5% of all incidents attended occurred between these times).

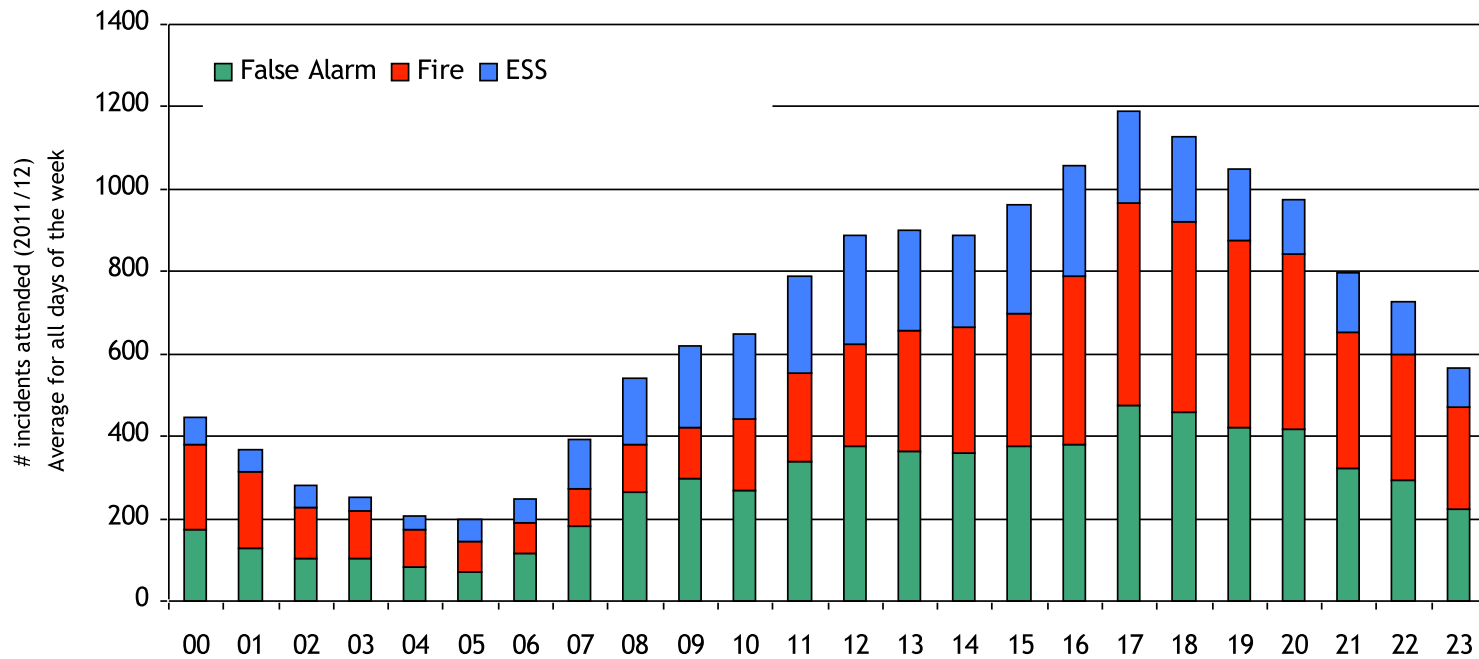


CHART 4

RATE OF PRIMARY FIRES PER 100,000 POPULATION

Fire incidents

Primary and secondary fires have reduced over the past five years. However, whereas the reduction in primary fires was maintained in 2011/12, secondary fires have increased. With respect to primary fires, accidental dwelling fires (ADFs) comprise the largest group amounting to 33% of the total. Deliberate fires account for 21% of all primary fires with road vehicles being the most common property type here. ECFRS has targets to reduce both primary fires and the number of (fire-related) casualties resulting from these fires. Chart 4 shows ECFRS performance with respect to reducing the rate of primary fires per 100,000 population in Essex. During 2011/12 ECFRS recorded 2,595 primary fires, this figure being 8% lower than the number recorded in 2010/11. Taking the Essex population into account ECFRS recorded a rate of 153.7 primary fires per 100,000 population during 2011/12, better than annual target of 165.8 primary fires per 100,000 population.

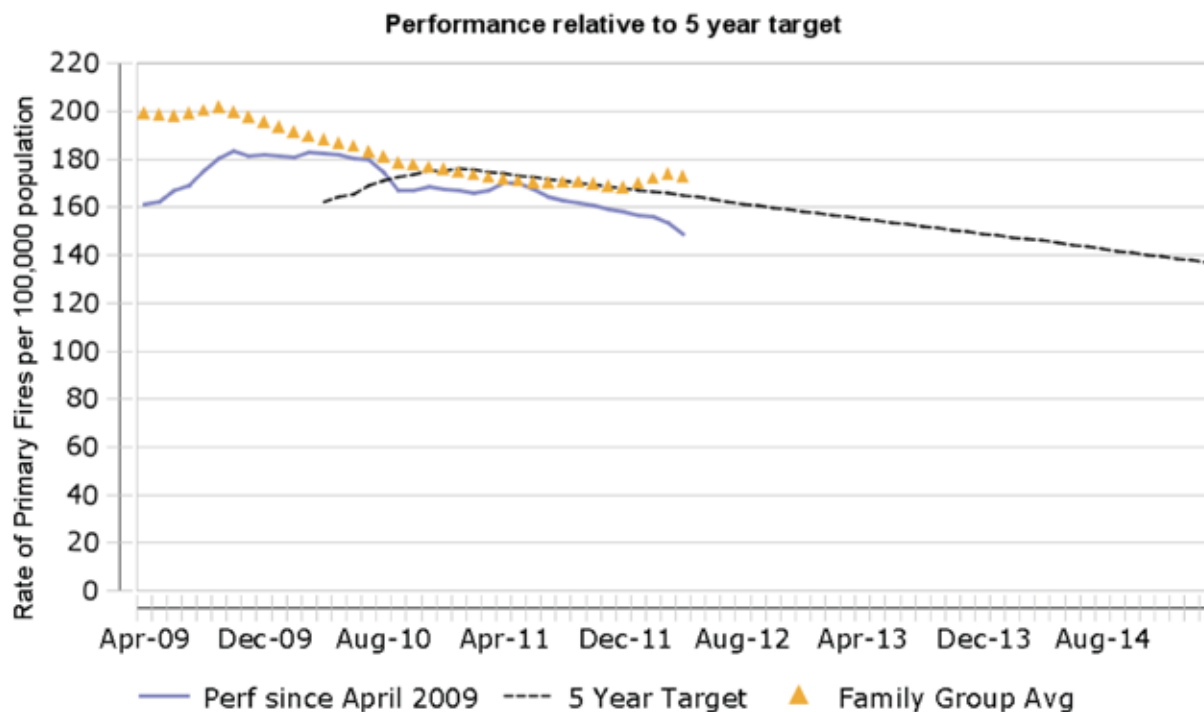




CHART 5

RATE OF ACCIDENTAL DWELLING FIRES PER 10,000 DWELLINGS

With respect to fatalities, our performance improved during 2011/12 with two fewer fatal incidents recorded and four fewer fatal casualties compared to 2010/11. In total, ten people died in primary fires in Essex during 2011/12 with most fatalities being a result of accidental dwelling fires (ADFs). The rate of fire fatalities per 100,000 population was 0.6 by the end of the year with this figure being higher than the annual target of 0.4 fatalities per 100,000 population.

Analysis of ECFRS data has shown that, in line with national trends, people who live alone, especially the elderly and those with disability, mobility or health problems, are at particular risk of dying in an accidental dwelling fire. The single most common cause of fatal incidents is smoking-related ignition and five of the fatal ADF incidents recorded during 2011/12 cited this as a factor which was likely to have caused the fire.

With respect to non-fatal (hospitalisation) injuries, ECFRS recorded six more injury incidents in 2011/12 compared to 2010/11 which resulted in 90 casualties, six more than the number recorded for the previous year. The rate of fire casualties per 100,000 was 5.3 for 2011/12, higher than the annual target of 3.8.

The age profile for injuries differed to that for fatalities: people tended to be younger with those in their 20s more likely to be injured in fires than any other age group in 2011/12; people aged 60 and over were, however, more likely to be seriously injured compared to younger people. Most injuries (62) were a result of ADFs with the single most common start location being the kitchen and the most common cause being related to cooking, including chip-pan fires. Six injuries were as a result of deliberately caused fires.

Most fire-related fatalities and casualties are as a result of accidental dwelling fires and ECFRS has a target to reduce this fire type with performance over 2011/12 shown by chart 5. There were 915 ADFs recorded in 2011/12, the same number as in 2010/11. The end of year rate, at 13.6 ADFs per 10,000 dwellings, was over the annual target of

13.2 ADFs per 10,000 dwellings.

As with previous years, most ADFs began in the kitchen with the vast majority of these being related to cooking (cooking fires are more likely to result in injury than other types of fire). Analysis has been undertaken

which identified householders who were at increased risk of ADF based on socio-demographics (Experian Mosaic Groups and Types). This analysis is now being used to inform further work with the aim of reducing ADFs through interventions aimed at the highest risk groups.

Performance relative to 5 year target

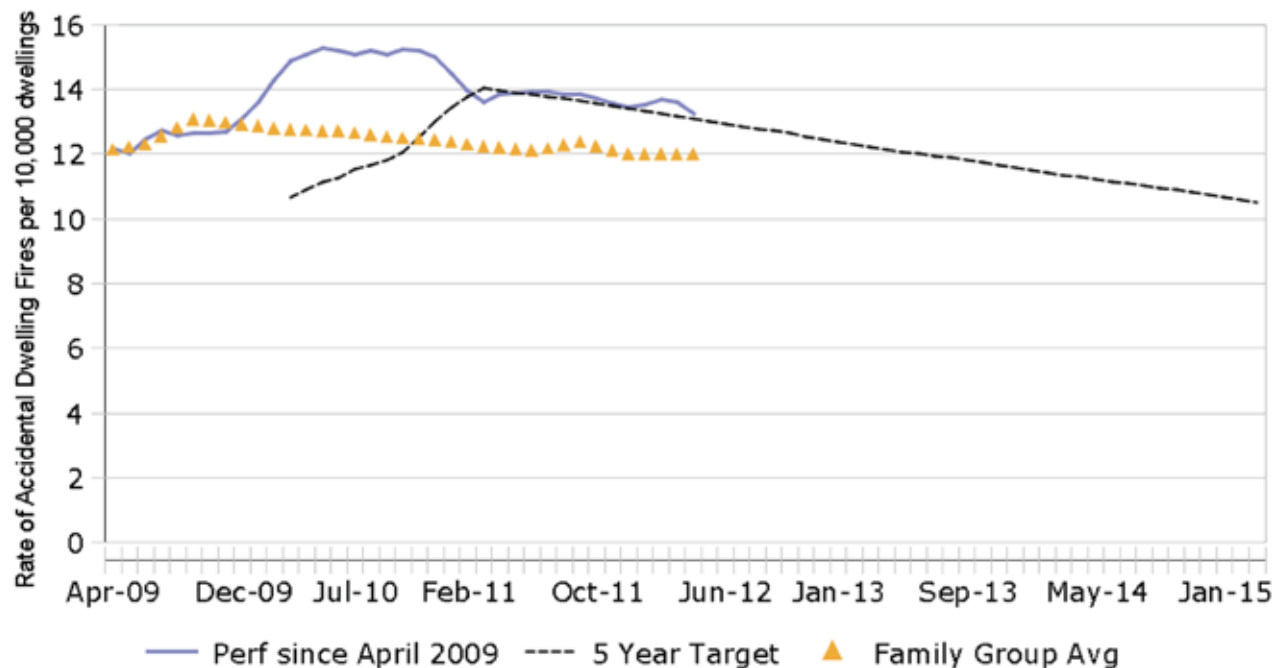


CHART 6

RATE OF DELIBERATE PRIMARY FIRES PER 10,000 POPULATION

The final target relating to primary fires related to the reduction in the rate of deliberate primary fires with ECFRS performance shown by chart 6. There were 562 deliberate primary fires recorded in 2011/12, a reduction of 21% compared to the 714 recorded in 2010/11. The rate of deliberate primary fires per 10,000 population for the most recent year was 3.3, much better than the annual target of 4.5.

Vehicle/van fires are the largest fire type in the deliberate primary fire category and this is where some of the greatest reductions have been seen. The increased price of scrap metal may, in part at least, be responsible for the decrease in vehicle/van fires in recent months with 75 fewer vehicle/van fires recorded in 2011/12 compared to the previous year. Deliberate primary outdoor grassland fires have also reduced over the past year, with a slight reduction also seen for deliberate dwelling fires. Little change has been seen for other deliberate primary fire types including fires in non-residential buildings.

Performance relative to 5 year target

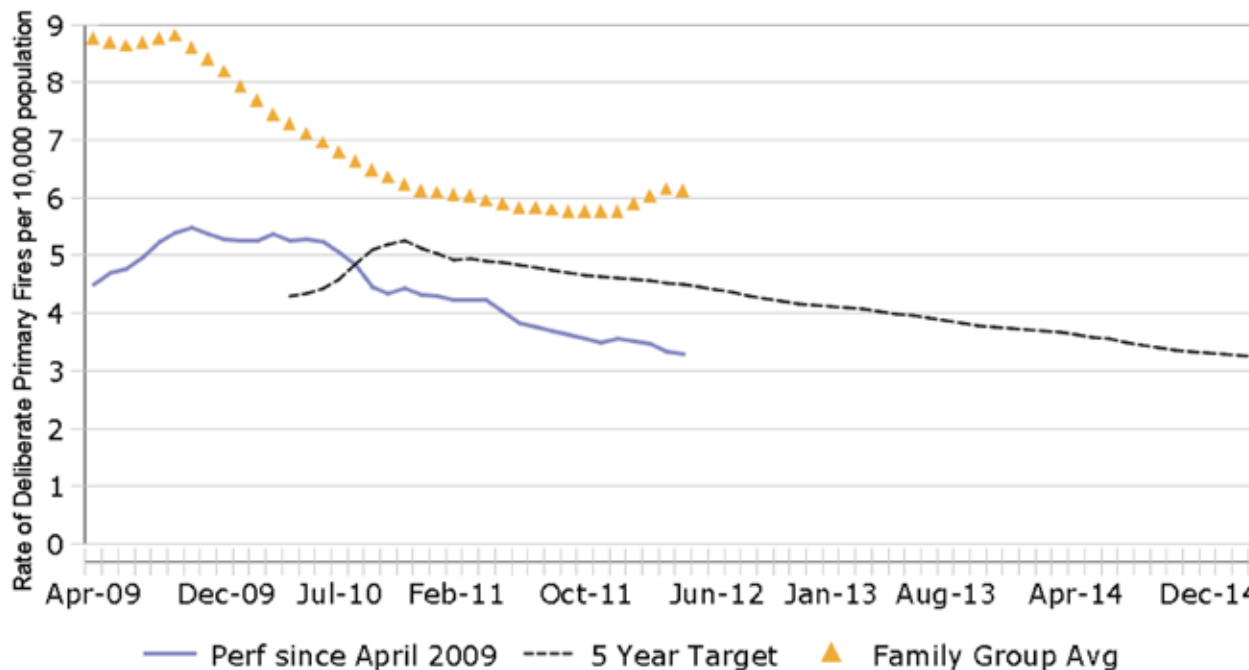


CHART 7

RATE OF DELIBERATE SECONDARY FIRES PER 10,000 POPULATION

With respect to secondary fires, deliberate fires accounted for 48% of the total with outdoor/grassland/woodland/crop fires being the most common type of deliberately set fire (34%).

ECFRS has a target to reduce the rate of deliberate secondary fires (see chart 7). During 2011/12 there were 1,490 deliberate secondary fires recorded, a 19% increase compared to the 1,249 recorded in 2010/11. Despite this increase, the end of year rate – 8.8 fires per 10,000 population – was better than the annual target of 10.3.

The largest fire types in the deliberate secondary fire category are loose refuse fires and scrub/single tree fires and it was these categories which saw the greatest increase over the past twelve months (126 more deliberate loose refuse fires, an increase of 39% and 92 more tree scrub/single tree fires, an increase of 67%). Both these fire types are highly seasonal with many more recorded between April and October.

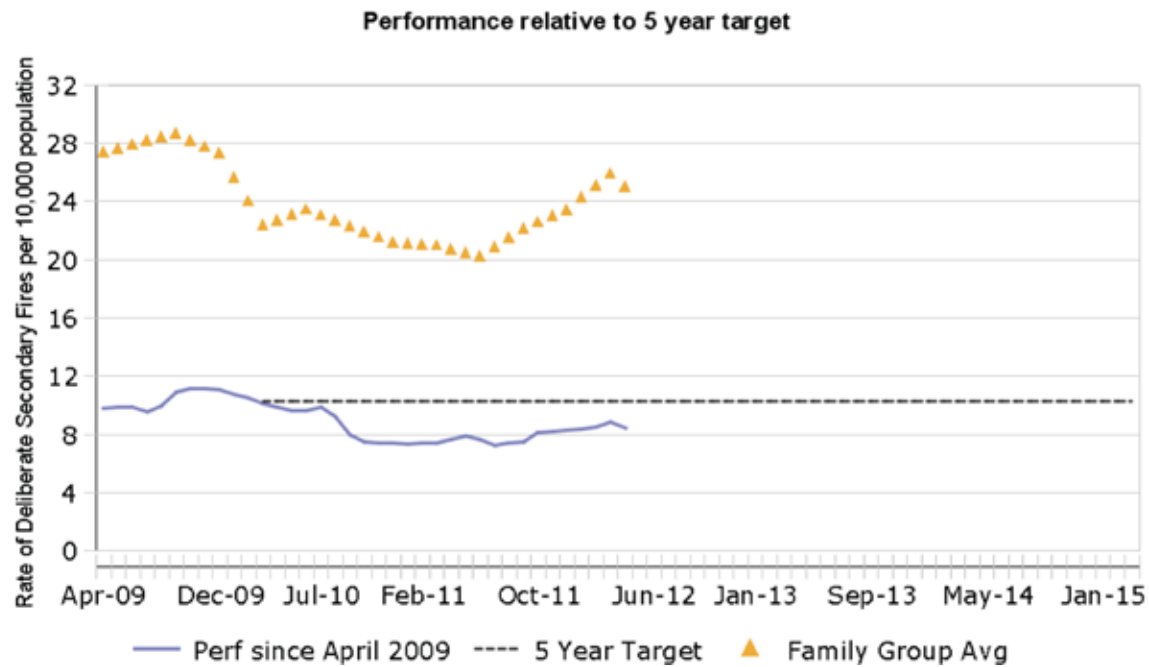


CHART 8

NUMBER OF ATTENDANCES AT NON-RESIDENTIAL PROPERTIES – FALSE ALARMS DUE TO AUTOMATIC FIRE DETECTION APPARATUS

False Alarm Incidents

False alarms good intent (FAGI) accounted for 53% of false alarms attended in 2011/12, false alarms due to automatic detection apparatus (FADA) 42% and hoax calls 5%. ECFRS has a target to reduce FADA attendances at non-residential properties and a new policy introduced in March 2011 has resulted in these attendances reducing by half in 2011/12 compared to 2010/11 (see chart 8). The policy states that ECFRS no longer attends calls relating to automatic fire detection apparatus at level 3 premise types as a matter of routine (unless there is corroborating information that a fire or other incident is in progress). ECFRS policy remains to attend all such calls to level 1 and level 2 premises types. ECFRS attended 1,694 FADA incidents in 2011/12, down 51% on the number attended the previous year and below the annual target of 2,875 (as desired). Most of the reduction in attendances was, as expected, predominantly for level 3 premises types.

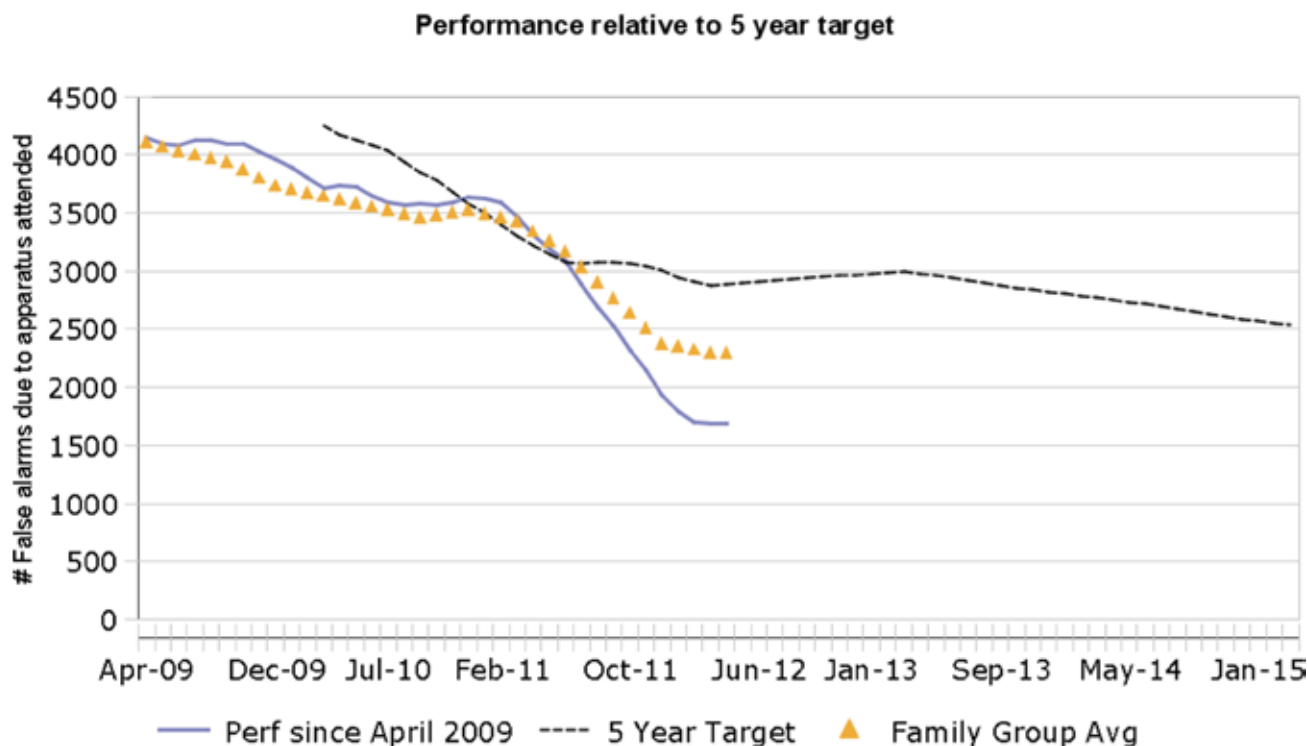


CHART 9

NUMBER OF ATTENDANCES AT HOAX CALLS (ROLLING 12-MONTHLY TOTAL)

ECFRS also has a target to reduce attendances at hoax calls (see chart 9). During 2011/12 the Service attended 312 incidents, down by 157 attendances or 33% on the previous year and exceeding the annual target of 380.

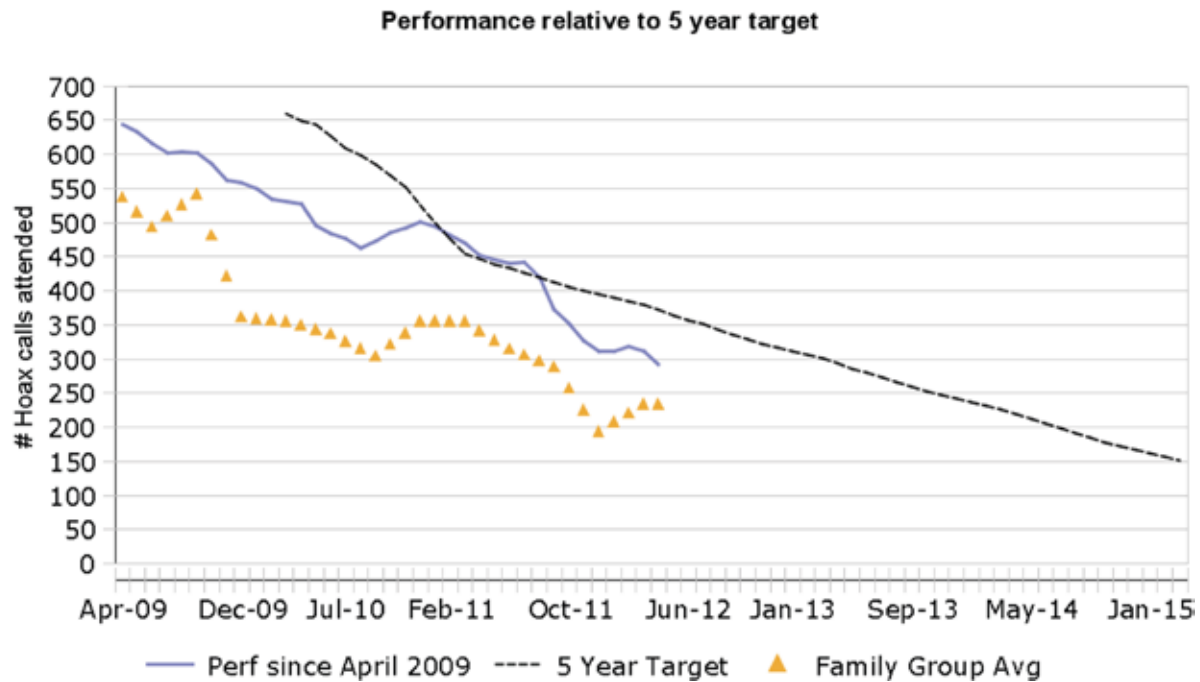




CHART 10

NUMBER OF ATTENDANCES AT HOAX CALLS (ROLLING 12-MONTHLY TOTAL)

Emergency Special Service (ESS) Incidents

The most prevalent single incident type within the ESS category is road traffic collisions (RTCs) which accounted for 32% of all ESS attendances in 2011/12 (see chart 10); ECFRS attendances at RTCs have reduced by 32% since 2007/08.

Other frequently occurring ESS incident types are lift rescues, lock-in/lock-out and flooding – see chart 11 which shows a more detailed breakdown of all ESS incidents during 2011/12.

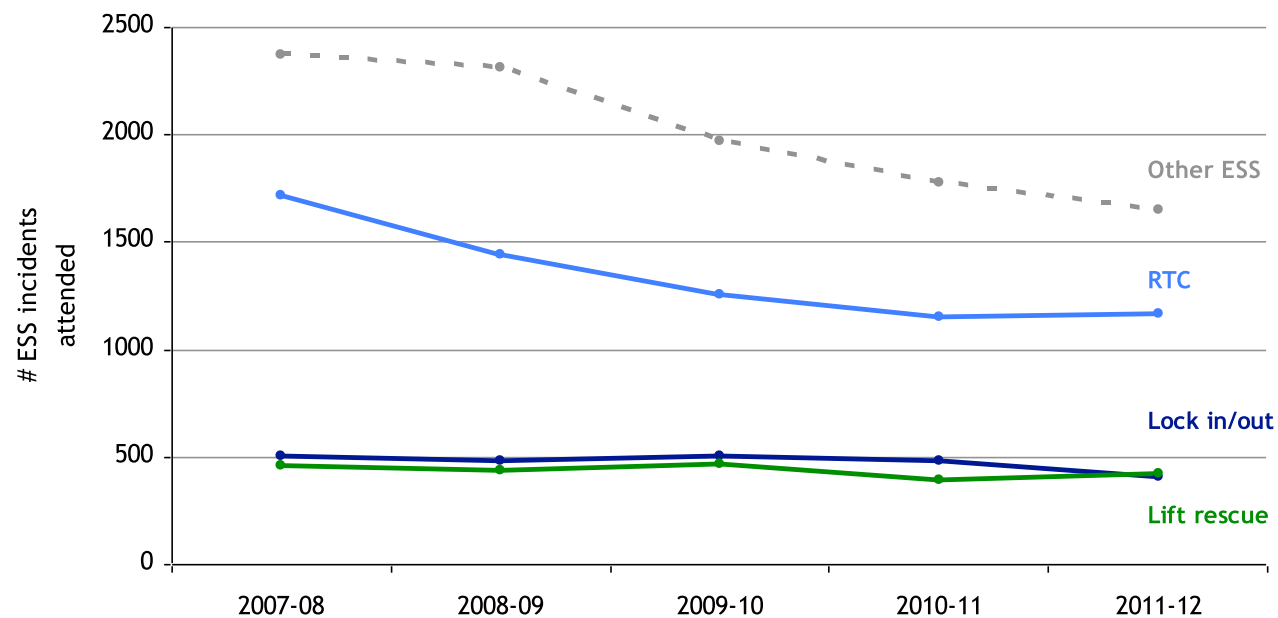
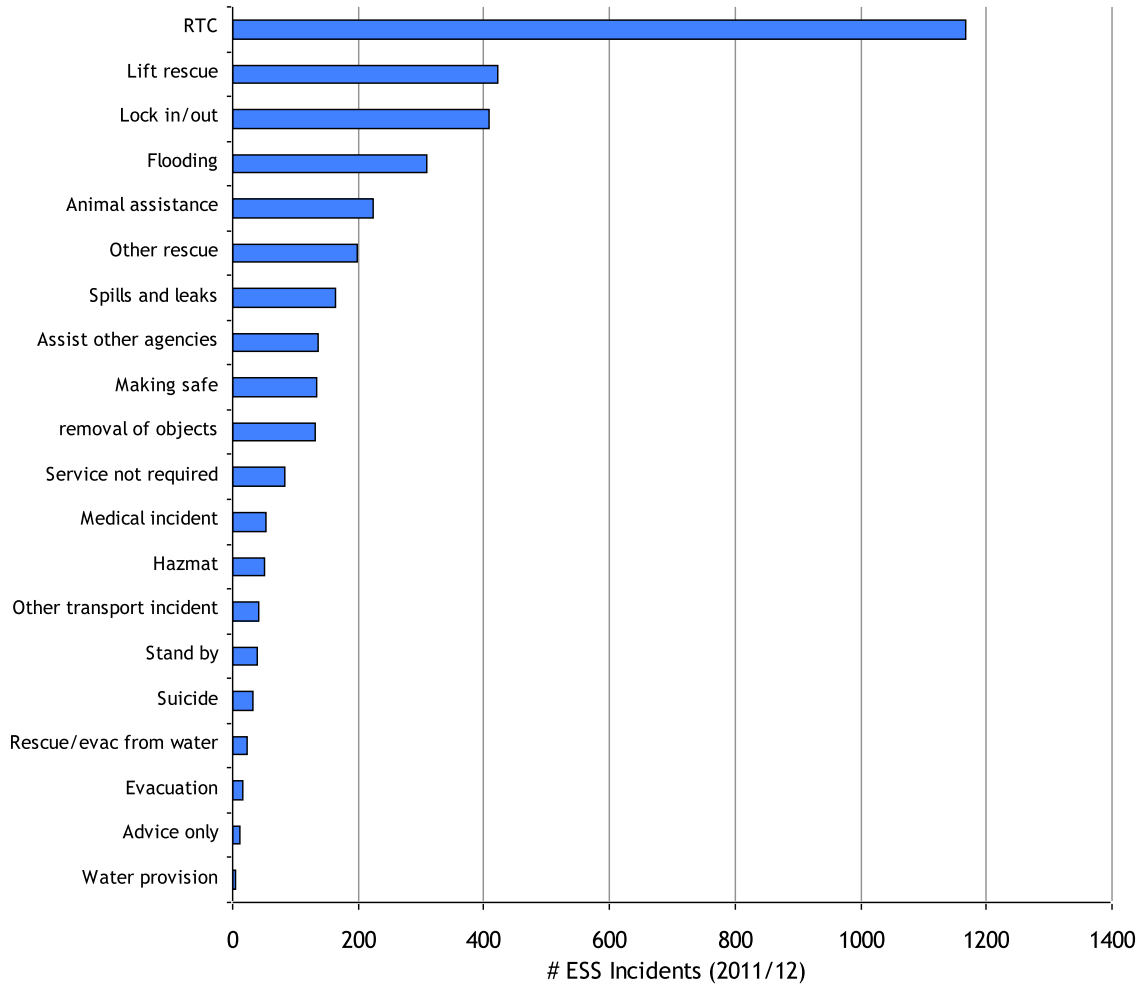


CHART 11

ESS INCIDENTS ATTENDED DURING 2011/12 (BY TYPE)



ECFRS has a target to reduce the number of people killed and serious injured (KSI) in collisions on Essex roads (ie not just from those incidents it attends). In 2011/12 there were 740 KSI casualties, 70 fewer than the previous year which equates to an 8.6% reduction. Although KSI casualty figures are not yet signed off as complete by Essex Police it is expected that the final figure for 2011/12 will be better than the annual target set for this measure (782 KSI casualties).

Dealing with Emergencies

Call handling

ECFRS handled 15,970 calls during 2011/12, 2,365 fewer than in 2010/11 (a 13% reduction). ECFRS has targets relating to how quickly its operatives handle calls although these targets will also be a reflection of the caller, who may be distressed, not have English as a first language or may be reporting the incident from a distance whilst located in an unfamiliar area.

- The percentage of calls handled within 60 seconds was 61.3% during 2011/12 which, although not on target, is an improvement on last year's performance when 55.0% of calls were handled within target time.
- The percentage of calls handled within 90 seconds was 90.7% during 2011/12 which was above the 90% target as well as being better than the performance recorded for the previous year (87.8%).
- The percentage of calls handled within 120 seconds was 97.7% during 2011/12, just below the target of 99% but, once again, a slight improvement on last year's performance when 96.5% of calls were handled within target time.

CHART 12

WHOLETIME MOBILISE (TIME OF STATION ALERT TO PROCEEDING)

Mobilising to Incidents

The time taken to mobilise to an incident is the time taken by the station appliance and crew to be en route (mobilised) to an incident having been alerted by Control. ECFRS has two mobilisation targets depending on whether a station is staffed by wholetime firefighters or retained duty firefighters.

The wholetime mobilisation target is that 75% of station alerts mobilised within two minutes and ECFRS performance against target is shown by chart 12. Performance here has improved steadily although, at 62.7% of alerts mobilised, is under the target of 75%.

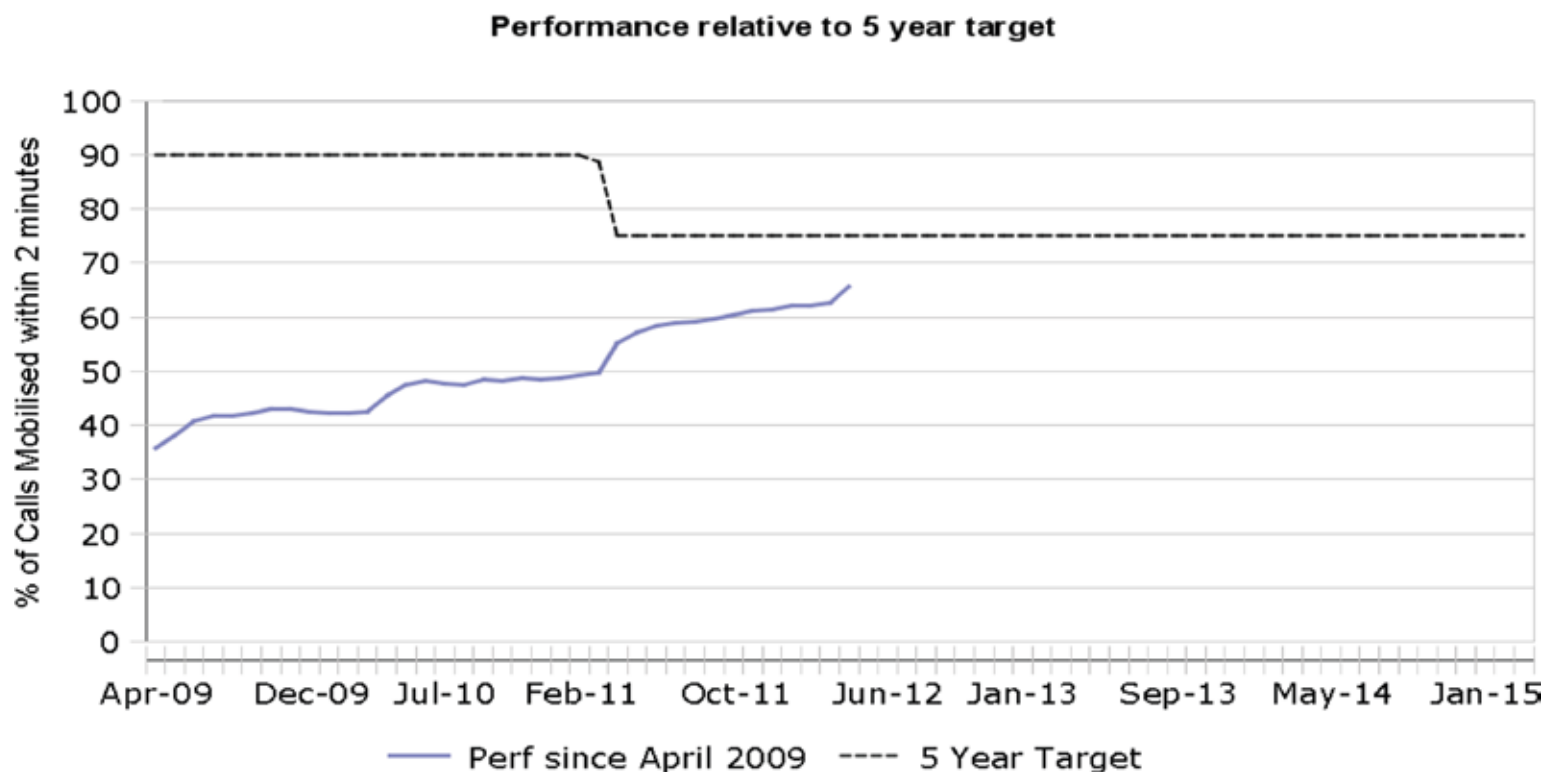


CHART 13

RETAINED MOBILISE (TIME OF STATION ALERT TO PROCEEDING)

The retained duty mobilisation target is that 75% of station alerts mobilised within six minutes (retained duty officers are not based at the station and therefore this target needs to take account of their travel time); ECFRS performance against target is shown by chart 13. Performance here is stable and at 75.7%, above the target of 75%.

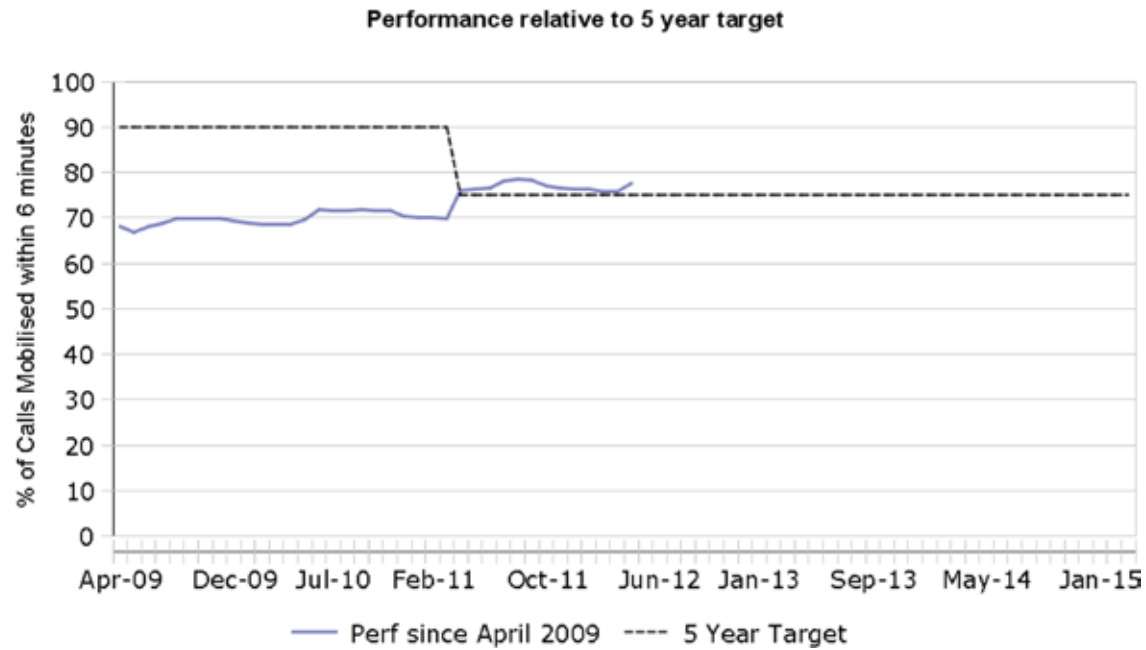
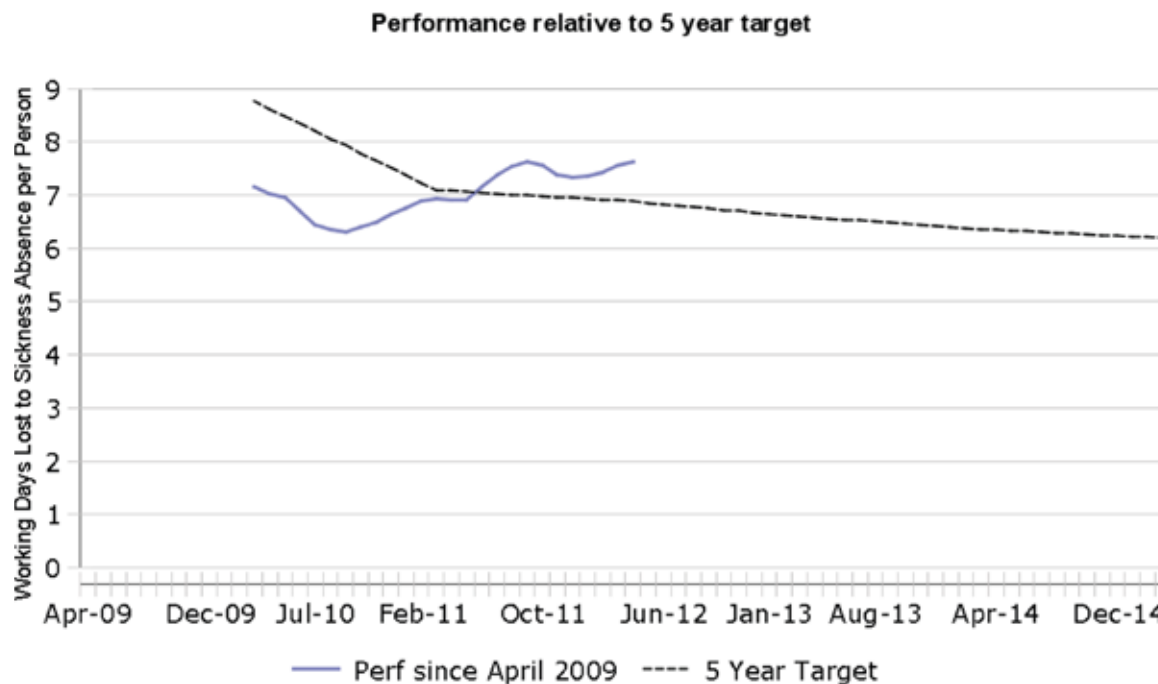




CHART 14

WORKING DAYS LOST TO SICKNESS ABSENCE: ALL STAFF (ROLLING 12-MONTHLY TOTAL)



Managing Resources

Staff sickness

ECFRS has targets to reduce working days lost to sickness absence for both uniform and non-uniform staff (see chart 14).

All staff sickness absence for the year was 9% higher than the previous year and the long-term target. Whilst our performance has slightly dipped in this area, the Service is still performing well above the average for public sector organisations, which averages 9.1 days per employee per annum in 2011*. This equates to performance that is 1.5 days (per employee, per annum), 16% better than the

overall average for the public sector. Sickness for uniform staff was 7% higher than the previous year and 8% higher than the long-term target. It should be noted that, whilst our performance has slightly dipped in this area, the Service is still performing well above the average for public sector organisations, which averages 9.1 days per employee per annum in 2011*. This equates to performance that is 1.9 days (per employee, per annum), 21% better than the overall average for the public sector. Sickness for non-uniform staff

was 15% higher than the previous year and is 19% above the long term target. Whilst our performance has slightly dipped in this area, ECFRS is still performing well above the average for public sector organisations, which averages 9.1 days per employee per annum in 2011*. This equates to performance that is 0.5 days (per employee, per annum), 5% better than the overall average for the public sector.

*Source: Chartered Institute of Personnel and Development, Annual Survey Report 2011 – Absence Management



CHART 15

WHOLETIME OPERATIONAL AVAILABILITY – 97% APPLIANCES AVAILABLE (ROLLING 12-MONTHLY TOTAL)

Operational availability

Operational availability (at start of shift) is a measure of a variety of factors including staff sickness, time management of annual leave and training, as well as appliance defects/ servicing. ECFRS has targets for both wholetime and retained duty officer availability and performance against these targets is shown by charts 15 and 16.

The target for wholetime operational availability is 97% of officers available at start of shift with ECFRS performance being consistently below target. However, improvements have been seen in recent months with the introduction of pre-arranged out-duties for wholetime officers (see glossary). By the end of 2011/12, wholetime availability at start of shift was 84.2%, below the year-end target. Availability at three hours (three hours into the start of the shift) was 96.3% at the end of 2011/12, just below the 97% target line. The target for retained duty operational availability is 90% of officers available at start of shift with ECFRS performance consistently below target. By the end of 2011/12, retained duty officer availability at start of shift was 81.4%, lower than the level recorded for the previous year and below the year-end target.

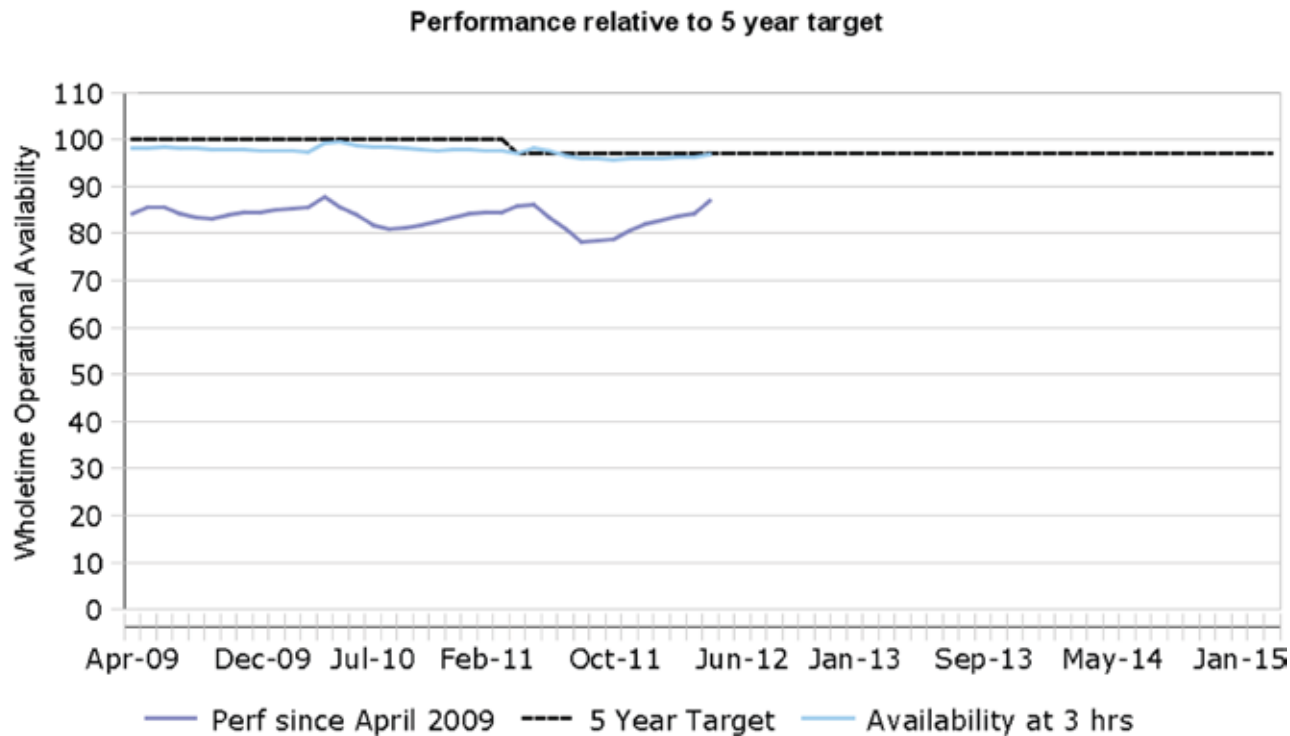
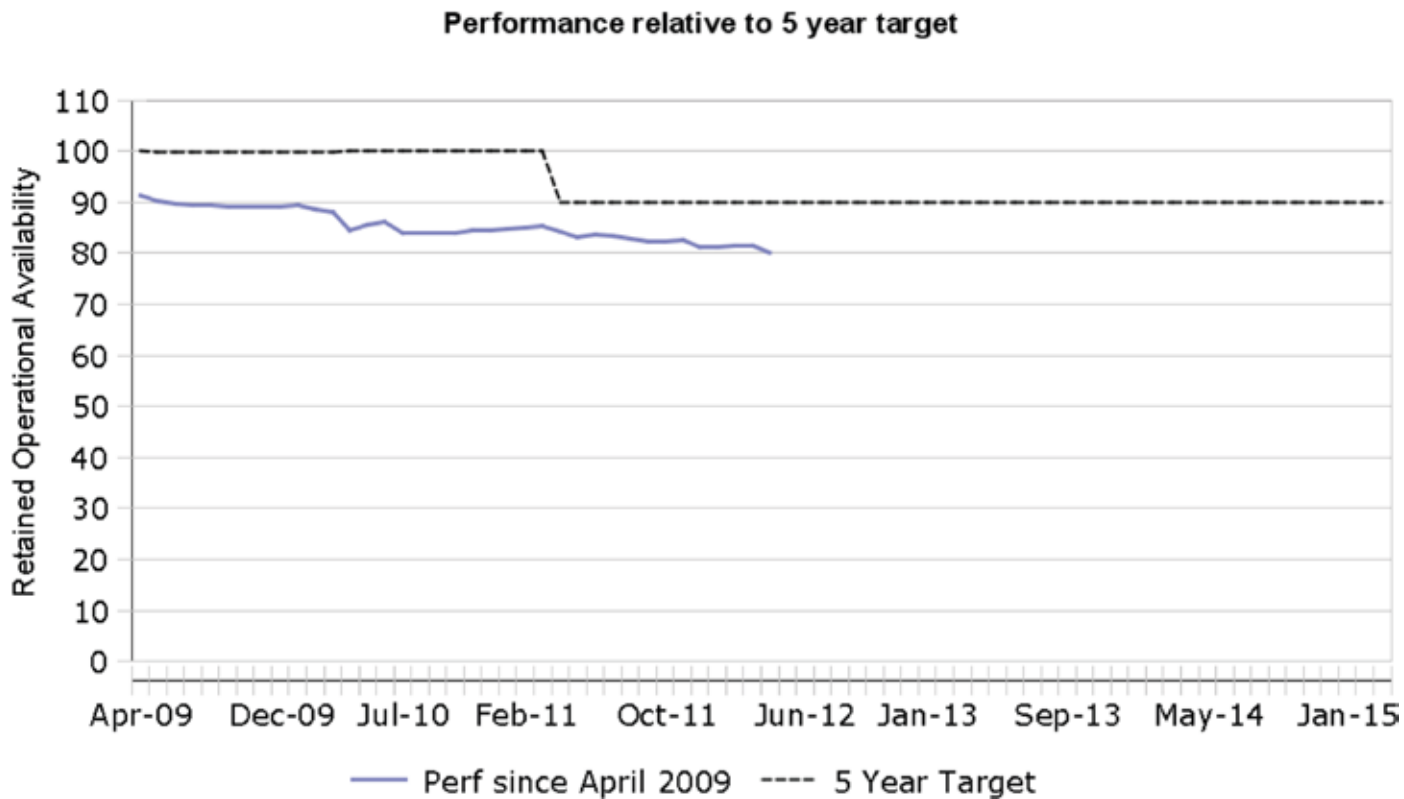


CHART 16

RETAINED DUTY OPERATIONAL AVAILABILITY – 90% APPLIANCES AVAILABLE (ROLLING 12-MONTHLY TOTAL)



Finance

In October 2010 the government announced a 25% cut in the level of funding for fire and rescue authorities over four years. The Authority is already reducing its expenditure and achieved some £4.2m of savings against its 2010/11 budget and we are expecting a similar level of savings in 2011/12. We are achieving these savings without impacting on the number of front-line appliances, fire stations or duty systems. In addition, non-staff costs have been reduced through cashable savings from procurement and demand management.

The level of government support for the Authority in 2012/13 is based on four blocks of grant. The figures for Revenue Support Grant (RSG) and National Non Domestic Rate (NNDR) payments for the Authority in 2012/13 total £34.2m, an increase of £1.7 million over 2011/12.

The revenue budget requirement of £77.3m is an increase of £1.9m against the 2011/12 budget of £75.4m.

The budget for capital payments has been set at £11.2m. The planned General Balance as at 31st March 2013 is £10.7m

A provisional summary of the net revenue expenditure for the twelve months to 31st March is shown in the table overleaf.



	2011/2012	2011/2012	
<i>Description</i>	<i>Actual £000s</i>	<i>Budget £000s</i>	<i>Variance £000s</i>
Firefighters	36,807	38,418	(1,611)
Firefighters - Retained Duty System	4,586	4,792	(206)
Control Staff	1,583	1,719	(136)
Support Staff	9,335	9,344	(10)
Total Employment costs	52,310	54,273	(1,963)
Support costs	2,032	2,224	(192)
Premises & Equipment	9,138	9,376	(238)
Other costs & services	2,917	2,811	106
Firefighters' Pension Scheme	160	400	(240)
Statutory provision for capital financing	4,524	4,524	-
Voluntary provision for capital financing	5,263	460	4,803
Financing items	2,575	3,596	(1,021)
Operational income	(3,932)	(2,963)	(970)
Contribution to/(from) reserves	383	663	(280)
Total Other Costs	23,060	21,092	1,969
Total Budget	75,371	75,365	5

Note: table may not cast as it comprises numbers rounded for display only.

Glossary

ADF	Accidental dwelling fire: all fires in dwellings where the cause was accidental or unknown (excluding deliberately caused fires).
AFA	Automated fire alarm
ALP	Aerial ladder platform
BLFRS	Bedfordshire and Luton Fire and Rescue Service
BVPI	Best value performance indicator
Call handling	The time from when the call is picked up by Control to the time Control alerts a station to mobilise
CLG	Communities and Local Government
COMAH	Control of Major Accident Hazards
CSR	Comprehensive Spending Review
DEFRA	Department for Environment, Food and Rural Affairs
ECC	Essex County Council
ECFRS	Essex County Fire and Rescue Service
EFA	Essex Fire Authority
EIA	Equality impact assessment
ERB	Electronic rota book
ERF	Essex Resilience Forum
ESS	Employee Self Service (SAP HR module)
ESS	Emergency special service: an incident attended other than fires and false alarms eg a road traffic collision, water removal, lock in/out.

Experian Mosaic	Mosaic Public Sector is the UK's only classification designed specifically for use by the public sector and focuses on the needs of citizens. It provides a detailed and accurate understanding of each citizen's location, their demographics, lifestyles and behaviours and categorises householders into one of 69 types. Further information can be found at www.publicsector.experian.co.uk																		
FADA	False alarms due to apparatus (see 'false alarms')																		
False alarms	There are three types of false alarm: 'hoax/malicious' – where a call is made in the knowledge that there no fire/incident; 'good intent' – where a call is made in the mistaken belief that an incident is occurring and 'due to apparatus' – where fire alarms or fire detection systems mistakenly operate in the absence of fire (eg cooking fumes, cigarette smoke, mechanical fault). ECFRS recently changed its policy for attendances at false alarms due to apparatus (FADA). The Service no longer attends FADA incidents at Level 3 properties but continues to attend FADA at level 1 premises (premises with sleeping risk, eg residential homes or schools) and level 2 premises (high-risk sites such as oil refineries, chemical laboratories etc)																		
FAGI	False alarm – good intent																		
Family Group	<p>Fire and rescue Services in the UK are categorised into 'family groups' to facilitate benchmarking according to the size of the area's population and levels of deprivation. ECFRS is in group 4 with:</p> <table data-bbox="376 874 918 1225"> <tr> <td>Avon</td> <td>Lancashire</td> </tr> <tr> <td>Cheshire</td> <td>Leicestershire</td> </tr> <tr> <td>Cleveland</td> <td>Lincolnshire</td> </tr> <tr> <td>Derbyshire</td> <td>Nottinghamshire</td> </tr> <tr> <td>Hampshire</td> <td>Surrey</td> </tr> <tr> <td>Hereford & Worcester</td> <td>Staffordshire</td> </tr> <tr> <td>Hertfordshire</td> <td>South Wales</td> </tr> <tr> <td>Humberside</td> <td>Northern Ireland</td> </tr> <tr> <td>Kent</td> <td></td> </tr> </table> <p>Family group averages shown within this report are estimates (finalised data is expected in May 2012).</p>	Avon	Lancashire	Cheshire	Leicestershire	Cleveland	Lincolnshire	Derbyshire	Nottinghamshire	Hampshire	Surrey	Hereford & Worcester	Staffordshire	Hertfordshire	South Wales	Humberside	Northern Ireland	Kent	
Avon	Lancashire																		
Cheshire	Leicestershire																		
Cleveland	Lincolnshire																		
Derbyshire	Nottinghamshire																		
Hampshire	Surrey																		
Hereford & Worcester	Staffordshire																		
Hertfordshire	South Wales																		
Humberside	Northern Ireland																		
Kent																			
Fatalities	(Fires only) Even if the fatal casualty dies subsequently, any fatality whose cause is attributed to fire is included in the statistics except where it transpires subsequently that the fire was not the cause of death.																		

GIS	Geographical Information System
HFSV	Home fire safety visit
HR	Human Resources
HRM	Human Resource module (SAP)
IRMP	Integrated Risk Management Plan
IT	Information Technology
ITTP	Information Technology Transformation Programme
KSI	Killed and seriously injured – people who are killed or seriously injured (KSI) in road traffic collisions: Fatal injuries are those leading to death less than 30 days after the collision; Serious injuries are those resulting in the person being detained in hospital or any of the following injuries – fractures, concussion, internal injuries, crushing, burns, severe cuts, severe general shock and injuries causing death 30 or more days after the collision.
MDT	Mobile data terminal
Mobilisation	The time taken by the station appliance and crew to be en route to an incident having been alerted by Control.
MSS	Manager Self Service (SAP)
NI	National indicator
NNDR	National Non Domestic Rate
Non-fatal casualties	(Fires only) For the purposes of this report, these are recorded as being one of two classes of severity: The victim went to hospital with fire-related injuries which appear to be (i) serious or (ii) slight.
Non-residential properties	Excluding private garages, sheds etc. and buildings where the use is not known)
ONS	Office of National Statistics
PACT	Parents of Autistic Children Together

PAOD	Prearranged outduties – pre-planned staff movements to other stations to cover absence. The aim of pre-arranged out duties is to maintain optimal crew levels at each station.
PI	Performance indicator
Premises types	Level 1 (schools and premises classed as sleeping risks, eg hotels, guest houses, B&Bs, nursing homes, residential care homes, sheltered housing, hospitals etc), level 2 (high-risk premises, eg oil refineries) and level 3 (all other premises that are not specified in level 1 & 2 including factories, warehouses, offices, shops etc).
Primary fires	Include all fires in buildings, vehicles and outdoor structures or any fire involving casualties, rescues or fires attended by five or more appliances.
RDS	Retained duty system (firefighter) – contracts to be available for agreed periods of time for firefighting purposes, but who could have an alternative full-time employment.
RIDDOR	Reporting of Injuries, Diseases and Dangerous Occurrences Regulations
RoSPA	Royal Society for the Prevention of Accidents
RP	Rescue pump
RSG	Revenue Support Grant
RTC	Road traffic collision
SAP	Systems Applications and Products in Data Processing
SDB	Strategic Delivery Board
Secondary fire	A fire that did not occur at a primary location, was not a chimney fire in an occupied building, did not involve casualties (otherwise categorised as a primary incident) and was attended by four or fewer appliances.
SIS	Service Information System
SMB	Strategic Management Board
SOP	Standard Operating Procedure
TEM	Training and event management

TM	Time management
TUPE	Transfer of Undertakings (Protection of Employment) Regulations
UK	United Kingdom
USAR	Urban Search and Rescue
WDS	Wholetime duty system employment.
WFS	Workplace Fire Safety
WTP	Workforce Transformation Programme
W/T	Wholetime (duty system) firefighter – a person employed full time as a firefighter regardless of their rank.

References

EFA Budget Book

http://www.essex-fire.gov.uk/images/pics/Budget_Book_2011_12_unlinked.pdf

EFA Corporate Plan 2011–15

http://www.essex-fire.gov.uk/images/izone/Corporate_Plan_2011-15_v5_LR.pdf

EFA Statement of Accounts

http://www.essex-fire.gov.uk/images/pics/Essex_Fire_Authority_2011_12.pdf

Fire Futures – Chair’s Foreword

<http://www.communities.gov.uk/documents/fire/pdf/17982031.pdf>

Office of National Statistics

<http://www.statistics.gov.uk/statbase/product.asp?vlnk=15106>

Get In Touch

Thanks for taking the time to read our Annual Report. 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

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Electronic Printed

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On our website In a Library
In one of our fire stations/offices Other

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In one of our fire stations/offices Other

...in which format? Electronic Printed

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b) This report is easy to read	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) The information in this report is interesting and relevant to me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) I feel more informed about Essex County Fire & Rescue Service.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

What could we do to improve this report?

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Comments

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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

Title Initials Surname

Telephone Number.....

Address
.....
.....

Postcode

Email Address.....

Thank you for your time



Get Involved

Comments, Compliments and Complaints

We take your input seriously which is why we have a formal process in place to deal with your feedback.

We are committed to providing a professional, efficient and valued Service. As such, we welcome all comments, compliments and complaints. Any correspondence received will be used in a positive way to improve our services wherever necessary.

As a public service, we have a duty to have in place a procedure which allows you to tell us when things go wrong and for us to respond and to provide a satisfactory resolution. A central register of all comments, compliments and complaints is maintained and where appropriate letters are used in our internal publications to provide direct feedback to staff; it is also used as part of our auditing process and to monitor the views and opinions of our customers.

The procedure that we follow will ensure that:

- All comments, compliments and complaints are acknowledged.
- All complaints are dealt with quickly, politely, confidentially and fairly.
- Any necessary improvements in Service are addressed.
- A satisfactory explanation, apology or redress is provided.
- Disagreements are dealt with under our appeals procedure
- We monitor all complaints in order to determine levels of satisfaction.

If you wish to contact us with a complaint or compliment, please use the contact details on page 62.



For home fire safety advice or to see if you qualify for a visit by one of our technicians contact us now.



0845 601 2495



www.essex-fire.gov.uk

